FOUNDATIONS CARE

Innovate Reconciliation Plan

RECONCILIATION ACTION PLAN
INNOVATE

September 2026 to September 2028

Acknowledgement of Country

Foundations Care acknowledges the Traditional Custodians of the lands on which we live, work and care for children and young people. We pay our deep respects to Elders past and present, and we honour the strength, wisdom and enduring connection Aboriginal and Torres Strait Islander peoples hold to Country.

We recognise that Country is not just a place. It is identity, belonging, story and spirit. For Aboriginal and Torres Strait Islander children and young people, connection to Country is central to wellbeing, healing and cultural identity. It grounds who they are, where they come from, and where they are going.

We hold a strong responsibility to protect and nurture this connection for every Aboriginal and Torres Strait Islander child in our care. We are committed to listening, learning and working in partnership with families, communities and Elders to ensure children and young people remain connected to their culture, community and Country.

Foundations Care walks this journey with respect and humility, guided by the belief that strong cultural connections create strong futures.







Images: Aboriginal Workshop provided by Dreamtime Artistry.
November 2026 - Foundations Care Staff Conference.

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Photo Credit.

Pages 2, 3 and 14
The photographs contained within this document of weaving, possum skin art and Aboriginal artifacts were a workshop provided by Erica Eurell and Dreamtime Artistry who attended our 2026 Foundations Care Staff Conference at Sanctuary Cove.

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Images: Aboriginal Workshop provided by Dreamtime Artistry.
November 2026 - Foundations Care Staff Conference.

A message from Tony O'Hare, Foundations Care Chairman

Our transition into the Innovate stage of our Reconciliation Action Plan marks an important and inspiring moment for Foundations Care. As we deepen our commitment to reconciliation, we move from reflection into purposeful action, guided by the voices, experiences and cultural authority of Aboriginal and Torres Strait Islander peoples.

Over the past years, our Reflect RAP helped us build the foundations we needed: stronger organisational understanding, early cultural capability, and a clearer recognition of our responsibilities to the children, young people and communities we serve. As the document notes, this reflection was essential to ensuring that Aboriginal and Torres Strait Islander children experience care that is safe and nurturing, but culturally respectful, identity affirming and grounded in connection to family, community and Country.

Now, with our Innovate RAP, we take the next step. This plan strengthens our relationships with Aboriginal and Torres Strait Islander communities, embeds cultural learning across our workforce, and ensures that reconciliation is visible in everyday practice, not just in policy. It reflects our belief that reconciliation must be lived through our decisions, our partnerships and the way we walk alongside children, carers and communities.

A central part of this evolution is the establishment of our First Nations Advisory Group. FNAG provides cultural guidance, lived experience and community informed leadership that helps shape our priorities and hold us accountable. As the RAP states, FNAG plays a critical role in shaping priorities, informing governance and strengthening culturally safe and responsive practice across the organisation. Their contribution ensures that Aboriginal and Torres Strait Islander perspectives are not only heard, but embedded in how we operate.

Our Innovate RAP also reinforces our commitment to cultural safety, anti racism and meaningful collaboration. It challenges us to build deeper relationships with Aboriginal Community Controlled Organisations, strengthen cultural capability across all levels of leadership and create opportunities that support self determination and culturally strong futures.

As Chairman, I remain deeply committed to championing this work. Reconciliation is a shared responsibility, one that requires humility, courage and sustained effort. I am proud of the progress we have made, and even more proud of the direction we are heading. This RAP is not simply a plan; it is a promise. A promise to listen, to learn and to act in partnership with Aboriginal and Torres Strait Islander peoples.

I invite all staff, carers, partners and stakeholders to walk with us as we continue this journey. Together, we can build a future where every child and young person feels safe, connected and culturally strong, and where reconciliation is not an aspiration, but a lived reality

Sincerely
Tony O'Hare



A message from Shelly Middlebosch; Foundations Care CEO

At Foundations Care, our commitment to inclusion, diversity, and respect continues to deepen as we progress on our reconciliation journey.

Following a period of reflection, learning, and listening, we are proud to advance to our Innovate Reconciliation Action Plan (RAP). This stage represents an important shift. From building understanding to embedding reconciliation into the way we lead, operate, and deliver outcomes for the communities we serve. Reconciliation is not a destination, but an ongoing responsibility. Our Innovate RAP reflects our determination to move beyond intent and into meaningful, measurable action. It strengthens our focus on improving outcomes, building capability, and creating sustainable change in partnership with Aboriginal and Torres Strait Islander peoples.



This RAP affirms our commitment to:

- Embedding cultural awareness and competency across all levels of the organisation
- Increasing Aboriginal and Torres Strait Islander employment and development opportunities
- Strengthening relationships with Indigenous-owned businesses and community organisations
- Expanding education and understanding of Indigenous histories, cultures, and lived experiences
- Working collaboratively with Indigenous partners to co-design solutions
- Respecting and acknowledging the Traditional Owners of the lands on which we operate

My personal commitment to reconciliation also extends beyond my role at Foundations Care. I am honoured to contribute through my involvement as:

- a Red Dust Board Member
- an Aboriginal member of the PRIDE Foundation Australia Advisory Group
- an Aboriginal member of the Family & Relationship Services Australia Committee.

These experiences continue to inform my leadership and reinforce the importance of accountability, humility, and partnership. They strengthen my resolve to ensure Foundations Care's reconciliation commitments are not only stated, but lived.

Our Innovate RAP is a living framework that will continue to evolve as we test new approaches, learn from experience, and respond to the voices of Aboriginal and Torres Strait Islander communities. We are committed to measuring our progress, reporting transparently, and holding ourselves accountable for delivering meaningful outcomes.
I invite our employees, partners, and stakeholders to continue this journey with us. By working together with purpose and respect, we can contribute to a more inclusive, equitable, and reconciled future.

Sincerely
Shelly Middelbosch

A message from Jen Burns; Foundations Care RAP Champion



As a proud First Nations woman and the Compliance Manager here at Foundations Care, I carry two responsibilities that might seem worlds apart, but to me sit side by side. One is making sure we do things right - that our practices meet the legislation, frameworks and standards we're accountable to. The other is making sure we do right by people - the teams I work alongside, and the communities we serve. Over time I've come to see that these aren't competing priorities at all. Good governance and genuine care for people are meant to work together, and when they do, that's when an organisation is at its best.

Being asked to take on the role of RAP Champion meant a great deal to me. It's an opportunity to bring my professional expertise and my identity into the same space, rather than keeping them separate. Reconciliation isn't a program that sits alongside our work - it's part of the foundation our work should be built on. A workplace that genuinely reflects, respects and includes First Nations perspectives is a stronger, safer, more accountable workplace for everyone, not just for First Nations staff and the people we support.

I'm especially passionate about our young people, and in particular those who have become disconnected from their communities and culture. That disconnection doesn't happen by accident - it's often the result of systems, decisions and histories that failed to keep culture and family at the centre. And the effects are real. Connection to culture, family, community and Country isn't a "nice to have" sitting on the edges of a case plan. It's protective. It shapes identity, resilience, self-worth and a sense of belonging. Too often, disconnection is where disadvantage takes root, and reconnection is where healing begins.

I want Foundations Care to be an organisation that takes this seriously - not through good intentions alone, but through deliberate, well-designed, well-resourced action. That means listening to First Nations voices, including the voices of young people themselves, and building pathways back to culture and community into the way we deliver services, not as an afterthought once other needs are met.

This Innovate RAP is one part of that broader work. It sets out commitments we can be measured against, and I take that seriously - both as a First Nations woman who wants to see real change, and as someone whose job it is to make sure we follow through on what we say we'll do. Reconciliation, like compliance, only means something if it's backed by action.

I'm proud to champion this RAP, and I look forward to holding us all - myself included - accountable to it, and to walking this next stage of the journey together.

Jen Burns
RAP Champion & Foundations Care Compliance Manager

A message from Karen Mundine, Reconciliations Australia CEO



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

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

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

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

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

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

With 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. Foundations Care is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Foundations Care on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer; Reconciliation Australia.

Our vision statement, our values, our mission, our commitment:

Our Vision

Our vision is a Foundations Care where every Aboriginal and Torres Strait Islander child and young person in our care feels safe, stays connected to family, community and Country, and grows up proud of who they are.
We see reconciliation succeeding when it is lived, not just stated, through partnerships genuinely guided by Aboriginal and Torres Strait Islander voices and self-determination, and through the flexibility, participation, shared culture and connection at the heart of our Cultural Safety Framework.
This is a future we build together, in ongoing partnership with Aboriginal and Torres Strait Islander peoples, communities and Elders.

Our Values

Built on the values of Excellence, Innovation, Passion, Integrity and Respect, Foundations Care will strive to create a culture of continuous improvement designed to challenge and empower our people and foster their professional development to result in leading client outcomes.
Our success comes from great teamwork and exceptional individual effort, so we strive to reward collaboration and the pursuit of excellence.
Our growth depends on building deep, long-lasting relationships and putting the people we support at the centre of all we aspire to do. We are at our very best when our geographies, practices, specialties and teams work together on their behalf.
We celebrate diversity and inclusion, of culture, of background, of experience and thought, and recognise it as key to our ability to deliver insightful and creative outcomes.
We recognise the need for our people to balance and integrate their work and personal lives in order to be the best they can be, both personally and professionally.
Our leaders inspire and, in turn, our people are afforded the opportunity to learn and grow. We retain the relational values that have shaped our culture since Foundations Care's inception, and we relish our heritage as one of the industry's longstanding thought leaders and trusted partners.

Our Mission

Our mission serves as the framework for our strategic blueprint and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth: to provide responsive and flexible support services and advocacy that make a positive impact on the lives of children, young people and families.

Our Commitment

Foundations Care is committed to the safety and wellbeing of children and young people. We are dedicated to providing care environments where children and young people feel safe, and their voices are heard about decisions that affect their lives.
Foundations Care is committed to the cultural safety of Aboriginal and/or Torres Strait Islander children, the cultural safety of children from culturally and/or linguistically diverse backgrounds, and to providing a safe environment for children with a disability.
We have zero tolerance of child abuse, and all safety concerns and allegations will be treated very seriously and responded to consistently in line with our policies and procedures. All Foundations Care Board members, staff and volunteers have a responsibility to understand the role they play, individually and collectively, to ensure that the wellbeing and safety of children and young people is at the forefront of all actions taken and every decision made.

About the artist: Lalania Tusa

Lalania Tusa is a contemporary Aboriginal Artist of the Kuku Yalanji Tribe in the rainforest of Far North Queensland.Growing up on Kuku Yalanji country Lalania has always felt a strong connection to the land and enjoys translating traditional customs and knowledge through a variety of techniques and art mediums. Many of Lalania's works are direct translations of dreamtime stories passed down through the long line of generations who have received special tools and training from her ties to land and country.

Lalania's intention is to immerse herself and other souls in the sensitive space of cultural knowledge, awareness, appreciation and connection to land and sea in order to create a better understanding of First Nations cultural practices.

All proceeds of the Artwork sold goes directly to community and First Nations descendants.



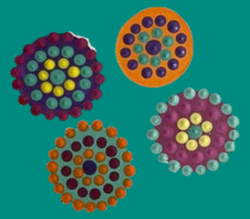


Journey through community

About the artwork:
Journey through community



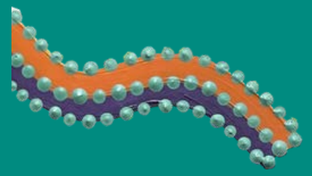
The story begins at the centre with a “Meeting Place” that is a representation of the precious young person in the orange and yellow circle, committed carers in the yellow circle and the staff and wider community of Foundations Care walking alongside the child on the outer orange circle.



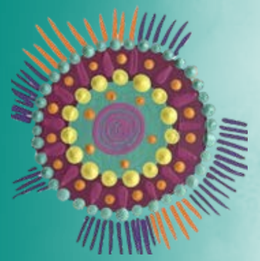
The four outer circles depict the cultural connection that is crucial for the young First Nation’s children living in Out of Home Care to embed within their everyday lives. These are Country, Family, Community and Spirit. The purple and aqua blue smaller circles joining these are the journey lines of each individual child and their connections as they develop and grow.



The six U-shaped symbols circling the meeting place represent the six elements of Foundation Care’s services that include: Foster Care/Kinship Care, Residential Care, Youth Justice Services, Caseworker Support Scheme, Premier Youth Initiative – PYI and Alternative Care.



The two purple and orange lines coming off the center circle is the journey lines of both Foundation Care and Community Services Australia and their commitment to ensure all children, young people and families have a right to feel safe and a right to thrive.



The large purple, pink and aqua circle represents the overarching organisation - Community Services Group that plays an important role in ensuring Foundation Care’s core values are upheld for the protection and support of each child - Respect, Excellence, Innovation, Passion and Integrity.



The five orange stars are symbolic of the Torres Strait Island groups that have used navigation and the solar system for many generations to guide and direct them on their journeys across the sea. This is also emblematic of the guidance and direction that the First Nation’s staff within the organization can offer to the wider staffing group when navigating the community.



The sets of orange Kangaroo tracks leading in the direction of the meeting place symbolizes the children, carers, families and community coming together to work alongside one another. The tracks also cover a wide footprint of traditional lands and clan groups across the country that include the states of New South Wales, Queensland and Western Australia. The long line of aqua swirls at the top is a depiction of the waterways, ocean, rivers and creeks. At the base is a depiction of the land, mountain ranges and bush leaves that have provided the nourishment and food source for many generations.

Our Business and our Reconciliation Action Plan: Our Continued Commitment to Reconciliation

Foundations Care is proud to present our Innovate Reconciliation Action Plan (RAP), marking the next stage in our ongoing reconciliation journey with Reconciliation Australia and Aboriginal and Torres Strait Islander peoples.

Through the development and implementation of our Reflect RAP, Foundations Care focused on building organisational understanding, strengthening governance, and embedding early foundations for cultural safety across our systems and practices. As a foster care organisation, this reflection was essential. We hold a responsibility to ensure Aboriginal and Torres Strait Islander children and young people experience care that is not only safe and nurturing, but culturally respectful, identity-affirming and grounded in connection to family, community and Country.

This Innovate RAP builds on that foundation and moves Foundations Care from reflection into action. It focuses on strengthening relationships with Aboriginal and Torres Strait Islander communities, embedding respect through cultural learning and cultural protocols, and creating meaningful opportunities across our workforce, services and supply chains. This plan recognises that reconciliation must be evident in everyday practice - in decision-making, service delivery, leadership and accountability - not confined to policy or intent.

Central to this work is the role of our First Nations Advisory Group (FNAG - see below). FNAG provides ongoing cultural authority, lived experience and community-informed guidance to Foundations Care. It plays a critical role in shaping priorities, informing governance, and holding the organisation accountable for culturally safe and culturally responsive practice. FNAG's advice directly influences service design, policy development and continuous improvement, ensuring Aboriginal and Torres Strait Islander voices meaningfully guide our reconciliation journey.

This Innovate RAP has been intentionally designed to align with Foundations Care's core business of foster care. It embeds shared responsibility across the organisation, with clear roles for leadership, State Managers and Service Managers, recognising their influence in shaping service culture, supporting carers, and ensuring culturally safe practice at a local level. The actions within this plan align with child safe standards and quality frameworks, reinforcing our commitment to culturally safe, trauma-informed and rights-based care.

Foundations Care acknowledges that reconciliation is an ongoing journey. This Innovate RAP is not an endpoint, but a commitment to continuous learning, partnership and improvement. Guided by Aboriginal and Torres Strait Islander voices, we remain committed to working with humility and respect to support self-determination and culturally strong futures for children, young people and families.

Our Business and our Reconciliation Action Plan:
Foundations Care Reconciliation Action Plan - Moving from Reflection to Action

Foundations Care's reconciliation journey began with the development of our inaugural Reconciliation Action Plan, guided by a committed RAP Working Group. This work established a strong organisational foundation by identifying practical actions across the five dimensions of reconciliation: Race Relations, Equality and Equity, Institutional Integrity, Unity, and Historical Acceptance.

The development of our initial RAP marked an important step in strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous communities connected to Foundations Care. This work was informed through consultation with staff, carers and Community Elders, and supported the organisation to build early understanding, cultural awareness and respect across our services.

As Foundations Care has matured in its reconciliation journey, we have intentionally strengthened our approach to cultural governance and accountability. In moving into our Innovate RAP, the former RAP Working Group has evolved into a First Nations Advisory Group (FNAG). This transition reflects our commitment to ensuring Aboriginal and Torres Strait Islander voices, lived experience and cultural authority meaningfully inform decision-making, service design and organisational practice.

The First Nations Advisory Group provides ongoing cultural guidance to Foundations Care. While it does not hold delegated decision-making authority, FNAG plays a critical role in advising leadership, shaping priorities and strengthening culturally safe and responsive practice across the organisation. This structure supports shared responsibility for reconciliation and reinforces accountability beyond policy statements.
We continue to build cultural capability across our workforce to ensure services are inclusive, culturally appropriate and responsive to the needs of Aboriginal and Torres Strait Islander children, young people, families and communities. This commitment is reflected through culturally informed policies, procedures, workplace practices and service models.

Foundations Care is dedicated to creating and maintaining safe, welcoming and inclusive environments for children and young people, staff, carers and communities. Our Innovate RAP represents a clear shift from reflection to action - strengthening relationships, embedding respect into everyday practice, and ensuring Aboriginal and Torres Strait Islander perspectives actively shape our organisation now and into the future.

Our First Nations Advisory Group comprises the following staff members:
Aboriginal members: Shelly Middelbosch | Aunty Suzette Shipp | Jennifer Burns | Kerrin Steppan | Khawanha Rogers
Evolve Communities Certified Allies: Leah Lawrence | Rebecca Edwards | Danielle Abdullah | Rebecca Bentley

Our partnerships and current activities

Yarning Circles

Foundations Care actively participates in weekly Yarning Circles that bring together Employment Services, local Elders, First Nations organisations, sporting associations, and Services Australia. These gatherings provide a culturally safe and respectful space to discuss current community issues, strengthen local partnerships, and enhance cultural awareness. Through ongoing engagement, we contribute to building stronger, more connected communities grounded in shared understanding and collaboration. Yarning is a standing item on the First Nations Advisory Group's agenda, and we are developing guidelines to ensure this practice is respectful and open as we extend it more broadly across the organisation.

Jarjums Connect Group

Foundations Care endorses and promotes the Jarjums Connect Group, facilitated by Lalania Tusa of Bamatales, encouraging participation from both carers and staff. These sessions prioritise cultural connectedness, inclusion, and awareness, fostering a strong sense of identity and belonging for children and carers.

Carer Advisory Group

Foundations Care facilitates a quarterly Carer Advisory Group comprising committed carer representatives and staff. This forum provides valuable feedback on organisational initiatives, emerging issues, and service delivery improvements. The inclusion of First Nations representatives ensures that cultural perspectives meaningfully inform our decision-making processes and organisational direction.

Partnerships and Collaboration

Memorandums of Understanding with Kummara Integrated Child Services (KICS) and Goolburri Aboriginal Health Advancement Co Ltd to strengthen delivery of our Equipping Kin Program in South West Queensland.
Strong and collaborative relationships in Central Queensland with Central Queensland Indigenous Development (CQID) in Rockhampton and Bundaberg, and Nhulundu Health Service in Gladstone.
A developing relationship with Deadly Inspiring Youth Doing Good (DIYDG) in Cairns to further strengthen support for our First Nations young people.

First Nations Advisory Group (FNAG)

Foundations Care has established a First Nations Advisory Group (FNAG), evolving from our RAP Working Group. FNAG provides strategic cultural guidance, strengthens accountability, and ensures that Aboriginal and Torres Strait Islander perspectives are heard, respected, and reflected in organisational practice.

Cultural Learning and Leadership

Dreamtime Artistry, led by Erika Eurell, delivered an Aboriginal cultural workshop at our Staff Conference.
Brenda Matthews, author of The Last Daughter, presented a keynote address at our Managers Conference on identity, culture and reconciliation.
Garth Morgan has been engaged as our Cultural Advisor to provide ongoing cultural guidance, strategic support and an independent external perspective.
We remain committed to engaging First Nations experiences, speakers and perspectives as part of our conferences going forward.

Our Reconciliation Commitments:

Our Reconciliation Commitments
Foundations Care's Innovate RAP includes a unique action, Strengthening Cultural Capability in Foster Care Practice, reflecting our commitment to embedding culturally informed practice throughout leadership, workforce development and service delivery. This action has been developed in response to priorities identified through our First Nations Advisory Group and our experience as a foster care provider supporting Aboriginal and Torres Strait Islander children and young people.



RAP Contact Details:

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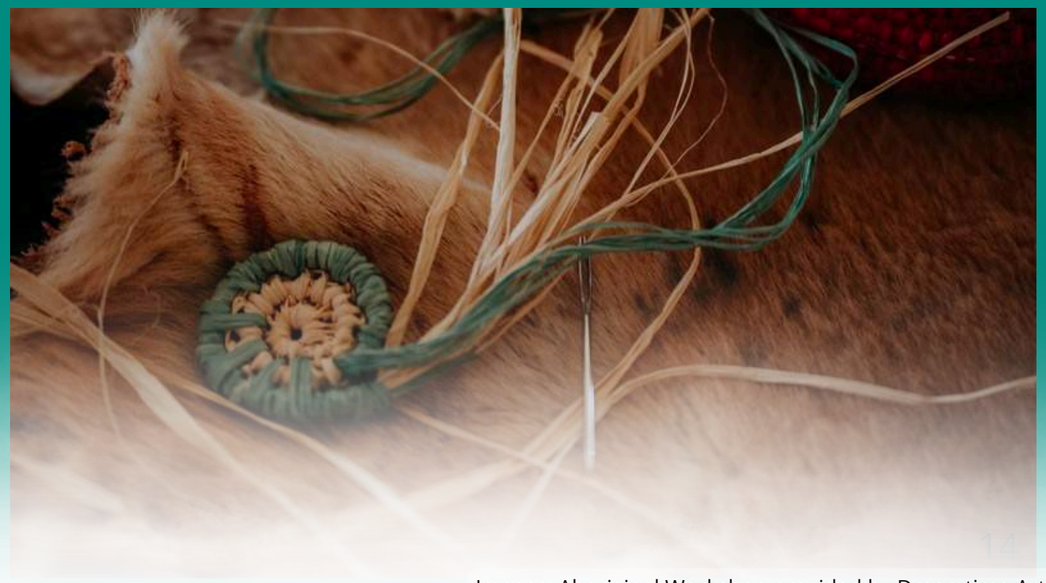

Images: Aboriginal Workshop provided by Dreamtime Artistry.
November 2026 - Foundations Care Staff Conference.

Relationships

Foundations Care recognises that authentic, respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations are the foundation of genuine reconciliation. Building on the stakeholder engagement and early partnerships established through our Reflect RAP, this pillar strengthens our formal engagement with local Aboriginal and Torres Strait Islander stakeholders, embeds anti-racism and positive race relations across our services, and ensures National Reconciliation Week is recognised meaningfully across every state we operate in. These actions support our vision of reconciliation being lived through everyday decisions and partnerships, and benefit the children, families and carers we work with by ensuring services are shaped in genuine partnership with community.

Action	Deliverables	Responsibility	Timeline
Aboriginal and Torres Strait Islander Relationships Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and formally document 3-5 local Aboriginal and Torres Strait Islander stakeholders or organisations relevant to our services.	Cultural Advisor with Service Managers overseen by State Manager and General Manager	Stakeholder map by December 2026: *within 3 months.*
	Hold at least two structured engagement meetings to inform future collaboration.	Cultural Advisor and RAP Champion	December 2026
	Co-develop Engagement Principles to guide respectful and ongoing relationships.	Cultural Advisor and RAP Champion	December 2026
	Develop and implement a 12-month Aboriginal and Torres Strait Islander Engagement Plan.	Cultural Advisor and RAP Champion	Engagement Plan by Jan 2027
National Reconciliation Week (NRW) Build relationships through celebrating National Reconciliation Week across all foster care services	Circulate NRW resources to all staff and carers annually.	Cultural Advisor with RAP Champion	Annually in May 2026, 2027, 2028.
	Deliver at least one NRW activity per service/state each year.	Cultural Advisor with State Managers	Annually in May 2026, 2027, 2028.
	Display NRW promotional materials at each service/state at least two weeks prior to and throughout NRW, demonstrating our commitment to the week	Cultural Advisor with Service Managers overseen by State Manager and General Manager	Annually in May 2026, 2027, 2028.
	Support staff, carers and leaders to attend external NRW events along First National Advisory Group who will attend at least 1 external event.	Cultural Advisor with Service Managers overseen by State Manager and General Manager	Annually in May 2026, 2027, 2028.
	Register NRW activities with Reconciliation Australia.	Cutural Advisor	Annually in May 2026, 2027, 2028.
Embed cultural practices and connections. Create best practice within our service delivery, consultation and ways of working.	Embed yarning as a standard agenda item within team, house and staff meetings, building on its current inclusion on the First Nations Advisory Group's agenda, guided by guidelines being developed to ensure yarning is conducted respectfully and openly.	Cultural Advisor with Service Managers overseen by State Manager, General Manager and Human Resources & Support Manager.	Guidelines finalised: December 2026
	Promote participation in the Jarjums Connect Group and monitor opportunities to strengthen cultural connection, belonging and identity for Aboriginal and Torres Strait Islander children, young people and carers.	Cultural Advisor with Service Managers overseen by State Manager, General Manager and Human Resources & Support Manager.	Review September 2027
	Ensure Aboriginal and Torres Strait Islander perspectives are incorporated into quarterly Carer Advisory Group discussions and recommendations, with outcomes reported to leadership.	State Managers (leadership accountability) Service Managers (day-to-day practice oversight)	Quarterly from September 2026

Relationships continues.....

Action	Deliverables	Responsibility	Timeline
Promoting Reconciliation Through Our Sphere of Influence. Promote reconciliation within foster care services and the broader child protection sector.	Review and update HR and service delivery policies to address racism and discrimination.	Cultural Advisor with Human Resources & Support Manager	Policy development by December 2026
	Develop and implement an Anti-Discrimination Policy.	Cultural Advisor with Human Resources & Support Manager	Policy development by December 2026
	Deliver anti-racism and cultural safety education to leaders and frontline managers.	Cultural Advisor with Human Resources & Support Manager	Policy development by December 2026
	Embed anti-discrimination principles into supervision and performance conversations.	Service Managers overseen by State Manager	Training delivered by March 2027
Anti-Discrimination and Positive Race Relations. Promote positive race relations and culturally safe foster care environments.	Review and update HR and service delivery policies to address racism and discrimination.	Cultural Advisor with Human Resource and Support Manager	Policy development by December 2026
	Develop and implement an Anti-Discrimination Policy.	Cultural Advisor with Human Resource and Support Manager	Policy development by December 2026
	Deliver anti-racism and cultural safety education to leaders and frontline managers.	Cultural Advisor with Human Resource and Support Manager	Policy development by December 2026
	Embed anti-discrimination principles into supervision and performance conversations.	Cultural Advisor with Human Resource and Support Manager	Training delivered by March 2027

Respect

Respect underpins every part of Foundations Care's work with Aboriginal and Torres Strait Islander children, families and communities. This pillar builds the cultural capability of our workforce, embeds consistent cultural protocols across all services, and ensures NAIDOC Week is genuinely celebrated across the organisation. These actions reflect our commitment to ensuring children in our care experience culturally safe, identity-affirming support, and they build the shared understanding needed for staff, carers and leaders to work respectfully alongside Aboriginal and Torres Strait Islander communities.

Action	Deliverables	Responsibility	Timeline
Strengthening Cultural Capability in Foster Care Practice Embed culturally informed practice across leadership, workforce development and service delivery to improve outcomes for Aboriginal and Torres Strait Islander children and young people.	Engage Aboriginal and Torres Strait Islander presenters, facilitators or cultural educators at major organisational conferences and leadership events.	Cultural Advisor with RAP Champion overseen by General Manager.	Needs review by December 2026: within 6 months
	Provide ongoing cultural advisory support to leadership teams through the Cultural Advisor role.	Cultural Advisor with RAP Champion overseen by General Manager.	Strategy live by March 2027 & tracked quarterly.
	Incorporate culturally informed practice discussions into State Manager and Service Manager forums.	Cultural Advisor with RAP Champion overseen by General Manager.	Needs review by December 2026 and then biannually.
	Evaluate workforce cultural capability improvements through staff feedback and learning reviews.	Cultural Advisor with RAP Champion overseen by General Manager.	Needs review by December 2026 and then annually.
	Continue to engage Aboriginal and Torres Strait Islander speakers, artists, Elders and community representatives to contribute to staff conferences, leadership forums and workforce learning initiatives.	Cultural Advisor with RAP Champion overseen by General Manager and CEO. With assistance from Executive Assistant	Needs review by December 2026 and then biannually.
Cultural Learning Increase understanding and recognition of Aboriginal and Torres Strait Islander cultures within foster care practice.	Conduct a cultural learning needs assessment across services.	Cultural Advisor with RAP Champion with HRS Manager	Protocols guide by December 2026.
	Consult local Traditional Owners and/or Aboriginal advisors.	Cultural Advisor with RAP Champion	By December 2026
	Develop and implement a Cultural Learning Strategy.	Cultural Advisor with RAP Champion with HRS Manager	First draft by December 2026
	Ensure Service Managers and State Managers complete formal cultural learning and integrate these learning into placement decisions, case reviews and supervision	Cultural Advisor with RAP Champion with HRS Manager overseen by General Manager	Implementation by March 2027 with intergration into onboarding by July 2027
NAIDOC Week Celebrate NAIDOC Week across foster care services.	Promote NAIDOC Week meaning and activities to staff and carers.	Cultural Advisor with RAP Champion	Annually in July
	Encourage participation in external NAIDOC events.	Cultural Advisor with RAP Champion	Annually in July
	Support FNAG/RAP participation in NAIDOC activities.	Cultural Advisor with RAP Champion	Annually in July
Cultural Protocols - Demonstrate respect through consistent cultural protocols across foster care services.	Develop and implement a Cultural Safety Framework.	RAP Champion with Executive Assistant and CEO	Finalised by December 2027.
	Embed Welcome to Country or Acknowledgement of Country into key meetings, training and carer events, offering a local Traditional Owner the opportunity to deliver a Welcome to Country wherever one is present.	Cultural Advisor with RAP Champion and State Manager	Finalised by December 2027.
	Invite Traditional Owners to participate in significant organisational events where appropriate.	Cultural Advisot overseen by State Manager	First event March 2027 to follow annually.

Opportunities

Foundations Care recognises that economic participation and self-determination for Aboriginal and Torres Strait Islander peoples go hand in hand with reconciliation. This pillar focuses on increasing Aboriginal and Torres Strait Islander employment within our services and building our procurement relationships with Aboriginal and Torres Strait Islander businesses - creating tangible opportunities alongside our cultural and relationship commitments.

Action	Deliverables	Responsibility	Timeline
Aboriginal and Torres Strait Islander Employment Improve Aboriginal and Torres Strait Islander employment outcomes in foster care services.	Research and establish culturally sensitive ways to collect baseline employment data including developing best practices regarding the ways in which this data is collected.	Human Resources and Support Manager with support from Cultural Advisor and RAP Champion.	Baseline and consultation by December 2026: Strategy by July 2027
	Consult Aboriginal and Torres Strait Islander staff.	Cultural Advisor and RAP Champion.	By December 2027
	Develop and implement an Employment, Retention and Development Strategy.	Human Resources and Support Manager with support from Cultural Advisor and RAP Champion.	By December 2027
	First Nations employment participation goal – 11% Nationwide.	Human Resources and Support Manager	Strategy implemented by March 2027
	Monitor progress against the Aboriginal and Torres Strait Islander Employment, Retention and Development Strategy and report outcomes annually, including recruitment, retention and career development initiatives.	Human Resources and Support Manager with support from Cultural Advisor and RAP Champion.	Baseline and consultation by December 2026: Strategy by July 2027
Supplier Diversity Increase procurement from Aboriginal and Torres Strait Islander businesses.	Develop and implement a First Nations Procurement Strategy.	First Nations Advisory Group with Cultural Advisory Group	Strategy by December 2026
	Maintain Supply Nation membership	Executive Assistant	By September 2026
	Track and report annual procurement expenditure with Aboriginal and Torres Strait Islander businesses and identify opportunities to increase engagement each year.	Executive Assistant to support regarding CEO and General Manager approvals	By September 2027
	Establish relationships with Aboriginal and Torres Strait Islander suppliers.	Cultural Advisor with FNAG Group and RAP Champion	By December 2026
	Communicate procurement opportunities to managers.	Cultural Advisor with Executive Assistant	By December 2026 and on going.

Governance

Action	Deliverables	Responsibility	Timeline
RAP Governance Ensure strong governance and operational accountability.	Maintain FNAG/RAP Working Group with Aboriginal representation.	Cultural Advisor with CEO	Review by September 2026
	Finalise Terms of Reference.	Cultural Advisor with FNAG Group	Review by September 2026
	Meet at least four times per year.	RAP Champion and Cultural Advisor	Set meetings by September 2026
	Include Service and State Manager input into RAP reporting.	Cultural Advisor	Quarterly from September
Leadership and Accountability Embed RAP accountability into leadership and service delivery.	Appoint a Senior Leader RAP Champion.	General Manager and CEO	September 2026
	Allocate resources for RAP implementation.	Cultural Advisor and General Manager	First reporting Sept 2026 then reporting quarterly
	Track RAP actions through existing reporting systems.	Cultural Advisor and RAP Champion	First reporting Sept 2026 then reporting quarterly
	Report RAP progress quarterly to staff and leadership.	CEO to present to the board.	First reporting Dec 2026 then reporting quarterly
Reporting and Transparency Report RAP achievements and learnings.	Submit Annual RAP Impact Measurement Questionnaire.	Cultural Advisor and RAP Champion.	Annually (FY 2026/27; FY 2027/28)
	Publicly report RAP progress annually.	Cultural Advisor and RAP Champion.	Annually (FY 2026/27; FY 2027/28)
	Investigate participation in Workplace RAP Barometer.	State Managers (data contribution)	Annually (FY 2026/27; FY 2027/28)
Continue Our Reconciliation Journey Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Cultural Advisor overseen by State Manager	May 2028