



Reconciliation Action Plan

August 2026 – August 2028



The background features a dark blue field with light blue wavy lines representing water or land. Several light blue footprints are scattered across the upper half. At the bottom, a row of stylized human figures in various shades of blue and purple is visible, some with circular patterns on their backs.

QEC Acknowledgement of Country

The Queen Elizabeth Centre (QEC) acknowledges all Aboriginal and Torres Strait Islander peoples as Traditional Owners of the lands on which we together walk, live and raise our children.

We pay our respects to Traditional Owners past, present and future.
We acknowledge the importance of children being raised with connections to culture, community and family.

Artwork Narrative

It is our collective duty to care for our children and young people, we all have a role in how we protect, nurture, guide and teach them.

The hands and feet represent their journeys and the healing stones depict cultural grounding and well-being through connection.

The various motifs honour our diverse experiences and backgrounds, and that we all are a part of a something way bigger; a community.

The hands and feet are coming together to sit in a yarning circle, to share, listen, reflect and understand one another. It is through this deep-listening that we can truly connect to ourselves and each other.

It is from this informed, healed, connected place, that we can grow with respect and stand in solidarity to overcome our challenges as individuals and as a collective.

Bitja (Dixon Patten Jnr)
Gunnai, Gunditjmara, Yorta Yorta and Dhudhuroa
Bayila Creative





Foreword

QEC is proud to present the second version of our Innovate Reconciliation Action Plan – a formal commitment to reconciliation that recognises the strength, diversity and resilience of Aboriginal and Torres Strait Islander Peoples. Building on our Reflect RAP and first Innovate RAP, we acknowledge the past and seek to respect, embrace and celebrate the cultures and heritage of Aboriginal and Torres Strait Islander Peoples.

QEC recognises that improved outcomes for children and their families can only be achieved through unity, self-determination and partnerships with Aboriginal and Torres Strait Islander Peoples, communities and organisations.

QEC believes that it is the right of every child to be immersed in their culture - including family, community, cultural practices and identity - and to maintain their distinctive spiritual, material and economic relationship with the land and waters with which they have connection under traditional laws and customs.

We look forward to sharing our reconciliation journey with you.

Sue White
Chief Executive Officer

Nicki Batagol
Board Chair

A statement from CEO of Reconciliation Australia

Reconciliation Australia commends Queen Elizabeth Centre (QEC) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. QEC continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that QEC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to QEC using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for QEC to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, QEC will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of QEC's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations QEC on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

QEC’s vision for reconciliation is a nation where all Australians respect and value the right of Aboriginal and Torres Strait Islander children to be connected to culture, family, and community.

A reconciled Australia, built on strong, trusting relationships, will enable Aboriginal and Torres Strait Islander children to thrive and will ensure families have equitable participation of in opportunities, resources, health and wellbeing.

QEC actively supports reconciliation. We understand and accept historical injustices and their impact on children and their families throughout the generations. We endeavour to make amends and ensure these actions are never repeated.

QEC commits to self-determination for Aboriginal and Torres Strait Islander Peoples and celebrates the strengths of children being raised with connections to culture, community and family.

Our Organisation

The following principles are integral to our work with Aboriginal and Torres Strait Islander families:

QEC Vision:	All children have the best start in life.	
QEC Role:	Partnering with families and communities to enable children to thrive	
QEC Values:	Embrace	cultures, communities and families
	Celebrate	unique strengths and experiences
	Inspire	each other to grow and thrive
	Nurture	kindness and the joy of play
	Strive	to deliver the best outcomes and care
	Listen	understand and learn

Formed in 1917, QEC is Victoria's largest provider of residential, and community based Early Parenting Services. We deliver a variety of different programs to more than 3,000 families annually - directly and in partnership with government and other providers across metropolitan and regional Victoria (from sites in Noble Park, Hastings, Dandenong, Morwell, Preston, and Wodonga).

QEC is a public hospital and community service organisation. We provide overnight, outpatient and tele-health services at our Mundi - Noble Park site and Baabak - Hastings sites. We also proudly support families with in-home and community-based services across Victoria. QEC promotes the safety, wellbeing and inclusion of all children. We advocate for child-focused and family-centred practices - and strive to offer services that celebrate culture, and are safe, relevant and accessible to all families. QEC recognises that it is the right of every child to be immersed in their culture - including family, community, cultural practices and identity.

The following principles are integral to our work with Aboriginal and Torres Strait Islander families:

- i. Connection to culture, community and family is essential to developing resilience in children and families
- ii. Strong cultural connection ensures a promising future for children and young people
- iii. All Aboriginal and Torres Strait Islander children and families have an inherent right to self-determination.

Families experience a variety of strengths and challenges that impact on young children. QEC programs are tailored to enable families to nurture, protect and enhance their children's wellbeing, health and development. Our 150+ employees include Maternal and Child Health Nurses, Midwives, Registered and Enrolled Nurses, Social Workers, and Early Childhood Educators. Currently, no staff members have self-identified as an Aboriginal and/or Torres Strait Islander peoples. As a part of this second Innovate RAP, we continue to endeavour to ascertain this information in a culturally appropriate way.

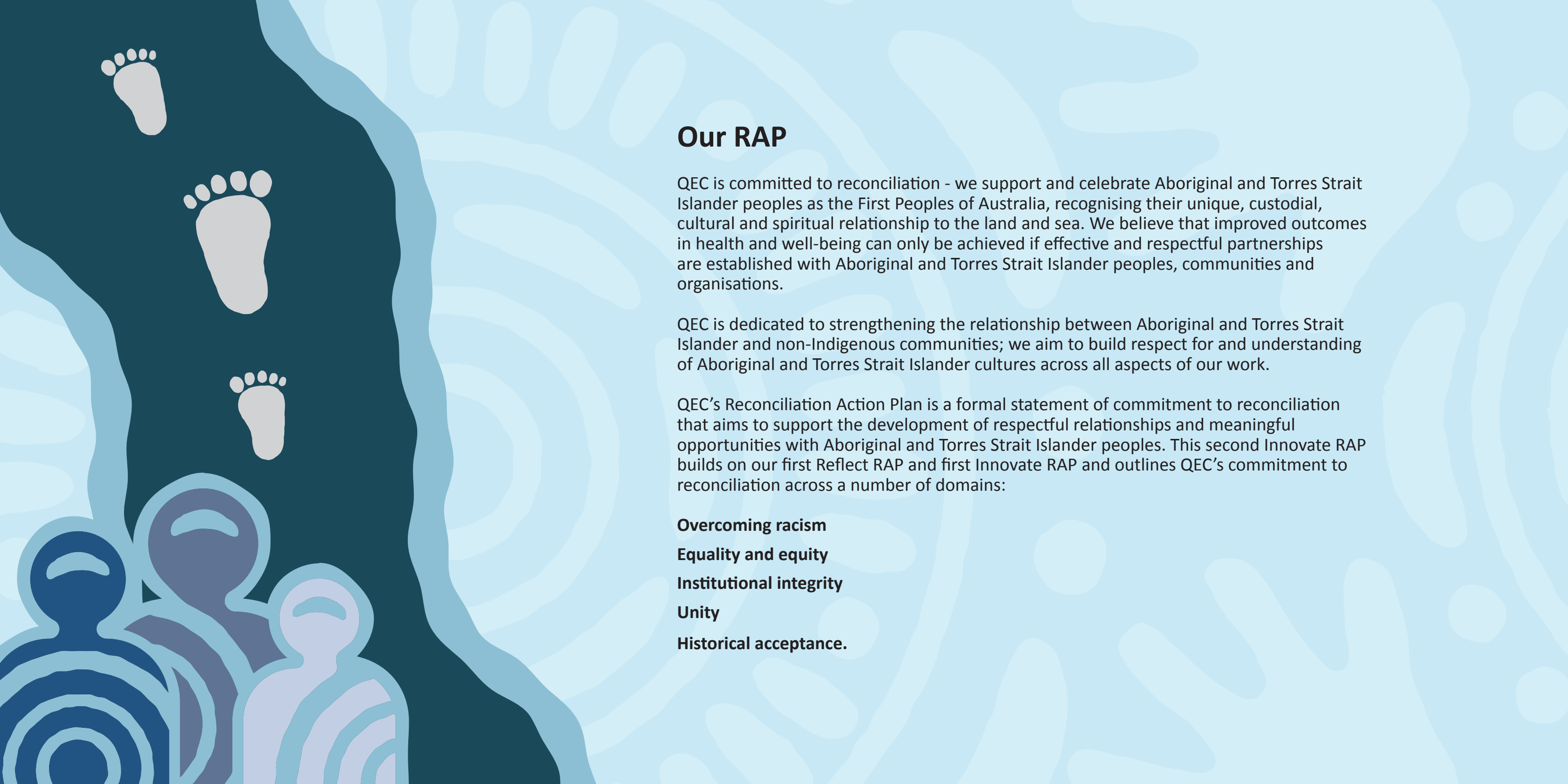
QEC values the perspectives of families who use our services; we regularly seek feedback to ensure that all voices are heard.

For the period June 1st, 2024, to July 30th, 2025, families reported via a feedback survey the following:

- We were explained our rights: 84%
- Staff treated us with respect: 95%
- We had a say in decisions about our care: 92%
- We would recommend QEC to others: 92%

The Victorian Government's \$165 million infrastructure investment in our Early Parenting Centre (EPC) network expansion has the potential to change lives - not just for today's parents, but for future generations. As part of this EPC network QEC has been working hard to support the establishment of our growing sector via the delivery of training and education, onsite clinical mentoring, outcome data reporting, policy and procedure development and sector wide collaborations.





Our RAP

QEC is committed to reconciliation - we support and celebrate Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, recognising their unique, custodial, cultural and spiritual relationship to the land and sea. We believe that improved outcomes in health and well-being can only be achieved if effective and respectful partnerships are established with Aboriginal and Torres Strait Islander peoples, communities and organisations.

QEC is dedicated to strengthening the relationship between Aboriginal and Torres Strait Islander and non-Indigenous communities; we aim to build respect for and understanding of Aboriginal and Torres Strait Islander cultures across all aspects of our work.

QEC's Reconciliation Action Plan is a formal statement of commitment to reconciliation that aims to support the development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples. This second Innovate RAP builds on our first Reflect RAP and first Innovate RAP and outlines QEC's commitment to reconciliation across a number of domains:

Overcoming racism

Equality and equity

Institutional integrity

Unity

Historical acceptance.

Our second Innovate plan builds on the progress of QEC's Reflect RAP and first Innovate RAP, seeking meaningful engagement and deeper understandings of reconciliation across our organisation and communities. Highlighted achievements from our Reflect RAP and first Innovate RAP, include:

- RAP Working Group established, with organisation-wide engagement
- RAP Launch was celebrated by all employees with a Welcome to Country and Smoking Ceremony
- Cultural safety site audits at all campuses, with action plans instigated to address any gaps
- Aboriginal and Torres Strait Islander community consultations with Mundi Noble Park and Baabak Hastings building projects
- All employees have completed a variety of cultural awareness training: full day cultural awareness training with Victorian Aboriginal Child and Community Agency (VACCA), Department of Health elearning, Presentation from Bunurong Land Council Linguist
- Extended partnerships with Aboriginal Community Controlled Organizations including VACCA, First Peoples Health and Wellbeing Unit and Ramahyuck Wanjana Lidj
- Cultural resources purchased for each QEC site/team
- Acknowledgement of Country developed and endorsed by QEC Board
- All employees involved in: NAIDOC Week, National Aboriginal and Torres Strait Islander Children's Day and National Reconciliation Week
- Bunurong Land Council permission to use Aboriginal names at two sites: Mundi (hug, embrace, hold tight) Noble Park and Baabak (nourish or care for a child; hold a child close) Hastings.

The QEC RAP Working Group was established in early 2020 and is guided by Terms of Reference that describe the responsibilities of the RAP Working Group members as:

- i. Increase awareness and encourage local participation within members team / campus
- ii. Champion reconciliation within local teams / sites in the following ways
 - Engage with local ACCOs and learn about local Traditional Owners
 - Act as a resource for QEC employees – ensure availability of culturally appropriate learning resources
 - Ensure each site has appropriate flags, artwork, toys, posters, books etc
 - Ensure Acknowledgement of Country is used at team meetings
- iii. Monitor and report on numbers of Aboriginal and Torres Strait Islander children / families accessing QEC services (and the experiences of these families).



RAP Working Group membership is inclusive of QEC sites and roles, ensuring each team has an opportunity to contribute to reconciliation:

- Case Worker - Gippsland
- Community Manager - Gippsland
- Case Worker - Dandenong
- Case Worker - Wodonga
- Community Coordinator - Preston
- Manager of Education and Learning – Mundi Noble Park
- Manager of Communications – Mundi Noble Park
- Manager People, Culture & Safety – Mundi Noble Park
- People & Culture Business Partner – Mundi Noble Park
- Registered Midwife – Mundi Noble Park
- Early Parenting Practitioner – Mundi Noble Park
- Chief Executive Officer – Mundi Noble Park
- Director of Clinical Innovation & Development – Baabak Hastings

RAP Working Group meetings are held quarterly at a minimum, and are chaired by the QEC RAP Co-chairs, who are the RAP Champions. Representatives from VACCA and First Peoples Health and Wellbeing (FPHW) Unit participate in the RAP Working Group. Formal consultations with local Aboriginal Community Controlled Organisation partners have also occurred on a regular basis, around a number of issues, including: QECs new building design, program development, and workforce training / support and our Reconciliation Action Plan.

QEC's second Innovate RAP has been developed over a 6-month period by the RAP Working Group, following extensive consultation with key stakeholders:

- A series of reconciliation workshops involving all employees / teams
- Review and input by our Leadership Team and Board
- Significant consultation with key Aboriginal and Torres Strait Islander stakeholders (families, Aboriginal organisations and community members).

QEC's Second Innovate RAP and RAP Working Group are extremely fortunate to have our CEO as the Executive Sponsor, acknowledging that whilst reconciliation is everyone's business, change needs to be led across the entire organisation and be driven by the most senior people.

QEC has long standing, formal partnerships with VACCA, First Peoples Health and Wellbeing, and Ramahyuck Wanjana Lidj, comprising of jointly appointed employees, co-located teams and dedicated, shared resources. QEC's relationships with Aboriginal and Torres Strait Islander peoples is centred around the following principles (from SNAICC):

- i. Respect for Aboriginal and Torres Strait Islander cultures and histories
- ii. A strong commitment to self-determination
- iii. Commitment to long-term sustainable relationships based on trust, with shared responsibility and accountability
- iv. Valuing process elements as integral to support and enable partnership
- v. Redressing unequal or discriminatory relationships, structures and outcomes.



Relationships

QEC has a longstanding passion for improving outcomes with Aboriginal and Torres Strait Islander children, families and communities. We are committed to ensuring that the voice of Aboriginal and Torres Strait Islander communities and families inform all aspects of our work. To enable QEC to embrace and celebrate culture in a safe, respectful way, we will continue to build on existing relationships with Aboriginal Community Controlled Organisations, and the community more broadly. A unified approach and an understanding of history is essential to this process.

Link to QEC’s Strategic Plan:

- Partner to create and deliver high quality early parenting support to more children and their families
- Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and foster mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Engage with local Aboriginal and Torres Strait Islander Stakeholders and organisations to develop guiding principles for future engagement - including community members, ACCOs, and local	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• In partnership with VACCA and FPHW, develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and	Deadline: August 2028 Review: August 2027	CEO
	• Embed the SNAICC self-determination partnership model at QEC using “Creating change through Partnerships SNAICC 2020”.	Deadline: August 2028 Review: August 2027	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all QEC employees.	27 May - 3 June (annually)	CEO
	• RAP Working Group members, QEC Board and QEC Leaderships team and senior QEC employees to participate in an external NRW event.	27 May - 3 June (annually)	CEO
	• Organise at least one NRW event each year.	27 May - 3 June (annually)	Lead: RAP WG Chair Support: RAP WG
	• Register all QEC NRW events on Reconciliation Australia’s NRW website.	27 May - 3 June (annually)	Lead: RAP WG Chair Support: RAP WG
	• Encourage and support staff to participate in at least one external event to recognise and celebrate NRW website.	27 May - 3 June (annually)	Lead: RAP WG Chair Support: RAP WG
	• Undertake an annual all staff reconciliation event.	27 May - 3 June (annually)	Lead: RAP WG Chair Support: RAP WG
3. Promote reconciliation through our sphere of influence.	• Implement and enable ongoing strategies to engage QEC employees in reconciliation.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• To continue to communicate QEC’s commitment to reconciliation publicly, via our annual report, social media, website and other publications.	Deadline: August 2028 Review: August 2027	CEO
	• Explore and develop opportunities to positively influence QEC’s external stakeholders to drive reconciliation outcomes.	Deadline: August 2028 Review: August 2027	DNCS, DCS
	• Collaborate with other like-minded organisations (health/family services, Reconciliation Australia, VACCA, FPHW, Wanjana Lij, Ramahyuck) to develop ways to advance reconciliation and reconciliation materials to all QEC employees.	Deadline: August 2028 Review: August 2027	DDON (Residential and Community)
	• QEC’s Board and Leadership Team are actively involved in reconciliation, by engaging each year in National Aboriginal and Torres Strait Islander Children’s Day.	4th August 2026, 2027, 2028	CEO
4. Promote positive race relations through anti-discrimination strategies.	• Review of People & Culture policies/ procedures to identify existing anti-discrimination provisions and future needs.	Deadline: August 2028 Review: August 2027	PC&S Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our anti-discrimination policy.	Deadline: August 2028 Review: August 2027	PC&S Manager
	• Develop and implement an anti-discrimination policy for QEC.	Deadline: August 2028 Review: August 2027	PC&S Manager
	• Provide ongoing education for all employees on the effects of racism.	Deadline: August 2028 Review: August 2027	DCID, DCS
5. Continue to develop positive relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations - to support positive outcomes for children and their families.	• Promote cultural safety as an essential service principle in the development and implementation of programs for Aboriginal and Torres Strait Islander families - by partnering with communities to ensure a self-determination approach.	Deadline: August 2028 Review: August 2027	DCIS
	• Collaborate with VACCA and FPHW to promote cultural safety in the development and implementation of programs for Aboriginal and Torres Strait Islander families.	Deadline: August 2028 Review: August 2027	DCIS



Respect

QEC’s vision is for all children to have the best start in life. We are respectful in our acknowledgement of Aboriginal and Torres Strait Islander peoples’ cultures, histories, futures and rights, in the pursuit of improved outcomes for children. QEC is committed to working alongside Aboriginal and Torres Strait Islander families to acknowledge and reconcile intergenerational trauma of historical injustices. Reconciliation at QEC means strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, in order to overcome racism and strive for unity and understand history. At QEC, we aim to ensure that as an organisation, respect is shown in the language we use, the actions we take and the work we do. QEC recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and recognise unique cultural and spiritual relationships to land and sea.

Link to QEC’s Strategic Plan:

- Partner to create and deliver high quality early parenting support to more children and their families
- Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Update current cultural learning strategy, including an update of cultural learning opportunities.	Deadline: August 2028 Review: August 2027	DCID, DCS
	• Consult local Traditional Owners, and/or Aboriginal and Torres Strait Islander organisations on the development and implementation of a cultural learning strategy, ensuring QEC employees learning opportunities are offered in a variety of ways and formats.	Deadline: August 2028 Review: August 2027	DCID, DCS
	• Implement and communicate updated cultural learning strategy for QEC employees.	Deadline: August 2028 Review: August 2027	DCID, DCS
	• Strengthen QEC’s commitment to understanding local cultures & communities, by providing opportunities for RAP Working Group Members and other key leadership employees to participate in additional cultural learning.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Review and update QEC’s Equity and Inclusion policy to reflect best practice approaches.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Strengthen an understanding of the local Traditional Owners or Custodians of the lands and waters across all QEC sites.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through ongoing training and informal discussions.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Review QEC’s “Cultural Protocols and Demonstration of Respect” procedure, including protocols for Welcome to Country and Acknowledgement of Country.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country and Smoking Ceremony at Mundi Noble Park and Baabak Hastings sites.	Deadline: August 2028 Review: August 2027	CEO
	• Continue to include an Acknowledgement of Country at the commencement of meetings and interviews.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Remove actual or perceived barriers to employees participating in NAIDOC Week.	5-12 July 2026 4-11 July 2027 2-9 July 2028	Lead: RAP WG Chair Support: RAP WG
	• RAP Working Group and senior employees to participate in an external NAIDOC Week event.	5-12 July 2026 4-11 July 2027 2-9 July 2028	CEO
	• Promote and encourage participation in external NAIDOC events to all QEC employees.	5-12 July 2026 4-11 July 2027 2-9 July 2028	CEO
	• Promote and raise awareness amongst our employees and stakeholders about the meaning of NAIDOC Week and external events in each local area.	5-12 July 2026 4-11 July 2027 2-9 July 2028	CEO
9. Demonstrate a strong, commitment to Aboriginal and Torres Strait Islander families, by ensuring QEC services are accessible and responsive to the needs of the Aboriginal and Torres Strait Islander peoples.	• Identify emerging needs and service responses in partnership with community members and ACCOs, based on a family partnership model.	Deadline: August 2028 Review: August 2027	RAP W Chair, DCID
	• Ensure QEC sites celebrate culture, via 1. Aboriginal and Torres Strait Islander artwork and other cultural resources as advised by local owners 2. Aboriginal and Torres Strait islander flags 3. Children’s toys, books and games that reflect Aboriginal and Torres Strait Islander peoples’ cultures.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Review QEC forms and database fields to ensure they incorporate respectful and inclusive language.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Explore the experience of Aboriginal and/or Torres Strait Islander families that participate in QEC programs, including outcomes and family feedback. Action any recommendations.	December 2026 August 2027 December 2027 August 2028	Lead: RAP WG Chair Support: RAP WG



Opportunities

QEC is committed to creating genuine, meaningful opportunities for Aboriginal and Torres Strait Islander peoples, communities and organisations across all areas of our work – including the families we work with, our employees, our partners and our suppliers. As Australia's First Nations Peoples, we recognise the important and unique contribution of Aboriginal and Torres Strait Islander peoples to our workforce, economy, organisation and community. QEC will strive for opportunity creation, in the pursuit of unity and equity in our reconciliation journey.

Aboriginal Families' Early Parenting Service Navigator role:

- works alongside to support Aboriginal and Torres Strait Islander families from pregnancy through to early childhood.
- help guide Aboriginal and Torres Strait Islander families through early parenting centre experiences/stays, build up support networks with culturally safe, respectful, and supportive services that meet family's needs. These supports could include parenting/family services, cultural services/connections, housing, wellbeing or community services.
- walking alongside families, linking and connecting to supports that work best for Aboriginal and Torres Strait Islander families - to ensure they feel confident and supported in their parenting journeys.

Link to QEC's Strategic Plan:

- Partner to create and deliver high quality early parenting support to more children and their families
- Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• In partnership with First Peoples Health and Wellbeing, develop and implement an Aboriginal Families Early Parenting Service Navigator role.	Deadline: August 2028 Review: August 2027	DCS
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Deadline: August 2028 Review: August 2027	DCS
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy at QEC.	Deadline: August 2028 Review: August 2027	DCS
	• Continue to actively explore models of recruiting and retaining Aboriginal and Torres Strait Islander students, volunteers and employees within QEC, in partnership with communities and organisations.	Deadline: August 2028 Review: August 2027	DCS
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Deadline: August 2028 Review: August 2027	DCS
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Deadline: August 2028 Review: August 2027	DCS
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Continue to implement QEC's social procurement strategy, which includes exploring opportunities to increase a focus on Aboriginal and Torres Strait Islander business and communities.	Deadline: August 2028 Review: August 2027	DFICT
	• Implement processes for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Deadline: August 2028 Review: August 2027	DFICT
	• Review procurement procedures to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, as per QEC's social procurement strategy.	Deadline: August 2028 Review: August 2027	DFICT
	• Develop commercial relationships with Aboriginal and Torres Strait Islander businesses, as per QEC's social procurement strategy.	Deadline: August 2028 Review: August 2027	DFICT



Governance

A strong governance framework is essential to the development, delivery and review of QEC’s Innovate RAP. We are committed to ensuring that everyone at QEC is engaged with reconciliation. QEC’S RAP Working Group has oversight of this work - and is supported by our senior leadership team, CEO and Board. Transparent and ethical governance of our RAP will highlight our commitment to institutional integrity at QEC.

Link to QEC’s Strategic Plan

- Partner to create and deliver high quality early parenting support to more children and their families
- Create an outstanding operating environment that accelerates our work.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Broaden partnerships to ensure Aboriginal and Torres Strait Islander representation on QEC’s RAP WG.	Deadline: August 2028 Review: August 2027	Lead: RAP WG Chair Support: RAP WG
	• Continue to review and refine QEC’s RAPWG Terms of Reference.	Deadline: August 2028 Review: January 2027 Review: January 2028	Lead: RAP WG Chair Support: RAP WG
	• QEC’s RAPWG meet at least four times per year to drive and monitor RAP implementation.	Deadline: August 2028 Review: January 2027 Review: January 2028	Lead: RAP WG Chair Support: RAP WG
13. Provide appropriate support for effective implementation of RAP commitments.	• Ensure adequate resources are provided for QEC’s RAP implementation.	Deadline: August 2028 Review: June 2027	CEO
	• Engage QEC Board and senior leaders in the delivery of RAP commitments.	Deadline: August 2028 Review: June 2027	CEO
	• Strengthen current reporting processes to measure and report on RAP plan and commitments.	Deadline: August 2028 Review: January 2027 Review: January 2028	Lead: RAP WG Chair Support: RAP WG
	• Continue to ensure an internal RAP Champion from QEC’s senior management team.	Deadline: August 2028 Review: January 2027 Review: January 2028	Lead: RAP WG Chair Support: RAP WG
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 September 2027 September 2028	CEO
	• Report RAP progress to all QEC employees and Board quarterly.	September 2026 December 2026 March 2027 June 2027 September 2027 December 2027 March 2028 June 2028	CEO
	• Publicly report QEC’s RAP progress and learnings annually, via digital channels and in our Annual Report.	November 2026 November 2027 November 2028	CEO
	• Investigate participating in Reconciliation Australia’s Workplace RAP Barometer.	July 2026	CEO
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	CEO
	• Maintain up to date contact details for Reconciliation Australia to verify that our primary and secondary contact details are current to ensure we do not miss out on important RAP correspondence.	July 2028	CEO
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	October 2027	CEO



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