

# Reflect Reconciliation Action Plan

August 2025–  
August 2026



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## Acknowledgement Of Country

Triple P International acknowledges the Traditional Custodians of the lands of which we live and work. We respectfully acknowledge Elders, past and present who continue to guide us with their wisdom on our journey to support and build strong healthy families.





# Artwork Story

## Learning Together by Elaine Chambers-Hegarty

"I enjoyed listening to what Triple P shared during the art workshop. This artwork uses colours from the Triple P logo. These are the primary colours - the foundation of all colours - which connects to the idea of building strong foundations for families.

Parenting can be full of twists and turns, which is why I placed these challenges toward the back of the artwork, expressed through the linework.

Triple P's role - and the interaction between people, parents, and practitioners – helps to build strength within community. At the centre of the piece is the child, surrounded by parents and skilled practitioners. From there, the dot work expands outward to represent community, with connecting pathways woven through the design.

The wavy background pays respect to the waters of the Torres Strait Islands and reflects the inclusivity of all First Nations cultures.

This artwork speaks to values of respect, honesty, and accountability - and to the idea of learning from one another: Triple P learning from Aboriginal and Torres Strait Islander peoples and their cultural knowledge, and vice versa.

Learning together. Supporting all families together.

Even small actions can have a big impact - just like the use of the primary colours here, which bring a bold and vibrant message to life."



## Artist Biography

**Elaine Chambers-Hegarty is an Aboriginal Graphic Designer and Artist with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples.**

Elaine's art brings together ancestral themes and imagery through a modern lens to create rich, thought provoking and emotive artworks. Her artistic expression is grounded in her cultural heritage and inspired by her deep love for her family and heritage. Elaine's evolution as an artist has seen her combine graphic design with painting and sketching over a distinguished career spanning 30 years.

She has been awarded accolades including the PANPA Award for Creative Excellence, print media's highest achievement award, and NAIDOC poster design competition (2015). Elaine is passionate about bringing to life stories into creative designs that can be printed across any medium, sparking conversations, ideas and engaging with our shared history.

# YarnnUp Aboriginal Consultants' Business Bio

**TPI is proud to partner with YarnnUp throughout the development, endorsement and implementation of our first Reflect RAP and our ongoing commitment to reconciliation.**

YarnnUp is a First Nations-led agency specialising in engagement, strategy, and design. Headquartered in Mascot, NSW, YarnnUp supports organisations that are working towards active reconciliation alongside First Nations peoples, businesses and communities by providing them with the knowledge, skills, and strategies to create authentic change through policy reform, cultural transformation, and training.

Throughout this Reflect RAP phase, YarnnUp will also be delivering its unique capability building training programs that blend Aboriginal philosophy and western academia, including neuroscience as well as emotional and cultural intelligence, to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.



# A Message From Our Managing Director

**I am proud to announce the launch of Triple P International's first Reconciliation Action Plan (RAP). This step marks a significant milestone in our organisation's ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.**

Our RAP is more than a formal document. It is the embodiment of our dedication to the families and communities that we serve, where we celebrate and empower First Nations families to raise happy and healthy children.

Triple P International recognises that First Nations peoples' ways of learning, teaching, and raising families have deep cultural roots that are significant to community. Throughout our RAP, we pledge to foster and promote cultural awareness, integrate the perspectives of Aboriginal and Torres Strait Islander peoples into our programs and services, and create an equitable and inclusive environment for all.

Our Reflect RAP further embeds this philosophy into our structures, allowing our organisation and its people to learn, act, and transform throughout our journey of reconciliation by increasing the cultural knowledge and capability of our staff. The RAP will also help us to continue to improve the support we provide to communities to deliver culturally responsible parenting support where First Nations parents feel safe, understood, and confident when accessing and using our services.



It is my hope that each of us embraces the RAP, as we all have a shared responsibility in its success. Together, with determination and receptiveness, we embark on a new chapter in our journey towards reconciliation. There is a long and exciting road ahead of us to create real, lasting change. We know that many opportunities exist for us to foster genuine and respectful relationships with First Nations communities and engage in initiatives that promote positive reconciliation outcomes. We look forward to working collaboratively with Aboriginal and Torres Strait Islander peoples to achieve these outcomes in our unwavering pursuit of supporting and building strong, healthy families.

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**Des McWilliam**  
Managing Director, Triple P International

# A Message From Reconciliation Australia's CEO

## Inaugural Reflect RAP

**Reconciliation Australia welcomes Triple P International to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**

Triple P International joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.



It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Triple P International to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Triple P International, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

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**Karen Mundine**  
Chief Executive Officer, Reconciliation Australia

# Our Business



Above: NAIDOC Morning Tea, Triple P Office Staff, Credit: Triple P International

**The Triple P - Positive Parenting Program® (Triple P), developed in Australia and implemented in over 30 countries, has established itself as a pivotal framework for supporting families in nurturing their children's social and emotional well-being.**

At its core, Triple P empowers parents and carers with strategies to manage child-rearing complexities, equipping them with the tools to foster a positive, nurturing environment for their children.

Triple P International (TPI), a social enterprise created specifically for the purpose of disseminating the Triple P program, has risen from its academic origins at the University of Queensland (UQ) to a global presence impacting millions of families. TPI is licensed by UQ's technology transfer arm, UniQuest, to disseminate the Triple P program globally. The Triple P program is offered to parents and carers through two modalities: self-directed online courses and in-person courses delivered by an accredited Triple P practitioner. Most online courses are available for free under the Australian Government's Parenting and Education Support Program, while in-person delivery can be accessed through a wide range of providers, including local health and community services.

At TPI and our subsidiaries around the world, we strive to create global social change by putting evidence-based parenting in the hands of every parent. We help parents in partnership with community organisations to build stronger, healthy family relationships within safe and prosperous communities. We see a future where parents can raise confident, healthy, happy children and teenagers, enjoy strong family relationships, and create protective, safe environments for all families and the communities they live in.

At the heart of TPI's mission lie the core values guiding its operations: collaboration, innovation, respect, integrity, and the pursuit of positive social and environmental impact. We focus on self-regulation and foster a supportive and informed parenting community.

As a Certified B Corporation®, TPI is committed to the highest social and environmental performance standards, transparency, and accountability.

TPI's head office is in Brisbane, with 86 employees across 14 departments operating out of offices in Brisbane and additional staff located in Queensland, New South Wales, Victoria and Western Australia. While we don't collect employee demographic information, we are informally aware of five employees who self-identify as First Nations peoples. We recognise scope to review this as we continue our journey.

# Our Vision For Reconciliation

**Our vision for reconciliation is to carve a path that honours Australia's rich diversity of families, positively impacts First Nations social and cultural challenges, and fosters a future where positive parenting is universally accessible and culturally attuned—a future where all Aboriginal and Torres Strait Islander peoples can raise confident, healthy, happy children and teenagers, and enjoy strong relationships in protective, safe environments.**

In moving towards this future, TPI acknowledges the significance of reconciliation with First Nations peoples, not just as an act of social responsibility, but as a conduit to enhance the well-being of communities, bridge gaps in understanding, and contribute to the collective effort of building a harmonious and equitable society.

Through a deeper understanding of the social, cultural, and historical contexts that influence parenting in First Nations communities, we aspire to deliver services that meet the needs of these communities in a culturally respectful and empowering way. We endeavour to support self-determination through honouring, listening to, and being guided by the traditional wisdom of Aboriginal and Torres Strait Islander parenting and communities, while ensuring that Triple P remains relevant, respectful, and effective in meeting the diverse needs of all families it serves.

TPI does and will continue to make a real difference to First Nations peoples and communities by helping support children and young people's healthy development and emotional well-being. We aspire to become a prominent and respected name in positive parenting within Aboriginal and Torres Strait Islander communities, synonymous with trust, credibility and cultural competence—an organisation First Nations peoples turn to, knowing that voices are heard, needs are met, and parenting culture is respected and supported.

**Below:** Triple P practitioners after completing their Indigenous Triple P training, *Credit: Triple P International*



# Our Journey Towards Reconciliation

**TPI acknowledges and celebrates First Nations cultures, histories, and achievements by observing significant events and partnering with Aboriginal and Torres Strait Islander community organisations to deliver Triple P in a culturally appropriate manner.**

Over the past few years, understanding and appreciation of First Nations communities, challenges, and contributions has grown amongst our staff through event participation and engagement with Aboriginal and Torres Strait Islander partners, attendance at cultural awareness education sessions, and working alongside Aboriginal and Torres Strait Islander colleagues and families.

## **Highlights from our reconciliation journey so far:**

- TPI has five established roles responsible for cultural consulting, engagement, and program implementation. These employees have been instrumental in building stronger connections with organisations and communities, encouraging new partnerships, and building cultural awareness through formal (e.g., facilitating workshops on how to perform an appropriate Acknowledgement of Country) and informal interactions (e.g., incidental conversations about First Nations matters) with colleagues across the workforce.
- We have introduced an Acknowledgement of Country conducted at the commencement of meetings, training sessions, and significant events, and included a written Acknowledgement of Country on TPI email signature blocks and our official website.



**Above, Left:** Michell Forster and Vena Beetson at Eora Sydney NAIDOC 2025, *Credit: Triple P International*



**Above, Right:** Child enjoys Triple P art activity at Brisbane's Musgrave Park NAIDOC 2025, *Credit: Triple P International*





**Right:** Woman and young boy painting, Children's Day,  
*Credit: Triple P International, Austock*

- Display of Aboriginal and Torres Strait Islander flags and artworks in office foyers and First Nations identifiable items in communal spaces promote inclusivity and respect for First Nations guests attending TPI training, meetings, and events.
- TPI has collaborated with First Nations artists and cultural consultants in developing promotional materials that incorporate First Nations perspectives and knowledge through authentic and culturally appropriate imagery, storytelling, and content that resonates with the lived experiences of First Nations families. This also extends to First Nations businesses to produce promotional material for our NAIDOC Week activities and office artworks.
- Our marketing collateral and external-facing social media posts have showcased stories of First Nations athletes, artists, and role models, as well as practitioners and families, contributing to a broader public appreciation of the vibrant cultures and communities integral to Australia's identity.
- External-facing social media posts promote key dates like NAIDOC week and National Aboriginal and Torres Strait Islander Children's Day.
- For several years, we have participated in significant occasions such as NAIDOC Week and National Reconciliation Week, affording staff the opportunity to engage with First Nations communities, histories, and current social issues, fostering an environment of mutual respect and celebration. These events have also served as platforms for TPI to demonstrate its programs and engage with the community through activities that promote family well-being. Over the past four years, we have had a significant presence at multiple events in South-East Queensland during NAIDOC Week, as well as in New South Wales in 2024 and 2025. We have had promotional stalls providing information packs for families and activities for children promoting well-being across multiple locations.
- TPI hosted a morning tea in 2018 and 2025 to celebrate NAIDOC Week, with TPI First Nations Implementation and Cultural Consultants, who are current long-term TPI employees, presenting to raise awareness about First Nations cultures and histories.



- We regularly engage with First Nations media outlets through our public relations activities, including First Nations Telegraph, National Indigenous Times, Ngaarda Media, Koori Radio, Bumma Bipperra, Cherbourg Us Mob Radio, and TSIMA Radio.
- Key content created to support diverse engagement opportunities with First Nations families, such as meetings and attendance at annual NAIDOC events, including:
  - Parent-facing flyers and posters featuring culturally relevant imagery
  - Articles created and shared across the Triple P 'Articles and News' page including Celebrating loud and proud kids and families
  - A media release distributed ahead of NAIDOC Week
  - Public service announcements (PSAs) created in collaboration with First Nations families disseminated through Koori Radio
  - Triple P interviewed by various First Nations radio outlets to highlight National Aboriginal and Torres Strait Islander Children's Day
  - Social media posts published supporting the promotion and importance of NAIDOC and National Aboriginal and Torres Strait Islander Children's Day.
- Under our Queensland Government funded initiative providing Triple P's professional development courses to local practitioners, we partner with multiple community organisations in urban, rural, and remote areas. TPI's Implementation Consultants provide support to our partners in diverse communities, from Torres Strait Islands to Mt Isa and Charleville and down to the southern ends of Queensland, supporting practitioners in their delivery of Triple P to Aboriginal and Torres Strait Islander families in culturally informed ways.
- We collaborate with our partners in Victoria and Western Australia to improve and promote Triple P for First Nations families.
- After a need was identified from community, the Group Indigenous Triple P program was developed in consultation with community across Queensland, including South East Queensland health, welfare, education, and non-government organisations, statewide contacts across Queensland (particularly community health organisations), Elders from Brisbane, Inala, and Stradbroke Island, as well as a range of workers (e.g., child health and preschools), parents, Triple P facilitators, and Triple P trainers. Resources for the Group Indigenous Triple P program are subject to an ongoing process of consultation in each community that adopts Triple P.
- Our internal TPI First Nations Implementation and Cultural Consultant ran focus groups with First Nations organisations and practitioners to gather feedback to inform changes and updates to First Nations training and program resources.
- Attendance and presentation at conferences showcasing TPI's work with First Nations families and the outcomes for communities.
- All First Nations organisations and practitioners can access support from First Nations Implementation Consultants, who are employees of TPI. The Triple P Implementation Framework, which underpins our approach to supporting all our partners, allows for relevant and appropriate cultural considerations, including Aboriginal and Torres Strait Islander peoples' ways of learning, such as sharing stories and information, community connections, watching and doing, as well as visual learning.





Above: Triple P team smiling at Triple P tent at Musgrave Park NAIDOC 2025, Credit: Triple P International

- Across Australia, First Nations parents and carers have engaged in Triple P Online programs at rates above those observed in the general population and reported significant improvements in their parenting confidence as well as their child's behaviour.
- Across a range of clients in various Australian states, practitioners trained to deliver the Group Indigenous Triple P program have reported significant improvements in adequacy and confidence to conduct consultations about child behaviour with First Nations parents, as well as in a range of parent consultation skills, including using culturally sensitive teaching strategies, being flexible in program delivery to fit the local community, and using tradition and research to explain why strategies are important.

TPI's organisational culture is supportive, inclusive, family-oriented, and outcomes-focused. Our increased understanding and appreciation of First Nations cultures, as well as related knowledge of parenting and contemporary challenges gained over the past few years, has not only enriched our organisational culture but propelled us to formalise our path to reconciliation.

We do recognise there are challenges ahead. Across the organisation, our cultural awareness and real engagement with reconciliation is inconsistent: connections with community and partners are predominantly driven by Aboriginal and Torres Strait Islander staff, and we are continuously working on our marketing collateral and program resources to reflect the families we serve and connection to First Nations peoples.

However, across the workforce, there is a deep desire to learn, commit to a reconciliation agenda, and to build genuine connections with First Nations communities. The various challenges we anticipate present growth and change opportunities; we are ready to meet these challenges during our Reflect phase and beyond.



# Our Reconciliation Action Plan

Formally embarking on our reconciliation journey through our inaugural Reflect RAP amplifies our dedication to fostering a supportive environment for all parents and children and contributing to the well-being of First Nations peoples and the nation's reconciliation journey.

Our Reflect RAP embodies a genuine commitment to learning, dialogue, engagement and collaboration with First Nations communities, partners and families. It is a reflection of our collective aspirations to weave the values of respect, inclusivity, and cultural sensitivity into the fabric of our organisation. We are united in our desire for a RAP that aligns with the organisation's strategic goals and believe such an approach will enrich and align TPI's organisational culture and values with those of the First Nations communities it serves.

TPI, as a B Corp certified business, meets the highest standards of social and environmental performance, transparency and accountability, aspires to use the power of business to solve social and environmental problems, and is committed to conducting business in ways that look beyond profit, but that also create a public benefit and sustainable value. "The B Corp philosophy is to be a force for good and the Triple P program itself does that by supporting and helping families and communities" says TPI Managing Director Des McWilliam (Hon.D Univ Qld). As the company responsible for disseminating Triple P globally, we have always been a for-profit that thinks and acts like a social enterprise. We consider our wider impact on society and the environment.

Embracing reconciliation commits TPI to further understand the social, cultural, and historical contexts that influence parenting in First Nations communities. This understanding is fundamental to enhancing our services, ensuring they are delivered in a way that respects First Nations cultures and empowers Aboriginal and Torres Strait Islander families, enhancing the impact of Triple P on First Nations children and families across Australia.

The TPI executive recognise the significant contribution they can make to reconciliation by promoting, encouraging and creating opportunities to demonstrate respect and regard for First Nations cultures and families within the organisation, TPI's partners, and the broader community—a contribution that will be realised through engaged advocacy for reconciliation initiatives.

We appreciate that we all have much to learn and have engaged YarnnUp as our First Nations advisory consultant to guide us on our reconciliation journey, commencing with the development of this Reflect RAP. Through surveys and workshops, the TPI executive, management, and identified Aboriginal and Torres Strait Islander staff have explored reconciliation aspirations, organisational strengths, potential challenges, and RAP initiatives.

Supported by YarnnUp, we have established a RAP Working Group (RWG), inviting participation from staff who identify as First Nations peoples and other key stakeholders, while developing a RWG charter to support the governance of this working group. We are also putting in place mechanisms to ensure RAP initiative development and implementation is not only about Aboriginal and Torres Strait Islander peoples but also developed in collaboration with First Nations peoples. This inclusive approach can also help address the challenge of tokenism and ensure that efforts are genuine and impactful.



## Building our Cultural Competence

As TPI looks to the future, it aims to expand its cultural training programs to ensure that all staff, regardless of their role or length of service, are able to engage in continuous cultural learning. An external consultant will provide Cultural Awareness training, while our internal First Nations Implementation and Cultural Consultant will provide Acknowledgement of Country workshops for new hires as part of their onboarding process. This will ensure all employees have the opportunity to learn about the histories of Aboriginal and Torres Strait Islander peoples and understand important cultural values and beliefs so they can demonstrate an appreciation and respect for First Nations peoples from the outset of their tenure.

TPI has now embedded Acknowledgement of Country Workshops with all teams to support staff to feel confident in incorporating Acknowledgement of Country appropriately in their daily work. This is now included as part of the induction process for new staff.

TPI also aims to integrate **cultural learning into its teams' regular workflow**. This includes integrating cultural learning dedicated to First Nations histories and contemporary issues, which enhance the workforce's cultural literacy. These activities are foundational to enhancing the quality and impact of First Nations community engagement practices, connections, and relationships, providing staff with the knowledge and skills to interact with First Nations organisations and families in a culturally sensitive manner.

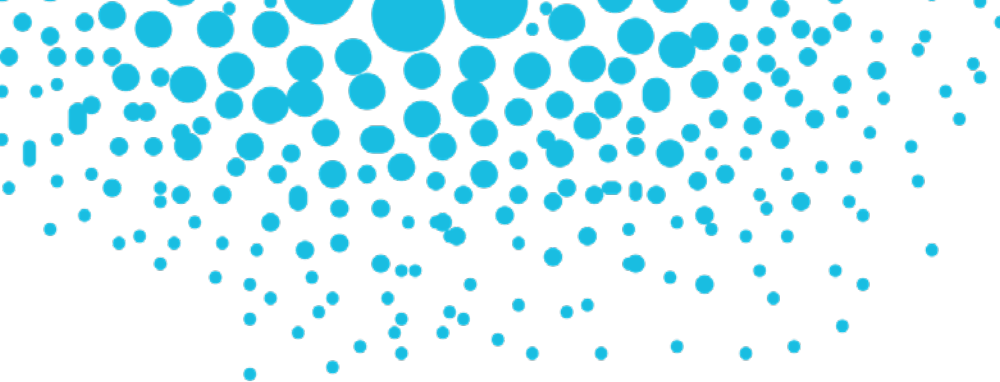
Another vehicle to show respect, build cultural capability, and deepen connections with First Nations communities is **participation in significant cultural events**. We aim to leverage the experiences of previous NAIDOC Weeks and increase and expand our participation in National Reconciliation Week and Aboriginal and Torres Strait Islander Children's Day.

We will continue to **promote and participate externally** but do so in a manner that encourages and enables increased participation from more staff. We also aim to host additional internal sessions to mark significant cultural events to actively promote an increasingly culturally aware and sensitive workplace culture.

Cultural awareness initiatives will be supported by ongoing **staff communications and engagement** to ensure all TPI employees understand, actively embrace, and celebrate reconciliation initiatives and progress. Fostering deep, sustainable organisation-wide engagement with reconciliation efforts is challenging. Development and implementation of a staff communication and engagement plan, integrated with our cultural learning program, will assist in converting passive support to active involvement, ensuring the RAP is embraced at all levels of the organisation.

Our RAP aims to develop further engagement with First Nations communities, largely through existing **partnerships**, and we aim to develop a **community engagement framework**, co-designed with First Nations stakeholders, to guide ongoing engagement with First Nations communities. This will ensure that TPI's efforts are consistent, respectful, and aligned with community needs.

We also want to foster First Nations implementation partners to advocate for and showcase their experience with Triple P with their colleagues, at conferences, and in government consultation processes that seek to enhance the social and emotional well-being of children. Our success will be measured against the extent to which our partnerships with agencies and First Nations communities translate to improved support and outcomes for Aboriginal and Torres Strait Islander families.



We also want to contribute to **community empowerment** and provide support more broadly. This could involve setting up collaborative projects that contribute to community goals, such as parenting support groups facilitated by First Nations leaders or through direct support, programs, and events that align with our strategy while contributing to community goals and reconciliation.

**Broader and deeper connections with First Nations communities** will assist us in integrating First Nations perspectives into our offerings by engaging with Aboriginal and Torres Strait Islander artists and cultural consultants in developing program resources and promotional materials. This collaborative approach to tailoring programs and supporting materials to address the specific needs of First Nations families enriches the program's resources and ensures that the representations are authentic and culturally sensitive.

Looking beyond the life of this RAP, we wish to explore the option of Aboriginal and Torres Strait Islander **research initiatives** to develop parenting approaches tailored for First Nations communities that respect and leverage the wisdom of traditional Aboriginal and Torres Strait Islander parenting practices. We would also like to extend our advocacy to influence policy reform and provide a platform for First Nations voices.

During this Reflect phase we intend to explore how we can **increase First Nations workforce participation**, starting with the development of an Aboriginal and Torres Strait Islander employment strategy, informed by an analysis of our workforce mix and the potential for more identified roles. We would also like to broaden our reach to recruit and retain more Aboriginal and Torres Strait Islander young peoples by offering internships, traineeships, and secondments, at TPI or in partnership with Universities and TAFE.

**The development of HR policies** and recruitment practices with a First Nations lens will ensure we are addressing any systemic barriers to First Nations workforce engagement and support us in further developing behaviours, as well as an organisational culture, characterised by inclusivity, diversity, respect, and cultural safety.

Additionally, a review of our **procurement practices** and current First Nations business engagements will facilitate identification and elimination of barriers to Aboriginal and Torres Strait Islander businesses providing services to TPI. One immediate opportunity being explored is seeking out First Nations office supply companies for general workplace supplies, for example, Kulbardi. We can also prioritise use of product lines such as Bibbulmun which give back to Aboriginal and Torres Strait Islander communities.

The journey ahead for TPI is one of transformation and growth. By embedding reconciliation into the fabric of its operations, TPI not only enhances its positive impact on all families but also sets a precedent in the industry for cultural respect, inclusivity, and social responsibility. The organisation's leadership and staff are poised to take this significant step, marking a new chapter in TPI's storied commitment to family well-being.



# Championing the RAP



Driving the RAP across TPI will be key stakeholders across all levels of management, reflecting the level of commitment we show towards this journey.

Our RAP Working Group (RWG) will be mostly centralised, with the majority of our team based in Queensland and one member in NSW. Our RAP Champion will spearhead the initiatives and workflow under the guise of our Implementation Manager, with representation from four employees who identify as First Nations peoples to provide invaluable advice and a cultural lens.

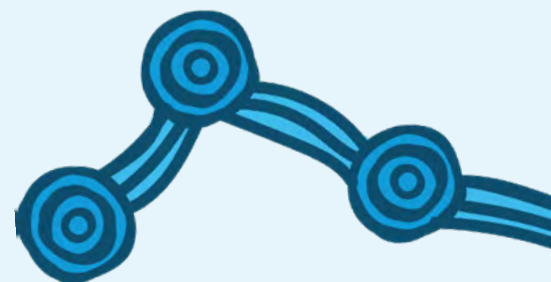
## RAP Working Group Membership

RWG Role	Name	Title
Executive Sponsor	Jenna McWilliam	Executive Director
RAP Champion	Libby Magnus	Implementation Manager
Member	Michell Forster	First Nations Implementation and Cultural Consultant
Member	Daniel Bielinski	Data Reporting and Business Psychologist
Member	Lowana Walker	First Nations Implementation Consultant (Qld)
Member	Brooke Tapai	First Nations Implementation Consultant
Member	Vena Beetson	First Nations Trainer and Implementation Consultant
Member	Eva Meester	Head of Communications
Member	Michelle Tilley	Head of Legal
Member	Rebecca Biddle	Human Resources (HR) Manager
Member	Nora Foley	Program, Implementation & Evidence Support Manager



Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2025	<b>Lead:</b> Implementation Manager <b>Support:</b> First Nations Implementation and Cultural Consultant
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	<b>Lead:</b> Implementation Manager <b>Support:</b> First Nations Implementation and Cultural Consultant
	1.3 Develop a community engagement framework in collaboration with First Nations stakeholders.	October 2025	<b>Lead:</b> First Nations Implementation and Cultural Consultant <b>Support:</b> Implementation Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Executive Director
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026	Executive Director

Continued on next page.



## Relationships

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	September 2025	Executive Director
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	<b>Lead:</b> Implementation Manager <b>Support:</b> First Nations Implementation and Cultural Consultant
	3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2025	<b>Lead:</b> Implementation Manager <b>Support:</b> First Nations Implementation and Cultural Consultant
4 Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	<b>Lead:</b> HR Manager <b>Support:</b> Head of Legal
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	<b>Lead:</b> HR Manager <b>Support:</b> Head of Legal

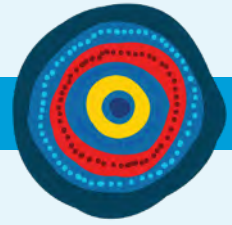


# Respect

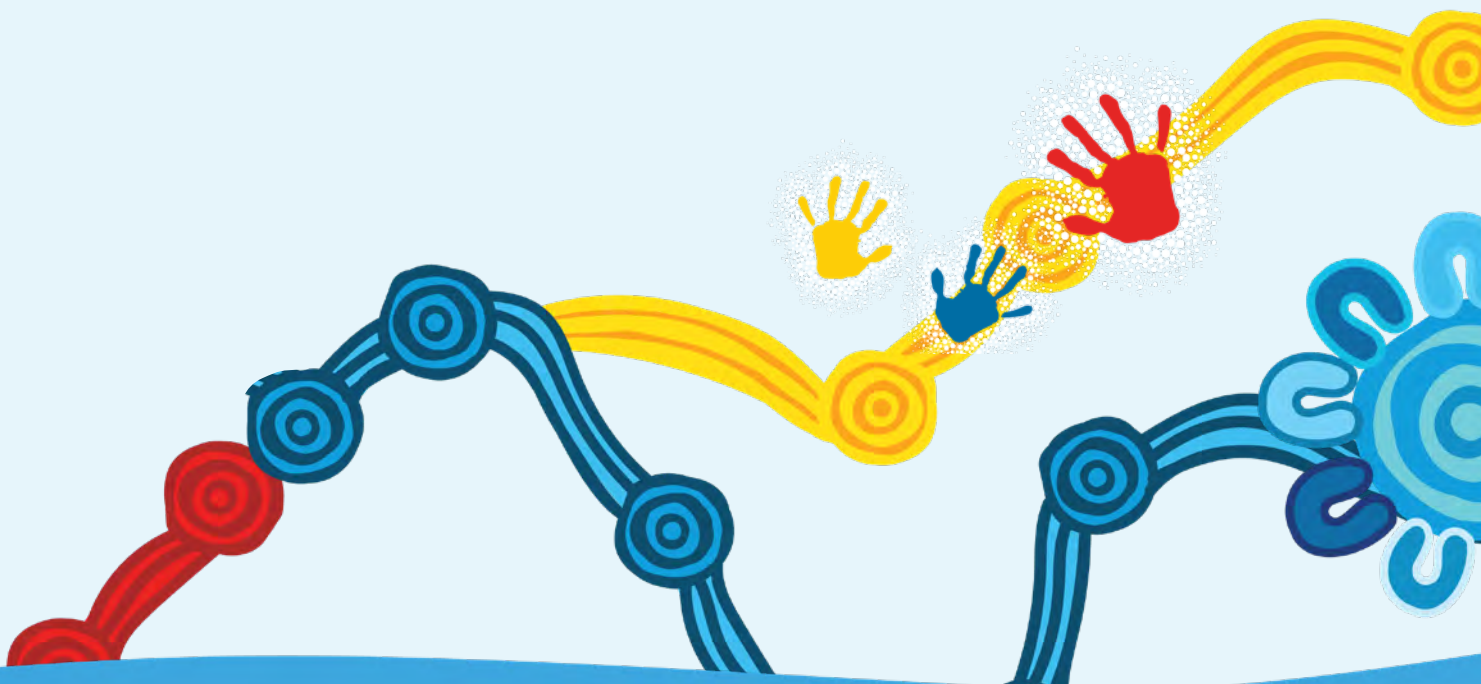
Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	<b>Lead:</b> Executive Director <b>Support:</b> Implementation Manager
	5.2 Conduct a review of cultural learning needs within our organisation and plan to integrate cultural learning into regular internal workflows.	October 2025	Human Resources Manager
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2025	First Nations Implementation and Cultural Consultant
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	First Nations Implementation and Cultural Consultant
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	Implementation Manager
	7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	<b>Lead:</b> First Nations Implementation and Cultural Consultant <b>Support:</b> Communications Manager
	7.3 RAP Working Group to participate in an external NAIDOC Week event.	July 2026	<b>Lead:</b> First Nations Implementation and Cultural Consultant



# Opportunities



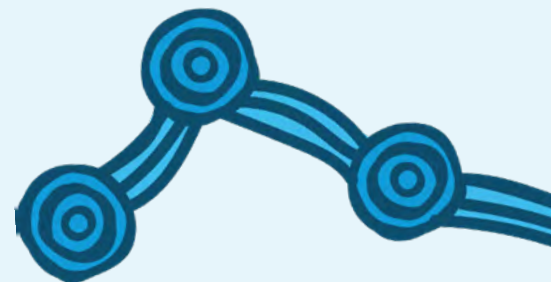
Action	Deliverable	Timeline	Responsibility
<b>8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<b>8.1</b> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2025	Human Resources Manager
	<b>8.2</b> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	<b>Lead:</b> Human Resources Manager <b>Support:</b> First Nations Implementation and Cultural Consultant
<b>9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>9.1</b> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2026	<b>Lead:</b> First Nations Implementation and Cultural Consultant <b>Support:</b> Executive Director
	<b>9.2</b> Investigate Supply Nation membership.	March 2026	First Nations Implementation and Cultural Consultant



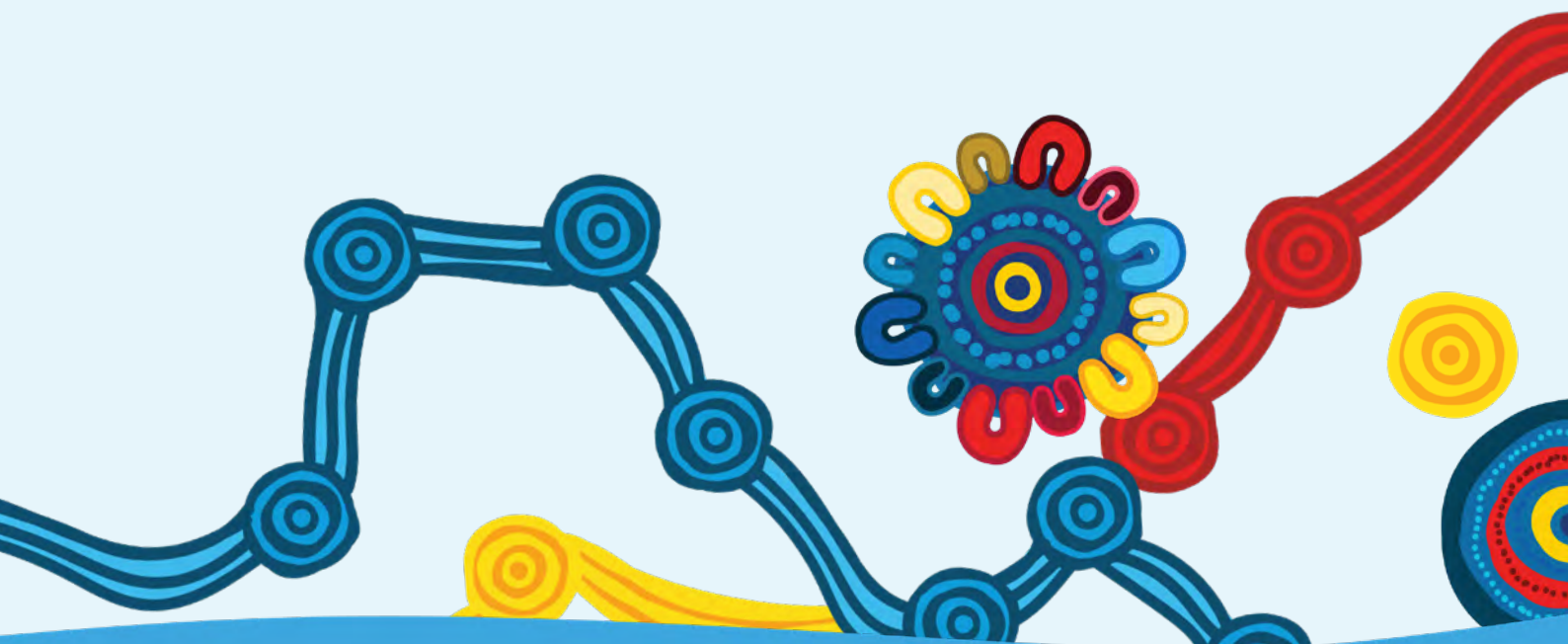


Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain a RWG to govern RAP implementation.	September 2025	Executive Director
	10.2 Draft a Terms of Reference for the RWG.	September 2025	Implementation Manager
	10.3 Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	Executive Director
11 Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	September 2025	<b>Lead:</b> Executive Director <b>Support:</b> Implementation Manager, First Nations Implementation and Cultural Consultant
	11.2 Engage senior leaders in the delivery of RAP commitments.	September 2025	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant
	11.3 Provide support to a senior leader to effectively champion our RAP internally.	September 2025	Executive Director
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2025	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant

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Action	Deliverable	Timeline	Responsibility
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	August 2025	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant
	12.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August 2026	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant
	12.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026	<b>Lead:</b> Executive Director <b>Support:</b> Implementation Manager, First Nations Implementation and Cultural Consultant
13 Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	<b>Lead:</b> Executive Director <b>Support:</b> First Nations Implementation and Cultural Consultant





**For any queries, contact:**

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