



Save the Children

INNOVATE

RECONCILIATION

ACTION PLAN

JAN 2025 – JAN 2027



RECONCILIATION
ACTION PLAN
INNOVATE

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Save the Children Australia acknowledges and pays our respects to the numerous Traditional Owners and Custodians of the hundreds of lands on which we work around Australia.

We pay our respects to Elders past and present and the Aboriginal lore, Torres Strait Islander Ailan Kastom, and cultural knowledge they have passed down through generations.

We recognise and value the intrinsic and continuing connections to the lands, waters and seas of Australia for which First Nations peoples have cared and nurtured for millennia, and for which sovereignty was never ceded.

We also wish to pay our dedicated respects to all Aboriginal and Torres Strait Islander children in recognition of them becoming our future leaders, Elders and Custodians of Country.

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A MESSAGE FROM OUR CEO



If the arc of human history in Australia was represented by a single hour, then the history of European settlement in this place would occupy but a fragment – a tiny and tragic two seconds. A mere blip of 200 years within 65,000 years or more of the oldest continuous cultures on earth. While Australia has made some progress in coming to terms with its colonial history, it very much feels like we are at the start of this journey and not the end. The failure of the 2023 referendum on an Aboriginal and Torres Strait Islander Voice to Parliament is testament to this.

As leaders of Save the Children Australia, we also occupy a tiny fragment of time in an organisation that opened its first branch in Melbourne over 100 years ago. While we can be proud of the progress our organisation has made with and for children over these years, we must also honestly reflect on Save the Children’s role in colonial Australia’s history.

Because the truth is that we have not always sought to listen to and amplify Aboriginal and Torres Strait Islander voices. Sometimes our ‘western’ approach did not empower local leadership or seek to fulfill the fundamental right of self-determination. Our child rights practice framework was not always driven first and foremost by deep respect for, and embrace of, community and culture. Our leadership team and Board did not include representatives from First Nations communities.

We recognise our brand itself may also conjure notions of white saviorism in a country with a tragic history of forced child removal, and that First Nations staff have not always felt culturally safe in our organisation. What’s more, our last Reconciliation Action Plan expired four years ago, and we did not make the space nor resources available to update it.

And so here we stand on the precipice of renewing our Reconciliation Action Plan for a new age.

We have undertaken an honest assessment of progress against our last plan and formed a First Nations Advisory Committee to help drive the creation of a new one. We are genuinely proud of the important work we have done, but are honest about the things we could have, and should have done better. We have made space for difficult conversations and will continue to do so. We have made resources available to deliver key initiatives within the Plan, and we have sought to do so from a place of humility and respect, and with a genuine desire to hear, and respond to, the invitation extended to us in the Uluru Statement from the Heart.

As a global child rights movement, our purpose is to ensure that all children survive, learn and are protected, no matter the context. Having personally visited our work in Aboriginal and Torres Strait Islander communities across many parts of Australia, I have seen first-hand how a culturally informed, locally led child rights approach can create impact.

I know the work that we have done to protect, promote and fulfil the rights of First Nations children has helped create a better Australia for us all. I am also determined and optimistic that as an organisation we can, and must, do better. We owe it to the children and families we work with to do so.

Mat Tinkler

*Group Chief Executive Officer
Save the Children Australia*

A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends Save the Children 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 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. Save the Children 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 Save the Children will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Save the Children 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 Save the Children 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, Save the Children will ensure shared and cooperative success in the long-term.

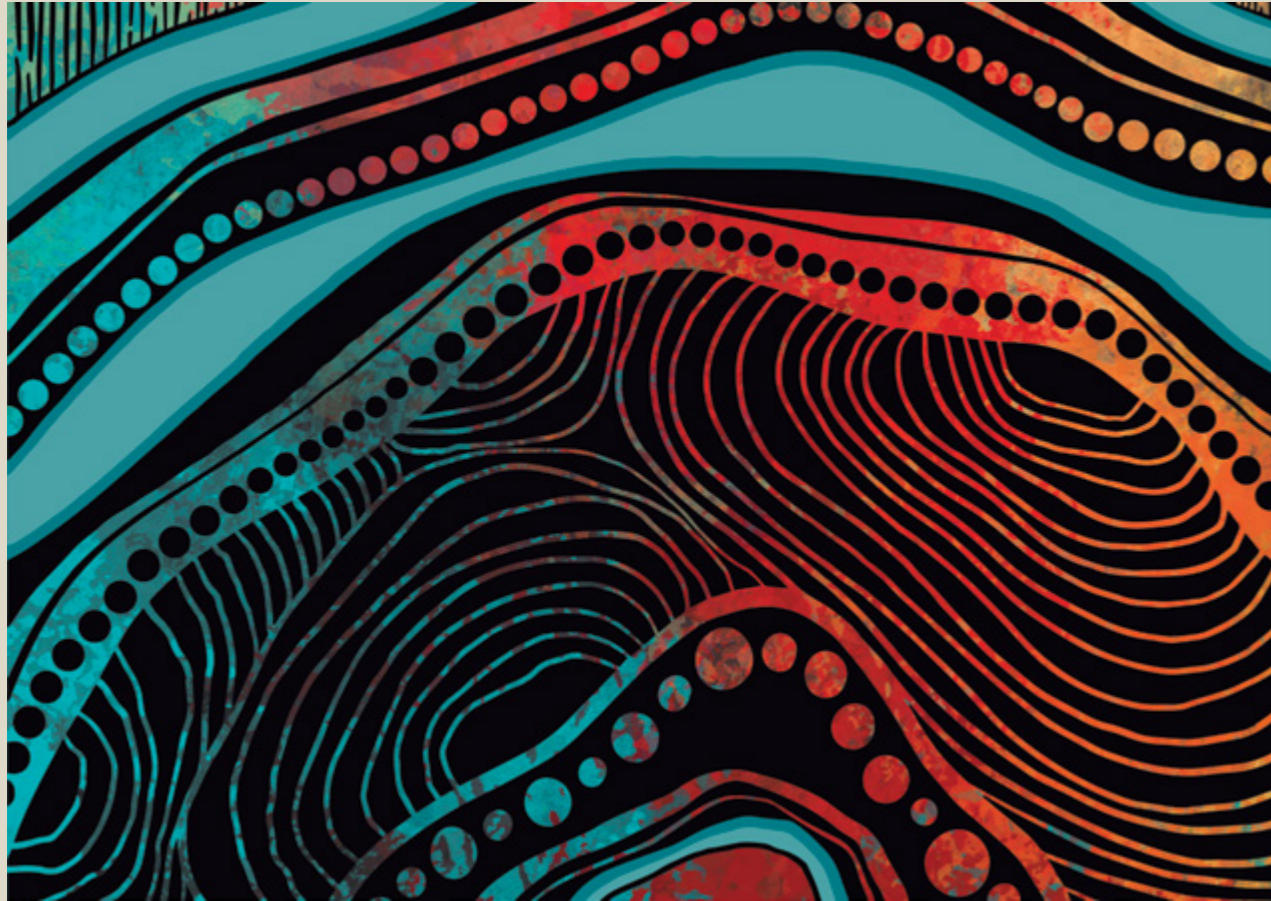
Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Save the Children’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

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

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*

OUR RAP ARTWORK



Our RAP artwork, titled **Strength Through Culture**, was commissioned by 54 reasons to support cultural safety for Aboriginal and Torres Strait Islander children and young people as we work with them, their families and their communities, to help them grow and thrive.

The artwork illustrates growth rings from trees that form a topographic representation of connection to Country. This artwork's message is an urgent call for a deeper acknowledgement and understanding of this connection, and to further inform the way we support children and families.

The painted dots represent children walking alongside 54 reasons, acknowledging the work we do in partnership with their families and community. The texture of the artwork is reflective of the relationships and interconnectedness of land and people. The colour palette reflects earth, water and the sun, givers and sustainers of life.

ABOUT THE ARTIST



Elizabeth Yanyi Close is a Panaka Skin Anangu woman from the Pitjantjatjara and Yankunytjatjara Language Groups, whose family links are to the communities of Pukatja and Amata in the APY Lands.

Elizabeth was born in Adelaide but grew up in outback SA, returning to Adelaide to complete her secondary schooling, and attend University to complete a Bachelor of Nursing and a Graduate

Certificate in Emergency Nursing. Elizabeth worked as a Registered Nurse in the Emergency Department of a busy Adelaide Metropolitan Hospital for a decade, while using art as a means of processing the intergenerational trauma and its impact on her family.

In 2007, Elizabeth began to paint professionally and exhibit her work throughout Adelaide and her practice organically grew as she balanced nursing, art and motherhood. By 2014 she had built up a full-time arts practice, and after the birth of their second child, she and her husband decided to move home to the APY Lands so that they could immerse their children in their culture and language.

Elizabeth reconnected with much of her Grandmother's family and learned much more about her family, her Tjukurpa and her Country from her Tjamu. This growth as an Aboriginal woman was profoundly reflected in the evolution of her artwork. Elizabeth is based in Adelaide and has three Purungu Skin Anangu children; Isaiah Yungana, Emmeline Tjikatu and Bentji Nganantju; and a dingo with no tail.

RAP VISION

At Save the Children Australia, our vision for reconciliation begins with acknowledging the truths of the past, whilst working for a tomorrow where all Aboriginal and Torres Strait Islander peoples can fully exercise their rights and shape their own destinies.

Our vision is of a reconciled Australia where Aboriginal and Torres Strait Islander children can reach their full potential and where their rights to survival, development, and protection are attained. It is for a country that has reckoned with the injustices of the past, and that respects and celebrates the rich heritage and diverse cultures of Australia's First Peoples.

We wholeheartedly believe that a fully reconciled Australia will be a better country—one that fully includes the richness and wisdom of the oldest continuous cultures on Earth, and fosters a more inclusive, sustainable and safer world for us all.

We recognise that reconciliation is a shared journey, requiring courage, humility, and a commitment to meaningful change. We are deeply grateful for the invitation extended to us in the Uluru Statement from the Heart to walk together with First Nations Australians on the path towards justice, truth and treaty.

We understand the profound responsibility we carry to examine both our organisational history, and our current structures and practices to ensure we foster a culturally safe environment for our staff and First Australians we work with.

We are committed to action, not just words, standing in solidarity with Aboriginal leaders, communities and community-controlled organisations in their fight for justice, reconciliation and self-determination, and to amplifying and listening to First Nations voices.

We know this is essential to ensuring we uphold cultural responsiveness in the communities we serve, and that our work delivers lasting benefits. Through genuine partnerships, respectful engagement, and a commitment to walking together, we will strive to create a future where all children can thrive and reach their full potential.

OUR BUSINESS

ABOUT SAVE THE CHILDREN

Save the Children is an independent, not-for-profit organisation working to achieve lasting change in the lives of children in more than 100 countries around the world. Our vision is a world in which every child attains the right to survival, protection, development and participation.

Our purpose is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives. We exist to protect and uphold the rights of children, and under the framework of the United Nations (UN) Convention on the Rights of the Child, we strive to realise child rights through direct service delivery, innovation, partnership and advocacy.

As a leading global child rights organisation, we also acknowledge the importance of the UN Declaration on the Rights of Indigenous Peoples in recognising the unique challenges First Nations peoples have faced in numerous countries around the world.



Save the Children

Save the Children's global programs focus on three key strategic breakthroughs:

- 1 That no child should die from preventable causes before their fifth birthday;
- 2 All children have the right to learn from a quality basic education; and
- 3 Violence against children will no longer be tolerated.

54 reasons

In Australia, we deliver our work under the name 54 reasons, a reference to each of the 54 articles in the United Nations Rights of the Child. Our work here is focused on three key goals:

- 1 Supporting children's social and emotional development in regions affected by shared adversity or disaster;
- 2 Ensuring children experiencing domestic and family violence are visible and supported as clients in their own right; and
- 3 Advocating and demonstrating the value of a rights-respecting justice system.

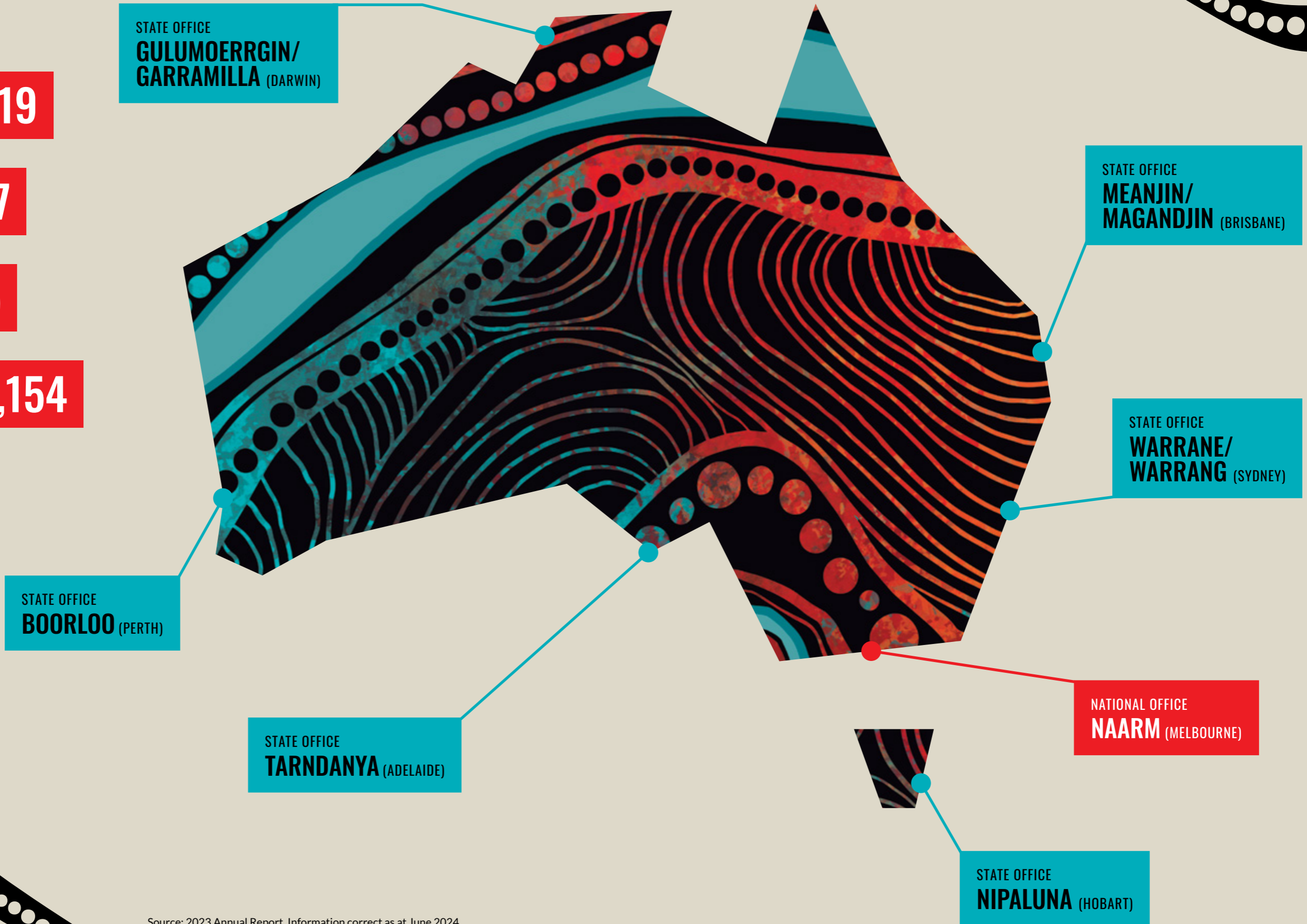
Our work is underpinned by a rights-based approach, and we seek to work with partners to amplify the national conversation on child rights and ensure children and young people's voices are heard.

FOUNDED IN AUSTRALIA **1919**

EMPLOYEES IN AUSTRALIA **777**

FIRST NATIONS EMPLOYEES **65**

PEOPLE REACHED IN AUSTRALIA **27,154**



Source: 2023 Annual Report. Information correct as at June 2024.

OUR RECONCILIATION JOURNEY SO FAR

Save the Children Australia’s most recent RAP concluded in 2019. An external evaluation conducted in 2021 of our 2016-19 Innovate Reconciliation Action Plan (RAP) illustrated both achievements and areas for improvement.

Positive outcomes included regular recognition of Aboriginal and Torres Strait Islander events, delivery of Cultural Awareness Training to staff, embedding the practice of Acknowledgement of Country in meetings, and emerging efforts to support First Nations businesses.

However, a number of areas of improvement were also identified, including an over-emphasis on program-focused service delivery rather than corporate-level action, persistent cultural awareness gaps affecting workplace safety, and issues within the RAP Advisory Committee’s governance and authority.

Additionally, staff feedback highlighted concerns about cultural safety, limited representation of Aboriginal and Torres Strait Islander staff, and an overall perception of cultural unease.

In response, the report offered several foundational recommendations to help address these challenges and inform the development of our next RAP.

These included:

- The need to establish a shared purpose for the RAP;
- Improving cultural awareness among senior executives and board members;
- Seeking feedback from Aboriginal staff and communities;
- Assigning levels of accountability; and
- Developing a Cultural Awareness Training Strategy to sustain long-term growth.

In the past year, Save the Children Australia has taken further steps toward cultural inclusivity and governance by establishing a First Nations Advisory Committee. This committee is a representative group of First Nations people who bring their lived experiences, knowledge and expertise to guide Save the Children Australia’s approach to reconciliation, position on matters impacting on First Nations people and to help create a culturally safe workplace.

RAP GOVERNANCE

We have established a governance framework to manage the delivery and implementation of our Reconciliation Action Plan and related activities. The purpose of this governance structure is to ensure clear lines of communication and accountability for all parties.

SAVE THE CHILDREN BOARD

Approves and owns the vision for our Reconciliation Action Plan.
Holds the executive and the organisation to account.

SAVE THE CHILDREN EXECUTIVE TEAM

Accountable for the delivery of outcomes in the RAP.
Provides ongoing senior level endorsement and leadership.

FIRST NATIONS ADVISORY COMMITTEE (FNAC)

Reviews and advises on the RAP as it is developed and implemented.
Advises Save The Children Australia on issues impacting First Nations clients and staff.

RECONCILIATION ACTION COMMITTEE (RAC)

Writes and drives the delivery of strategy and activities outlined in the RAP.
Reports back on progress to FNAC and Executive.

As drivers of our RAP, the Reconciliation Action Committee includes representatives from across Save the Children, including People & Culture, Advocacy, Group Operations and our Australian service delivery division, 54 members. It is Chaired by the CEO office to maintain consistent, central leadership and visibility across the organisation.

While it is imperative that delivery of the activities committed to in this RAP is driven by non-Indigenous staff in our organisation, a key aspect of delivering on our RAP will be ongoing, meaningful and structured consultation with First Nations stakeholders. Save the Children Australia commits to consulting with employees to ensure their voices are heard; with the First Nations Advisory Committee to guide our approach and support decision-making; and, where appropriate, with external advisors who bring cultural and practice expertise and/or lived experience. When engaging Aboriginal and Torres Strait Islander peoples in the implementation of the RAP, we will make every effort to ensure this consultation is respectful, involves fair and appropriate compensation, and does not place undue cultural burden on individuals.

OUR INNOVATE RAP

We recognise that reconciliation is a shared journey, requiring courage, humility, and a commitment to meaningful change. We understand the profound responsibility we carry to examine both our organisational history, and our current structures and practices to ensure we foster a culturally safe environment for our staff and First Australians we work with.

To deeply embed action for reconciliation across the many areas of our work, and within our organisational culture, the 2025-2027 RAP is framed within the three pillars of Relationships, Respect and Opportunities and founded on strong Governance, monitoring and reporting:

- **Relationships:** Developing and maintaining relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations that are founded in two-way learning and equality. We will do this through stronger partnerships, appropriate representation, and through celebrating and promoting reconciliation internally and among our partners.
- **Respect:** Instilling deep and unfaltering respect for Aboriginal and Torres Strait Islander peoples throughout our programs and organisation as a whole through ongoing cultural learning, meaningful observation of cultural protocols and days of significance across our organisation.
- **Opportunities:** Growing representation of Aboriginal and Torres Strait Islander peoples across our organisation, with a particular focus on increasing the number of First Nations staff in management and leadership roles, and broadening commercial relationships with First Nations suppliers.
- **Governance, monitoring and reporting:** Engaging the Reconciliation Action Committee and First Nations Advisory Committee effectively and regularly to guide the implementation of the RAP; and building accountability and transparency through reporting RAP achievements and challenges internally and externally.

Our overarching goal is to be culturally competent. Through genuine partnerships, respectful engagement, and a commitment to walking together, we will strive to create a future in which all Aboriginal and Torres Strait Islander peoples – especially children and young people – can fully exercise their rights and shape their own destinies.

INITIATIVES

TRUTH-TELLING

Design and undertake a process for examining how Save the Children Australia's (SCA) current and historical policies and practices have impacted on First Nations people, communities, families, children, our partners and our employees in order to identify any potential harms caused and determine appropriate forms of recognition and reparation. This process might involve community activities, formal inquiries, youth led participation and other mechanisms for hearing and acknowledging the truths of the past.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Extra Large 18 months +	CEO, Save the Children Australia Group	Chief of Staff	FNAC; Aboriginal Elders; external SMEs/researchers

CULTURAL RESPONSIVENESS UPLIFT

Implementation of improvements against 54 reasons' Head, Heart & Hands Together Cultural Responsiveness Framework across program delivery, including in Cultural Integrity and Community Centredness, Cultural Safety and Accountability.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Large 18 months	CEO, 54 reasons	State Directors and Heads of Business Units, 54 reasons	FNAC; State teams, 54 reasons

LEARNING & DEVELOPMENT ENHANCEMENTS

Develop and implement a cultural learning framework for SCA to improve the cultural awareness, competency and responsiveness of our people. We will look to adjust our corporate understanding of what constitutes leadership and to incorporate First Nation's leadership principles and capability.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Large 12-18 months	Chief Operating Officer	Head of Organisational Capability	FNAC; SMEs (internal and external); CEO, 54 reasons; Head of People & Culture, 54 reasons

PARTNERSHIP STRATEGY & RECOGNITION PROJECT

Review partnership agreements with Aboriginal and Torres Strait Islander organisations and businesses and work with funding bodies on a plan for appropriate financial recognition for all aspects of what is offered by the partner organisation, including but not limited to cultural expertise and knowledges.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Small 1-2 months	CEO, 54 reasons	Deputy CEO, 54 reasons	Legal; Finance; 54 reasons contract owners

SIGNIFICANT DATES

Centralised management and leadership of our organisational approach to significant dates. Will establish a process for managing communications (internal and external) and will lead and coordinate activity to celebrate/commemorate.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Small 1-2 months (per item)	CEO, Save the Children Australia Group	Chief of Staff	Head of Marketing; Head of Media

PROCUREMENT

Improve representation of Aboriginal and Torres Strait Islander suppliers in key supplier categories.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Small 1-2 months (per item)	Chief Operating Officer	Procurement and Supply Chain Manager	Marketing Creative Lead; State Operations Managers, 54 reasons; Retail Operations Manager

CONTINUOUS IMPROVEMENT

Ongoing uplift opportunities across all areas of our RAP. To be prioritised and actioned in order of value vs effort. Includes embedding existing practice, procurement uplifts, policy reviews, etc.

TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Small 1-2 months (per item)	CEO Save the Children Australia Group	Chief of Staff	Reconciliation Action Committee members; other key contributors based on improvement items

MANAGEMENT & GOVERNANCE

Ongoing governance and reporting on RAP delivery and performance to RA, SCA Board and Executive, and SCA staff.





TIME/EFFORT	ACCOUNTABLE	RESPONSIBLE	CONTRIBUTORS
Small 1-2 months (per item)	CEO, Save the Children Australia Group	Chief of Staff	Reconciliation Action Committee









RELATIONSHIPS









Our core business is providing services that support children and their families and communities, while advocating with them for their rights. As such our work inherently involves people and is built on relationships.

Where we operate on First Nations land and directly engage with Aboriginal and Torres Strait Islander communities on a day-to-day basis, we do this by invitation and in partnership – consistent with Save the Children’s global commitment to localisation. Guided by our First Nations Engagement Principles we use a culturally informed approach when engaging and working with First Nations communities. The voices of Aboriginal and Torres Strait Islander young people drive our practice, enhancing outcomes for children.

We commit to continuing to develop and maintain genuine two-way relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to ensure that children’s rights are met. We also acknowledge the ongoing systemic impact of colonisation on Aboriginal and Torres Strait Islander peoples, their collective right to self determination, and the importance of truth-telling as the pathway to reconciliation and strengthening relationships.









OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Continue to employ our First Nations Engagement Principles in work with Aboriginal and Torres Strait Islander stakeholders and organisations, ensuring an environment of equality and two-way learning.	Actively participate in community engagement and network forums to understand community priorities and inform service development, in line with 54 reasons’ Head, Heart & Hands Together framework.	Reporting: September annually	CEO, 54 reasons	State Directors and Heads of Business Units, 54 reasons	
	Embed self-determination through co-design, engagement, planning and evaluation processes, in line with 54 reasons’ Head, Heart & Hands Together framework.	Reporting: September annually	CEO, 54 reasons	State Directors and Heads of Business Units, 54 reasons	
	Create new budget parameters for future joint business that provide more appropriate financial recognition for ACCO partner roles, and engage with funders on current business to rescope budgets/funding.	Commence delivery: Jan 2025 Reporting: September annually	CEO, 54 reasons	State Directors and Heads of Business Units, 54 reasons	
	Ensure proportional representation of Aboriginal and Torres Strait Islander children and young people in all engagement pathways, including annual Child Voice Survey, Youth Advisory Group and ad hoc co-design.	Ongoing Reporting: September annually	CEO, 54 reasons	Head of Practice and Impact Measurement; Head of Policy and Advocacy 54 reasons	

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
	In line with advice from First Nations peak bodies and leaders, develop and implement a public statement of commitment describing how, when requested, we will support the advocacy of Aboriginal and Torres Strait Islander-led organisations for government policies to fulfil the rights of First Nations children and their communities.	Development: December 2025 Reporting: September annually	CEO, 54 reasons	Head of Policy and Advocacy 54 reasons	
	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to review and improve First Nations Engagement Principles.	December 2026	CEO, Save the Children Australia Group	Chief of Staff	
Build relationships through celebrating National Reconciliation Week.	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May annually	CEO, Save the Children Australia Group	Chief of Staff	
	Reconciliation Action Committee members, First Nations Advisory Committee members and all senior management to participate in an external NRW event.	May-June Annually	CEO, Save the Children Australia Group	Chief of Staff	
	Encourage and support all staff to participate in at least one external event to recognise and celebrate NRW.	May annually	CEO, Save the Children Australia Group	Executive Team, Save the Children Australia Group	
	Organise at least one national NRW event each year in partnership with Aboriginal and Torres Strait Islander community leaders or groups, with all events registered on Reconciliation Australia’s NRW website.	May annually	CEO, Save the Children Australia Group	Chief of Staff	
	Coordinate local team leadership and participation in NRW activities within their communities.	May annually	CEO, Save the Children Australia Group	Chief of Staff	
	Message of celebration and acknowledgement for NRW sent to all staff from Save the Children Australia Group CEO.	May annually	CEO, Save the Children Australia Group	CEO, Save the Children Australia Group	

-  TRUTH-TELLING
-  SIGNIFICANT DATES
-  CULTURAL RESPONSIVENESS UPLIFT
-  PROCUREMENT
-  LEARNING & DEVELOPMENT ENHANCEMENTS
-  CONTINUOUS IMPROVEMENT
-  PARTNERSHIP STRATEGY & RECOGNITION PROJECT
-  MANAGEMENT & GOVERNANCE

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Promote reconciliation through our sphere of influence.	Develop and implement strategies to raise awareness of reconciliation across our workforce in consultation with FNAC.	Ongoing. Reporting: September annually	CEO, Save the Children Australia Group	Chief of Staff; Chief Operating Officer	↗
	Communicate our commitment to reconciliation publicly.	Ongoing. Reporting: September annually	CEO, Save the Children Australia Group	Chief of Staff; Policy & Advocacy Lead, 54 reasons; Head of Strategy, 54 reasons; Head of Corporate Partnerships; Head of Philanthropy; Head of Marketing	↗
	Positively influence our external stakeholders to drive reconciliation outcomes, through: <ul style="list-style-type: none"> Advocacy for public policy change, Reconciliation aligned partnership agreements including with service providers and funders, External communications that promote reconciliation, are strengths based and support self-determination; and are in line with Reconciliation Australia guidance for demonstrating inclusive and respectful language. 	Ongoing. Reporting: September annually	CEO, Save the Children Australia Group	Chief of Staff; Policy & Advocacy Lead, 54 reasons; Head of Strategy, 54 reasons; Head of Corporate Partnerships; Head of Philanthropy; Head of Marketing	↗
	Seek opportunities to collaborate with organisations in the RAP program and/or other like-minded organisations.	Ongoing Reporting: September annually	CEO, Save the Children Australia Group	Chief of Staff	↗




OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Promote positive race relations through anti-discrimination and anti-racism strategies.	Review, implement and communicate our anti-discrimination policy (Bullying, Harassment, Discrimination and Exploitation or BDHE policy), in consultation with SCA's First Nations Advisory Committee	December 2024	Chief Operating Officer	Head of Organisational Capability	↗
	Educate senior leaders on the effects of racism	July 2025	Chief Operating Officer	Head of Organisational Capability	↗
Stand alongside and support Aboriginal and Torres Strait Islander communities in a place-based truth-telling process.	Convene a conversation involving Board, Executive, FNAC and RAC to reflect on our current organisational state and discuss options for an organisational truth-telling process.	December 2025	CEO, Save the Children Australia Group	Chief of Staff; Policy & Advocacy Lead, 54 reasons	🗨️
	In consultation with Traditional Owners, other Aboriginal Elders and external advisors/researchers, design and deliver a process for examining Save the Children Australia's historical policies and practices, and determine appropriate methods for recognising, communicating about and making reparations for any past harms caused (financial or otherwise).	December 2026	CEO, Save the Children Australia Group	Chief of Staff; Policy & Advocacy Lead, 54 reasons	🗨️
	Keep updated on the progress of social justice and advocacy initiatives across Australia including the Yoorook Justice Commission, Path to Treaty in QLD (Inquiry and Institute), First Nations Voice in South Australia; and engage with partner Aboriginal organisations, Traditional Owners, and the Allies for Uluru Coalition to identify opportunities for our organisation to further support truth-telling through our sphere of influence.	Ongoing Reporting: September annually	CEO, Save the Children Australia Group	Chief of Staff; Policy & Advocacy Lead, 54 reasons	🗨️





-  **TRUTH-TELLING**
-  **SIGNIFICANT DATES**
-  **CULTURAL RESPONSIVENESS UPLIFT**
-  **PROCUREMENT**
-  **LEARNING & DEVELOPMENT ENHANCEMENTS**
-  **CONTINUOUS IMPROVEMENT**
-  **PARTNERSHIP STRATEGY & RECOGNITION PROJECT**
-  **MANAGEMENT & GOVERNANCE**









RESPECT





Save the Children Australia recognises and respects Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, rights and languages.









We respect the diversity and unique needs of the communities and locations where we operate across Australia, recognising and acknowledging that these lands have always belonged to Aboriginal and Torres Strait Islander peoples. To strengthen our cultural responsiveness, Save the Children Australia is committed to ensuring that our team possesses a knowledge, appreciation, and understanding of Aboriginal and Torres Strait Islander cultures in the places where they work.

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Engage our people in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements, and to build the cultural safety of our organisation and programs.	Develop a cultural learning framework for Save the Children Australia, in consultation with our First Nations Advisory Committee. <ul style="list-style-type: none"> Review cultural learning needs. Seek input from Aboriginal and/or Torres Strait Islander advisors. Leverage outcomes of 54 reasons cultural responsiveness audit. 	Mar 2025	Chief Operating Officer	Head of Organisational Capability	
	Implement cultural learning framework, which may include improvements to existing structured/formal learning materials, or new learning. Track and report on learning completion.	Commence delivery: Aug 2025 Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	
	Embed practices that ensure cultural safety, responsiveness and inclusivity in our program and service delivery, in line with 54 reasons' Head, Heart & Hands Together framework.	Reporting: September annually	CEO, 54 reasons	State Directors and Heads of Business Units, 54 reasons	

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to embed and communicate our First Nations Engagement Principles resource to increase understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing. Reporting: September annually	Chief of Staff	Executive Team, Save the Children Australia Group; Senior Management Team, 54 reasons	
	Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing. Reporting: September annually	Chief of Staff	Executive Team, Save the Children Australia Group; Senior Management Team, 54 reasons	
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of significant meetings (in size or importance, or where guests from interstate or overseas are present).	Ongoing. Reporting: September annually	Chief of Staff	Executive Team, Save the Children Australia Group; Senior Management Team, 54 reasons	
	Acknowledge and respect the Traditional Owners and custodianship of the lands on which our offices are situated (for example, via the display of Aboriginal and/or Torres Strait Islander flags in offices, use of traditional names in buildings).	Ongoing. Reporting: September annually	Chief Operating Officer	Property Manager	

-  TRUTH-TELLING
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OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and acknowledging other key dates of significance.	Internally and publicly communicate our approach to January 26th.	January annually	CEO, Save the Children Australia Group	Chief of Staff; Head of Marketing	
	Acknowledge NAIDOC week, National Aboriginal and Torres Strait Islander Children's Day and the International Day for the Rights of Indigenous Peoples.	July annually August annually	CEO, Save the Children Australia Group CEO, 54 reasons	Chief of Staff; Head of Marketing	
	Save the Children Australia Executive and Reconciliation Action Committee members to participate in an external NAIDOC Week event and share learnings with colleagues.	July annually	CEO, Save the Children Australia Group	Executive team, Save the Children Australia Group; Reconciliation Action Committee members	
	Ensure effective communication of Save the Children Australia's leave policy so there are no barriers to staff participating in NAIDOC Week and other dates of significance to Aboriginal and Torres Strait Islander peoples.	Ongoing. Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	
Promote and encourage participation in external NAIDOC events to all staff.	June annually	CEO, Save the Children Australia Group	Executive team, Save the Children Australia Group; Senior Management Team, 54 reasons		

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OPPORTUNITIES









Save the Children Australia benefits from a diverse workforce and seeks to continue to grow representation of Aboriginal and Torres Strait Islander peoples across our organisation.

Historically there has been a higher proportion of First Nations employees delivering services in local communities compared to in head office or management positions and, similarly limited, our engagement of Aboriginal and Torres Strait Islander owned businesses as suppliers has traditionally been only a focus of our partnerships in program and service delivery.









As such, we are now pursuing a particular focus on increasing the number of First Nations staff in management and leadership roles, while broadening the scope of our commercial relationships with Aboriginal and Torres Strait Islander suppliers. By maintaining a culturally diverse and inclusive workforce and actively engaging Aboriginal and Torres Strait Islander owned businesses, we show our support to reconciliation and equitable opportunities for all.









OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Strengthen and increase Aboriginal and Torres Strait Islander employment outcomes across Save the Children Australia Group, with a focus on leadership and management levels.	Continue to monitor Aboriginal and Torres Strait Islander employee metrics (may include recruitment, turnover, exit reasons, promotion rates, development opportunities) to inform future employment and professional development opportunities.	Ongoing. Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	↗
	Develop quality approaches and processes to Aboriginal and Torres Strait Islander recruitment, onboarding and engagement in consultation with Aboriginal and Torres Strait Islander peoples.	December 2025	Chief Operating Officer	CEO, 54 reasons; Head of Organisational Capability	📦
	Review recruitment procedures and materials to remove barriers to support Aboriginal and Torres Strait Islander employment opportunities and participation in our workplaces.	Dec 2024	Chief Operating Officer	Head of Organisational Capability	↗
	All recruitment activity to align with best practice Equal Employment Opportunity and diversity principles to maximise opportunities for Aboriginal and Torres Strait Islander candidates.	Ongoing. Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	↗









OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
	Include in all job advertisements, Aboriginal and/or Torres Strait Islander peoples are encouraged to apply.	Ongoing. Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	↗
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including Indigenous Employment Australia and other approved recruitment pathways.	Ongoing. Reporting: September annually	Chief Operating Officer	Head of Organisational Capability	↗
	Where appropriate and feasible, include Aboriginal and/or Torres Strait Islander representation on selection panels.	July 2025	Chief Operating Officer	Executive team, Save the Children Australia Group	↗
Improve representation of Aboriginal and Torres Strait Islander suppliers to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement policy.	July 2025	Chief Operating Officer	Procurement and Supply Chain Manager	🇺🇸
	Increase representation of First Nations suppliers on Marketing supplier services register.	December 2025	Head of Marketing	Marketing Creative Lead	🇺🇸
	Invite First Nations suppliers (where available and suitable) to respond to substantial (\$150k+) procurement opportunities.	Ongoing. Reporting: September annually	Chief Operating Officer	Procurement and Supply Chain Manager	🇺🇸
	Continue use of national provider/ database of First Nations suppliers and businesses and drive productive usage by team members involved in procuring services.	Ongoing. Reporting: September annually	Chief Operating Officer	Procurement and Supply Chain Manager	🇺🇸
	Communicate opportunities for purchasing goods and services from Aboriginal and Torres Strait Islander businesses to key purchasers within Save the Children Australia.	Ongoing. Reporting: September annually	Chief Operating Officer	Procurement and Supply Chain Manager	🇺🇸

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GOVERNANCE

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Establish and maintain an effective Reconciliation Action Committee (RAC) to develop and drive the RAP.	Reconciliation Action Committee to meet at least six times per year to drive and monitor RAP implementation.	Feb, Apr, Jun, Aug, Oct, Dec 2025, 2026	CEO, Save the Children Australia Group	Chief of Staff	
	Review leadership, membership and terms of reference for RAC annually.	January 2025. Review Dec 2025, 2026	CEO, Save the Children Australia Group	Chief of Staff	
	Uphold the Committee's role within SCA, acknowledging self-determination and the Terms of Reference as well as ensuring the FNAC is properly resourced.	Ongoing. Review Aug 2025, 2026	CEO, Save the Children Australia Group	FNAC Chair and Secretariat	
Support the effective functioning of the First Nations Advisory Committee (FNAC).	Formally communicate principles for engagement with FNAC to SCA staff to ensure the role of the Committee is well understood and respected in line with good allyship principles.	January 2025. Review annually.	Chief of Staff	FNAC Chair and Secretariat	
	Ensure the FNAC is consulted on key organisational matters that impact First Nations people.	Ongoing Review Aug 2025, 2026.	Chief of Staff	FNAC Chair and Secretariat	
	Define resource needs for RAP implementation.	January 2025. Review August 2025, 2026	CEO, Save the Children Australia Group	Chief of Staff	
Provide appropriate support for effective implementation of RAP commitments.	Include delivery of RAP commitments in Executive and RAC member objectives and key results.	December annually	CEO, Save the Children Australia Group	Chief of Staff	
	Define appropriate systems to track, measure and report on RAP commitments.	January 2025. Review Aug 2025, 2026	Chief of Staff	Chief of Staff; RAC Project Manager	

OBJECTIVE	DELIVERABLES	TIMELINE	ACCOUNTABLE	RESPONSIBLE	
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June annually	Chief of Staff	Chief of Staff; RAC Project Manager	
	Contact Reconciliation Australia to request access the online RAP Impact Survey.	1 August annually	Chief of Staff; RAC Project Manager	Chief of Staff	
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Chief of Staff	Chief of Staff; RAC Project Manager	
	Report RAP progress to all staff and senior leaders annually.	September annually	CEO, Save the Children Australia Group	Chief of Staff; RAC Project Manager	
	Publicly report our RAP achievements, challenges and learnings.	September annually	CEO, Save the Children Australia Group	Chief of Staff; RAC Project Manager	
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Chief of Staff	RAC Project Manager	
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Chief of Staff	RAC Project Manager	
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Chief of Staff	RAC Project Manager	

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