



Innovate Reconciliation Action Plan

Ronald McDonald House Charities Australia
October 2025 - October 2027



Acknowledgement of Country

At Ronald McDonald House Charities (RMHC) Australia, we respect and acknowledge the Traditional Custodians of the land, skies, and waterways on which we gather today. We pay our respects to their Elders, past and present.

We celebrate the resilience and strength of young Aboriginal and Torres Strait Islander children and young people, the next generation of storytellers, Custodians, and leaders.

We are honoured to support and work with Aboriginal and Torres Strait Islander peoples, including families with ill or injured children, so together, we can create a brighter, healthier future for every child.

Front cover: Malcom and Jamarlia supported by Ronald McDonald House Charities South East Queensland

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Statement from CEO of Reconciliation Australia

Reconciliation Australia commends RMHC Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for RMHC Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, RMHC Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The Innovate RAP framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RMHC Australia is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals RMHC's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations RMHC Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

By investigating and understanding the integral role it plays across its sphere of influence, RMHC Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

This plan reflects our commitment to fostering respectful relationships, creating opportunities, and driving impactful change alongside Aboriginal and Torres Strait Islander peoples.

Message from the CEO of Ronald McDonald House Charities Australia

At RMHC Australia, we are proud to support the journey of reconciliation and take meaningful action through our Innovate RAP.

This plan reflects our commitment to fostering respectful relationships, creating opportunities, and driving impactful change alongside Aboriginal and Torres Strait Islander peoples.

The Innovate RAP represents a significant step forward. It challenges us to think differently, collaborate meaningfully, and embed reconciliation into the heart of what we do at RMHC Australia. By listening, learning, and partnering with Aboriginal and Torres Strait Islander communities, we aim to build a more inclusive and equitable future. Through this Innovate RAP we aim not only to foster reconciliation but also to empower Aboriginal and Torres Strait Islander peoples, ensuring that every family has access to the care, support, and opportunities they need when they have an ill or injured child.

I encourage every member of our team to embrace this journey, celebrate progress, and remain steadfast in driving sustainable change as we bring our mission to life, supporting Aboriginal and Torres Strait Islander communities and ensuring that families, no matter their circumstances, feel seen, supported, and valued. Together, we can help make a genuine, lasting difference.



Barbara Ryan
CEO Ronald McDonald
House Charities Australia

The Innovate RAP represents a significant step forward. It challenges us to think differently, collaborate meaningfully, and embed reconciliation into the heart of what we do at RMHC Australia.

Message from RAP Working Group

As the RMHC Australia RAP Working Group, we are excited to announce the launch of our Innovate Reconciliation Action Plan October 2025 – October 2027.

Our Innovate RAP builds upon our existing reconciliation foundation, allowing us to take meaningful actions that promote reconciliation. We, the RAP Working Group, are dedicated to collaborating with staff and both internal and external partners to enhance our commitment to this important cause.

Our pledge is to embody behaviours aligned with reconciliation and the key pillars of our Reconciliation Action Plan:

-  **Building and maintaining strong relationships**
-  **Strengthening our cultural integrity**
-  **Creating opportunities for Aboriginal and Torres Strait Islander peoples**
-  **Ensuring effective governance structures and processes**

We will work together with enthusiasm to learn and achieve the best possible outcomes for Aboriginal and Torres Strait Islander families and colleagues, ensuring that our organisation is culturally safe.

Our Vision for Reconciliation

At RMHC Australia, our unwavering dedication to reconciliation drives our vision for a fair and equitable Australia that provides opportunities and outcomes for Aboriginal and Torres Strait Islander peoples. Specifically, we prioritise supporting Aboriginal and Torres Strait Islander peoples, including those we work with and RMHC families and children, ensuring cultural safety for all. We are committed to ensuring that we operate in a culturally safe, respectful manner, guided by values that prioritise the well-being of Aboriginal and Torres Strait Islander individuals and families. Through creating a supportive environment within our organisation, we strive to contribute to a more equitable and inclusive society. We firmly believe that reconciliation between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples is a shared responsibility that all Australians must uphold. We recognise and respect the unique position of Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the Land. Furthermore, we respect and value the profound connection that Aboriginal and Torres Strait Islander communities have with their traditional lands and waters, as well as their rich histories, diverse cultures, contributions, and customs. We proudly acknowledge and celebrate the presence and contributions of Aboriginal and Torres Strait Islander peoples across Australia.

Message from RAP Working Group



Our Business

Our vision is a world where every family has access to the resources they need to achieve the best health outcomes for their children. RMHC Australia enables RMHC Chapters to deliver RMHC Programs, so they can care for families with children who are ill or injured. We have a strategic commitment to diversity, equity, and inclusion. Our core business is providing essential services that remove barriers, strengthen families, and promote healing when children need healthcare. RMHC operates through 12 Chapters across the country, each with its own Board and management, working together in a federated structure.

Office Locations

RMHC Australia has numerous office locations supporting our Chapters and Programs across Australia. Currently, our offices are situated on the lands of the Gadigal, Wurundjeri, Turrbal and Jagera and Ngunnawal peoples.

Workforce

RMHC Australia is a team of approximately 27 staff members, employing staff across various locations. Currently our organisation has no known staff who identify as Aboriginal and/or Torres Strait Islander people. While the number of Aboriginal and Torres Strait Islander staff is currently unknown, we will work within this RAP to determine culturally appropriate ways to address this. Within the RMHC System across Australia (12 Chapters) are three Aboriginal and Torres Strait Islander employees. (September 2024).

Geographic Reach

Our organisation operates nationally, offering five key Programs across major cities and regional areas in Australia. These include Ronald McDonald Houses, which provide a home-away-from-home for families during their child's treatment; Family Retreats, which offer families a chance to relax and reconnect; Family Rooms, providing a comforting space within hospitals for families to rest; Hospitality Carts, delivering essential items and snacks to families at the bedside; and the Learning Program, which supports the education of children recovering from illness or injury. These programs collectively ensure comprehensive support for families with children who are ill or injured, during challenging times.

Sphere of Influence

RMHC Australia's sphere of influence includes, internally, employees, Board members, volunteers, and the families we serve and the external organisations we work with. The decisions made by our Board and Leadership guide the strategic direction, vision, and commitment to defining meaningful relationships and support. Our external sphere of influence is shaped by relationships, opportunities, and collaborations that come from outside our charity, with a wide range of supporters, collaborators, regulatory entities, and partnerships that help RMHC Australia fulfill its mission. All relationships are essential for us to grow and, through this process, to build our support with Aboriginal and Torres Strait Islander families and maintain ongoing and future relationships with Aboriginal and Torres Strait Islander organisations.

RMHC Australia Values

- **Respect** We value and embrace diversity, treating everyone with respect.
- **Integrity** We approach our work and relationships with integrity, upholding ethical standards through honesty, trustworthiness, and accountability.
- **Compassion** We lead with compassion, empathy and understanding in everything we do.
- **Commitment** We are committed to working with purpose and creating meaningful impact.

We will incorporate our values, aligning them with each action and deliverable.

Purpose

After completing our Reflect RAP, RMHC Australia is proud to develop an Innovate RAP to further our commitment to reconciliation and to continue our journey to make our organisation culturally safe, inclusive, and respectful. Our Innovate RAP represents the next step in this journey, focusing on deeper engagement with Aboriginal and Torres Strait Islander communities and embedding reconciliation into every aspect of our work.

Leadership

Barbara Ryan CEO of RMHC Australia, with the support of the Senior Leadership Team (SLT) and the RAP Working Group, champions the organisation's commitment to reconciliation. The RAP Working Group includes representatives from the SLT, Mission and Quality Team, Fundraising, and Administration Staff, as well as two external Aboriginal and Torres Strait Islander representatives.

RAP Working Group

- **Anita Neville** Operations Support Manager Mission & Quality.
- **George Tsokos** Fundraising Business Partner.
- **Michelle McCormack** General Manager Mission and Quality.
- **Susan Carter** Team Assistant.
- **Dr Lana Leslie** Kamilaroi woman from Gunnedah Hill Business Solutions.
- **Blake Griffith** Kunjen and Yorta Yorta man.

The group meets monthly to develop and implement actions and deliverables in the key four areas: relationships, respect, opportunities, and governance. RMHC SLT would like to acknowledge the commitment of Dr Lana Leslie and Blake Griffith as our RAP Working Group Aboriginal and Torres Strait Islander representatives. Lana is a proud Kamilaroi woman who supported us as a consultant with the development of our Reflect RAP.

Blake Griffith is a proud Kunjen and Yorta Yorta man, leading the Aboriginal and Torres Strait Islander Program at Christian Brothers High School Lewisham. The program offers Aboriginal and Torres Strait Islander students' opportunities to connect to Country, share and celebrate Culture and significant events, while also facilitating the education of the entire school community. Both Lana and Blake are valued team members of our Innovate RAP Working Group, attending meetings and supporting the implementation of the Innovate RAP.

Our Reconciliation Journey

RMHC Australia embarked on its reconciliation journey in early 2022 with the launch of our Reflect RAP in February 2023.

This plan enabled us to establish the foundations for reconciliation within our organisation, with the guidance of Dr. Lana Leslie, a consultant from Gunnedah Hill Business Solutions.

- Cultural Learning sessions with RMHC Australia Board and staff with Gunnedah Hill Business Solutions.
- Engaged Aboriginal and Torres Strait Islander Artist.
- RMHC Australia staff have created an Acknowledgement of Country, which reflects our ongoing vision and mission to support Aboriginal and Torres Strait Islander employees, volunteers, and families we serve.
- Ongoing learning opportunities throughout the year through professional development sessions, videos, and reading materials.
- National Reconciliation Week (NRW) and NAIDOC events.
- Engaged Aboriginal and Torres Strait Islander organisations to create collateral, deliver cultural safety sessions at conferences and support NRW and NAIDOC week activities.

During the development of the Reflect RAP, we learned about sharing knowledge and building the team's understanding of reconciliation. In the next phase of our reconciliation journey, it is imperative that we partner with our colleagues as we start to further develop our governance structures, educational knowledge, and Aboriginal and Torres Strait Islander partnerships so ownership of reconciliation throughout RMHC Australia is embedded into all departments and each staff member is a champion for reconciliation.

The next stage of our reconciliation journey is the development of the Innovate RAP as we work through the areas of relationships, respect, opportunities, and governance to ensure RMHC Australia is committed to creating a culturally safe and inclusive environment and workplace. RMHC Australia recognises the importance of our role in reconciliation, and the RMHC Australia Innovate RAP identifies the important steps we will work through to build and enhance the respect we have for Aboriginal and Torres Strait Islander peoples and by creating opportunities for all staff to be involved and take ownership of the Innovate RAP deliverables.

Our Innovate RAP is the continuation of an exciting journey for us as an organisation, in strengthening and voicing our commitment to reconciliation.

In this Innovate RAP, we will continue to build on the steps taken in our Reflect RAP by strengthening our relationships with Aboriginal and Torres Strait Islander peoples, organisations, and our local community. We will build and maintain relationships with Aboriginal Elders and Traditional Custodians, inviting them to provide guidance throughout our reconciliation journey. It is essential to RMHC Australia that families with children who are ill and injured around Australian can safely access support when needed.

Our RAP is championed by our SLT, in consultation with our RAP Working Group,

which includes a senior leadership staff member and other staff from across the Chapter, as well as our key external Aboriginal and Torres Strait Islander member.

External Aboriginal and Torres Strait Islander peoples and Elders will be invited to provide guidance, advice, and feedback on all aspects of RAP activity. The RMHC Australia RAP Working Group will meet regularly, and minutes and outcomes will be shared between the SLT and the RMHC Australia Team to report on progress. RMHC Australia will provide updates to Reconciliation Australia as required.



About our Artist

Mali Isabel is a proud Arabana and Kokatha woman living and creating on Kurna land (Adelaide), Australia.



As a contemporary Aboriginal artist, Mali uses her vibrant artwork to connect communities, promote cultural understanding, and inspire joy through her distinctive style.

Through her combination of traditional dot painting, her hallmark use of colour, and her contemporary style, Mali creates bright and magical artworks that aim to spread joy and positivity, encourage meaningful conversations, and share personal stories and worldly experiences.

In 2020, Mali graduated with a Bachelor of Arts (Primary Education) at Flinders University before pursuing her career as a practising artist. Mali creates contemporary dot paintings using all colours of the rainbow to spread her message of positivity and equality.

By combining her passions for education and painting, Mali aims to foster a deeper understanding of culture and equity through her vibrant artworks.

Our RAP Artwork *Our Safe Sanctuary*

Mali Isabel's artwork *Our Safe Sanctuary* was created to tell the story of the RMHC and its impact on the families that become a part of their journey.



In soft pastel rainbow hues, each colour on the canvas represents the diversity of families from different walks of life who seek and find comfort and support from RMHC. The background flows across the canvas in a pattern reminiscent of rays of sunshine, symbolising the hope, positivity, clarity, confidence, and power RMHC instills in the families they support by offering a warm and supportive home where families can stay together. The largest meeting place at the base of the artwork represents the Ronald McDonald Houses throughout Australia and the charity. This meeting place is what gives the artwork its name, *Our Safe Sanctuary*, because this is what the houses represent to so many families with children suffering from a serious illnesses.

Across the canvas, smaller meeting places are scattered, representing the diverse communities, families, and individuals impacted and supported by the charity. Throughout *Our Safe Sanctuary*, animal and human tracks are used to represent both new and old families as they become part of the journey, conveying the message that every family is welcome. Golden star symbols are scattered throughout, symbolising the guiding light and compassion of the RMHC volunteers and staff, as well as the support and companionship of other families navigating a similar journey. At its heart, *Our Safe Sanctuary* tells the story a home-away-from-home, offering hope, comfort, compassion, and support to families in their time of greatest need.

The Innovate RAP framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.





Relationships

At RMHC Australia, we are committed to fostering stronger relationships with Aboriginal and Torres Strait Islander peoples, both internally and externally.

We aim to enhance engagement and partnerships, creating mutually beneficial connections that promote reconciliation throughout our organisation. We will celebrate NRW and beyond through education and participation in external conferences, sharing learnings with the broader team.

We will collaborate with like-minded organisations to learn and share best practices and engage an Aboriginal and Torres Strait Islander advisor to guide the development of an anti-discrimination strategy and provide education to our staff and Board members to drive meaningful reconciliation within our team.



Image: Julia and Duane supported by Ronald McDonald House Charities Victoria & Tasmania



Focus Area

The area of relationships is embedded into all our strategic directions and our organisational values. As an organisation we value and embrace diversity, treating everyone with respect.

| Action | Deliverable | Timeline | Responsibility |
|--|---|-----------------------------|--|
| Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | October 2025 | Operations Support Manager Mission & Quality |
| | • Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | October 2025 | Safeguarding Support Manager |
| | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | 27 May - 3 June 2026 & 2027 | Team Assistant |
| Build relationships through celebrating NRW. | • RAP Working Group members to participate in an external NRW event. | 27 May - 3 June 2026 & 2027 | General Manager Strategy & Governance |
| | • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2026 & 2027 | Fundraising Business Partner |
| | • Organise at least one NRW event each year. | 27 May - 3 June 2026 & 2027 | Junior Platform Administrator |
| | • Register all our NRW events on Reconciliation Australia NRW website. | April 2026 & 2027 | Fundraising Business Partner |
| | • Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. | March 2026 | Brand and Marketing Manager |
| Promote reconciliation through our sphere of influence. | • Communicate our commitment to reconciliation publicly. | April 2026 & 2027 | Fundraising Business Partner |
| | • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | October 2025 | General Manager Information Technology |
| | • Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. | June 2026 | Operations and Support Manager |
| Promote positive race relations through anti-discrimination strategies. | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | April 2026 | Data Insights Partner |
| | • Develop, implement, and communicate an anti-discrimination policy for our organisation. | January 2026 | Chief Executive Officer |
| | • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | September 2026 | Chief Executive Officer |
| | • Educate senior leaders on the effects of racism. | April 2026 | General Manager Strategy and Governance |

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is critical and guides RMHC's organisation's reconciliation practice.

We recognise the importance of learning through listening to the voices and stories of Aboriginal and Torres Strait Islander communities to inform how we support our Chapters in caring for Aboriginal and Torres Strait Islander families. A percentage of

our RAP is dedicated to increasing cultural awareness, appreciation, and understanding across our staff. We believe that respect ultimately underpins building relationships and developing opportunities and is crucial in our efforts towards reconciliation.



Focus Area

The area of respect is embedded into all our strategic directions and is one of our organisational values. As an organisation we value and embrace diversity, treating everyone with respect.

| Action | Deliverable | Timeline | Responsibility |
|--|--|---|---------------------------------------|
| Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning. | • Conduct a review of cultural learning needs within our organisation. | October 2025 | Salesforce Functional Manager |
| | • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | February 2026 | Operations Support Partner |
| | • Develop, implement, and communicate a cultural learning strategy document for our staff. | November 2025 | Fundraising Business Partner |
| | • Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | Ongoing November 2025 & 2026 April 2027 | Chief Executive Officer |
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | December 2025 | Operations Support Coordinator |
| | • Develop, implement, and communicate a cultural protocol document, that includes protocols for Welcome to Country and Acknowledgement of Country. | October 2025 | Team Assistant |
| | • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | Ongoing October 2025 - 2027 | Chief Executive Officer |
| | • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | Ongoing October 2025 - 2027 | Operations Support Manager |
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | • RAP Working Group to participate in an external NAIDOC Week event. | First week in July (2026 & 2027) | Brand and Marketing Manager |
| | • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | February 2026 | General Manager Strategy & Governance |
| | • Promote and encourage participation in external NAIDOC events to all staff. | First week in July (2026 & 2027) | Brand & Marketing Manager |
| Increase understanding and value of cultural safety through cultural safety guidelines and cultural learning. | • Develop an organisational cultural safety guideline in consultation with First Nations advisors. | October 2025 | Operations Support Manager |
| | • Develop and implement training on cultural safety and the cultural safety guidelines for all staff in partnership with First Nations advisors. | February 2026 | Operations Support Partner |



RMHC Australia Innovate RAP opportunity actions and deliverables will be worked through to foster an inclusive, equitable and culturally supportive workplace that prioritises increased recruitment retention and professional development opportunities for Aboriginal and Torres Strait people and non-Aboriginal and Torres Strait Islander people.

We will continue to develop our cultural safety knowledge and understanding into every aspect of our charity from governance, policies to mission and program delivery. We will also increase Aboriginal and Torres Strait Islander supplier diversity to

support improved economic and social outcomes by developing and implementing procurement strategies, exploring Supply Nation membership, and removing barriers to engaging First Nations businesses.



Image: Duane, Danisha, Josephine and Julia supported by Ronald McDonald House Charities Victoria & Tasmania

Focus Area

This area aligns to our RMHC Australia Strategic plan under Governance and Strategies.

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|---|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | • Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | December 2025 | Strategy and Governance Partner |
| | • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. | August 2026 | General Manager Strategy & Governance |
| | • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. | August 2026 | Digital Innovation Manager |
| | • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Ongoing October 2025 - October 2027 | Strategy and Governance Partner |
| | • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | September 2026 | Finance Business Partner |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | • Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | September 2026 | National Corporate Partnership Manager |
| | • Investigate Supply Nation membership. | October 2025 | Operations Support Manager |
| | • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | Ongoing October 2025 - 2027 | National Corporate Partnerships Manager |
| | • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | February 2026 | National Corporate Partnerships Manager |
| | • Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | Ongoing October 2025 - 2027 | National Corporate Partnerships Manager |

At RMHC Australia our governance structures, procedures and policies are designed to uphold best practices, providing a robust foundation to ensure the sustainability and effectiveness of our Innovate RAP.

By prioritising transparency, accountability and inclusivity, we ensure that our RAP Working Group is guided by RMHC principles, strategic direction that foster long term, meaningful change and the empowerment of Aboriginal and Torres Strait Islander staff and families we serve.



| Action | Deliverable | Timeline | Responsibility |
|--|--|---|--|
| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | · Maintain Aboriginal and Torres Strait Islander representation on the RWG. | Monthly RAPWG October 2025 - October 2027 | Operations Support Manager Mission & Quality |
| | · Establish and apply a Terms of Reference for the RWG. | January 2026. | Operations Support Manager Mission & Quality |
| | · Meet at least four times per year to drive and monitor RAP implementation. | Monthly October 2025 - 2027 | Team Assistant |
| Provide appropriate support for an effective implementation of RAP commitments. | · Define resource needs for RAP implementation. | August 2027 | Fundraising Business Partner |
| | · Engage our senior leaders and other staff in delivering RAP commitments. | October 2025 - 2027 | General Manager Strategy & Governance |
| | · Define and maintain appropriate systems to track, measure and report on RAP commitments. | October 2025 - 2027 | Operations Support Manager Mission & Quality |
| Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally. | · Provide support to senior leaders to effectively champion RAP internally. | August 2025 - 2027 | General Manager Strategy & Governance |
| | · Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date ensuring we do not miss important RAP correspondence. | July 2026 & 2027 | Fundraising Business Partner |
| | · Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey. | Annually 1 August 2026 & 2027 | Operations Support Manager Mission & Quality |
| | · Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | Annually 30 September | Operations Support Manager Mission & Quality |
| | · Report RAP progress to all staff and senior leaders quarterly. | November 2025 May, August, November 2026 & February, May 2027 | Fundraising Business Partner |
| | · Publicly report our RAP achievements, challenges, and learnings annually. | 30 September 2026 & 2027 | Operations Support Manager Mission & Quality |
| | · Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | February 2026 | Team Assistant |
| Continue our reconciliation journey by developing our next RAP. | · Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | February 2027 | Operations Support Manager Mission & Quality |
| | · Register via Reconciliation Australia's website to begin developing our next RAP. | October 2026 | Fundraising Business Partner |



Image: Jamarlah supported by Ronald McDonald House Charities South East Queensland

Contact

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RECONCILIATION
ACTION PLAN

INNOVATE

