



Reflect Reconciliation Action Plan

May 2026 – October 2027



RECONCILIATION
ACTION PLAN

REFLECT

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Acknowledgement of Country

CREATE Foundation acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples, Traditional Owners, and Custodian caretakers of the lands, skies and waters where we live and work. We pay deep respect to Elders, knowledge holders and community leaders across all First Nations communities and Traditional Lands, and acknowledge their cultural authority.

We acknowledge that Australia is culturally rich with the oldest living cultures on earth. And we acknowledge over 60,000 years of raising kids strong, connected to Culture, Ancestors, Dreaming, Kin, Community and Country.



All images in this document are the property of CREATE Foundation and are used with permission. They feature members of the CREATE community, including young people with lived experience of care, Young Consultants, staff and supporters. We sincerely thank our community for their generous participation in these photoshoots and for helping to reflect the voices and experiences at the heart of our work.

Thank you to our cultural advisors

Aunty Tammy Solomon

Tammy Solomon is a Kuku Yalanji Woman from Far North Queensland/Southern Cape York. She is a Community Elder where she lives and works. She has deep system knowledge from more than 20 years of experience working in the child protection sector, striving to ensure Culture, Kin and Community are valued for every First Nations child in care. She was formerly a Board member for Carbal Aboriginal Service, Probation and Parole Queensland, and a Logan Police Elders Committee member. Aunty Tammy is currently Managing Director of Mullah Mara Together, a founding Board member of Rise Whichway, and a founding Board member and Chairperson of community controlled organisation, With Our Two Hands Aboriginal and Torres Strait Island Corporation.

Jenny Parsons

Jenny Parsons is a Gomeroi woman from Tamworth and is the Quality and Risk Lead for Centacare New England & North West in New South Wales. Jenny spent her formative years growing up in Tamworth and moved to the Northern Territory in 2007 working in management roles for Mission Australia. These years working in remote communities in the Northern Territory have impacted her journey to where she is today working with our First Nations children and families. Jenny has also worked in Far North Queensland for 10 years. This has involved working for and alongside community controlled organisations and Government to implement wise practice strategies and improve outcomes for First Nations children and families.

Jenny has collaborated with the Australian National Research Organisation for Women's Safety, the Queensland Aboriginal and Torres Strait Islander Child Protection Peak, the Australian Catholic University on an Australian first framework, Healing our children and young people: A framework to address the impacts of domestic and family violence. Jenny has also supported SNAICC and the Department of Social Services with key projects and practice frameworks, including the Water Ways project. Jenny brings her passion and commitment for First Nations children, families and communities to CREATE's RAP journey.

Kylie Degenhardt

Kylie is a Palawa woman with over 15 years of experience working across the public and not-for-profit sectors in the areas of health, families, homelessness, mental health and child protection. She has extensive management experience and experience in working within the community services sector and highly complex clients. She has also developed many programs within the community services sector across many streams such as homelessness, child protection and youth mental health. She has deep experience working with Aboriginal and Torres Strait Islander communities and has led initiatives including a Reconciliation Action Plan committee, cultural awareness training, consultations with Communities, and collaboration between different sectors.

Noeletta Young

Noeletta is a proud Luritja and Yamatji woman living on Larrakia Country, a mother, community leader, and writer deeply committed to empowering Aboriginal families and young people. Through her work in remote communities and her storytelling, she champions truth-telling, resilience, healing, and the strength of culture and community. Currently studying Social Work at Deakin University, Noeletta is driven to create stronger futures for her people through advocacy, leadership, and the power of Aboriginal voices and stories.





Our artwork story

'To Create Change is to Create Impact' by Wiradjuri Artist Leticia Forbes, Founder and Creative Director of Yirra Miya and past CREATE Foundation Young Consultant.

Our artwork brings to the forefront children and young people's voices to aid the future they want to see in their communities and for themselves. It's about recognising the strength of Aboriginal and Torres Strait Islander peoples' knowledge, culture, and experiences and embracing this through allyship. It also reflects how CREATE Foundation can be part of helping to connect, share, and embrace through their reconciliation journey with, and for, the children and young people they support. To create change is to create impact, which CREATE Foundation hopes to do by embedding and maintaining cultural considerations, respect, and safety whilst allowing opportunities for self-determination, truth-telling, decision-making, and advocacy for systemic change for Aboriginal and Torres Strait Islander children and young people.

The centre piece of the artwork reflects the connected gathering circles showing the growing relationships CREATE Foundation continues to build with First Nations organisations and initiatives across Australia. This is also heightened through the support and work they do with children and young people with experiences of being in care. This element leads the way to the core gathering circle, shining brightly in the top-right corner. The core gathering circle is surrounded by mountains that embody growth, determination, perseverance, and strength, reflecting the values of moving forward

and helping lead the way on their reconciliation journey. The four shooting stars represent the four pillars - relationships, respect, opportunities, and governance. The stars surrounding the shooting stars reflect the history of our Country, the wisdom of Aboriginal and Torres Strait Islander ancestors, and the future hope for our Country. There are two journey tracks with kangaroo tracks flowing on either side that represent moving forward and ensuring the voices and actions shared by children and young people are what lead CREATE Foundation's path of reconciliation.

The top-left section depicts children and young people creating change in their communities. The bottom-right section represents children and young people embracing who they are and supporting one another on their journey. The community circles in both sections represent the opportunities children and young people receive on their journey to learn, upskill, and grow within themselves. It focuses on young people embracing what comes their way and taking the lead to move forward. This is significant when it comes to identity, belonging, culture, and connection. The organic movement element represents evolution and amplifying voices, which is significant in ensuring listening deeply to the voices of First Nations children, young people, families and communities, and then bringing their perspective to the front.


A word from CREATE's CEO


I feel really humble to get to listen and learn from children and young people every day. The kids tell me what it's like to be them and they have a lot to say when it comes to their wellbeing and cultural rights, and their aspirations for themselves, their families and their communities.


I believe that children know things that adults don't know. That's one of the many reasons why we need to listen. As the Australian consumer body representing the voices and rights of children and young people with lived experience of out-of-home care (OOHC), we are very practised in listening to kids and young people at CREATE, and we've learnt how to do it in safe, meaningful and empowering ways. As an organisation that exists to listen to children's voices, and act on what they tell us, we get to listen to many thousands of First Nations children and young people who are members of CREATE, and who are involved in big and little ways in our programs and advocacy. We know that Aboriginal and Torres Strait Islander children and young people are over-represented in OOHC systems across Australia, and given that around a third of our members are First Nations children and young people, we need to be a safe place and culturally responsive community for First Nations kids and young people.

Like always when we are doing anything at CREATE, we ask the young people. So in developing this Reconciliation Action Plan (RAP), we ran Youth Advisory Groups in all states and territories to talk to First Nations young people about how they see opportunities for reconciliation and what they want from CREATE's first RAP. We also ran a survey and asked all our members how CREATE can be culturally responsive, what we can do to help young people feel more connected to culture, and how they understand CREATE's reconciliation journey. We learnt so much.

These are some of the things young people told us they want to see in CREATE's RAP:

 "It's important because young people need more support in exploring their culture and identity. Without that, they risk losing their connection to culture, which impacts future generations."

 "Young people want to contribute meaningfully to the process."

 "Indigenous young people should have access to Elders, language, and cultural practices in safe, supportive spaces where they can explore who they are without pressure."

 "Real reconciliation starts with truth."

As a non-Indigenous organisation, CREATE is on a reconciliation journey and is committed to showing up as an ally. We have the great privilege of working alongside First Nations advocates, community leaders, sector organisations and researchers. And we have the deep joy and honour of walking alongside First Nations children and young people, and their kin and communities, as they grow, learn and heal. We know we have a lot to learn, so we will keep showing up and listening and learning. This RAP is an important step on this journey.



Imogen Edeson

Chief Executive Officer
CREATE Foundation

CREATE's RAP Champion

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes CREATE Foundation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CREATE Foundation 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 over 5.5 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 CREATE Foundation 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 CREATE Foundation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

Who we are

CREATE Foundation is the Australian national consumer body representing the voices and rights of children and young people with experience of out-of-home care up to the age of 25. We are independent from both government and service providers, and we are uniquely centred around the lived experience of children and young people. And we're deeply trusted by them. CREATE is a member-based organisation and our members are children and young people. We have tens of thousands of members nationally and around a third of our members identify as First Nations.



What we do

We bring kids together through community Connection Events so they feel seen and heard, and have a sense of belonging. These are things like our Sibling Connection Events, that bring together siblings living across different placements.

We also bring together young people through our empowerment programs, to have a say about their issues and concerns. These are programs like our Youth Advisory Groups and our Speak Up advocacy training.

And we support young people's advocacy and walk alongside them to influence the policies, practices and systems impacting their lives. We do this through things like Reform Design Sprints, Policy Roundtables and Practice Guides.

As a systems advocate, we help bring the voices of children and young people powerfully into public conversations and into the view of decision makers. Our role is to listen to the voices of children and young people with a care experience and to advocate alongside them to improve their experiences and life outcomes.

Our practice approach is profoundly child-focused, trauma-informed, and relational.

What we don't do

We are not a care provider, we don't do case work and we aren't involved in making decisions about the care and protection of children. And as a systems advocate, we don't provide individual advocacy.

Positionality

CREATE is a non-Indigenous organisation. CREATE is committed to showing up as an ally, in solidarity with the Aboriginal and Torres Strait Islander community-controlled sector, who are the experts when it comes to achieving outcomes for community and their kids.



More about CREATE:

- CREATE has around 50 staff working across the country.
- We don't currently have reliable data on how many First Nations staff we have. We want to do better at understanding the cultures, strengths and needs of our people, and at being a safe and culturally responsive employer for First Nations staff.
- CREATE's reach is national and we have teams working in all Australian states and territories. This means we work across many different communities, with many different partners.
- CREATE has nine office locations: Sydney, Brisbane, Cairns, Darwin, Perth, Adelaide, Hobart, Melbourne, and Canberra.

Our RAP

Why we're developing a RAP

CREATE Foundation respects the rights of Aboriginal and Torres Strait Islander peoples to maintain culture and to lead decisions that affect their lives, families and communities. CREATE acknowledges the historical, current and continued impacts of colonisation, racism, and intergenerational trauma, resulting in the over-representation of Aboriginal and Torres Strait Islander children in care. As an ally, CREATE is deeply committed to supporting self-determined approaches to addressing the needs of Aboriginal and Torres Strait Islander children, designed and delivered by First Nations communities and organisations in culturally rich ways.

CREATE is committed to listening deeply to the voices of First Nations children, young people, families and communities, and the services that support them. This means engaging in continuous listening, learning and reflection around how we ensure our programs and advocacy are culturally safe and responsive, how we can foster a safe and inclusive organisational culture that embraces the cultural perspectives of First Nations staff, and how we can support major transformation of systems and services towards First Nations-led and self-determined systems, responses and practices.

To guide us in this process, we are developing a Reconciliation Action Plan (RAP). We believe that a RAP will provide a framework to truly understand how we are going in acting on our commitments, addressing any blind spots, and working to be a culturally safe place for kids, young people and their communities.

These are some the specific reasons why we've developed a RAP:

- CREATE operates nation-wide on unceded lands. CREATE also operates in regions with significant populations of Aboriginal and Torres Strait Islander peoples.
- The care population is disproportionately Aboriginal and Torres Strait Islander, so it's imperative that CREATE's programs and advocacy are as culturally informed and culturally safe as possible.
- The child protection system is implicated in historical and current injustices, including the systematic removal of Aboriginal and Torres Strait Islander children from their families, communities and culture. As an organisation that works and advocates in this sector context, it is critical that CREATE is able to sensitively partner with Aboriginal and Torres Strait Islander communities and organisations in collective efforts to redress injustices and advance self-determination across child protection and care systems.
- Although CREATE has well-developed practices and partnerships with Aboriginal and Torres Strait Islander Community Controlled Organisations (ATSICCOs) and peak bodies, CREATE can do more targeted work related to reconciliation at a whole-of-organisation level.
- As a mainstream organisation, we need a framework to assess and measure cultural safety and responsiveness, and to ensure our practice, operations and strategic directions are culturally safe for First Nations young people and staff.



Implementing our RAP

We are committed to our RAP right across the organisation. This includes the Board, CEO, and Executive Team, and key positions like our Operations Manager, People and Culture Manager, and State Program and Engagement Coordinators. We want to engage all CREATE teams, managers, and staff to be actively involved in actioning our RAP and we want to work with the Reconciliation Working Group to monitor implementation of our RAP.

We plan to keep working with First Nations partners across each jurisdiction, and nationally. And most importantly, we want to keep listening to our young First Nations members in all states and territories – across metro, regional and remote communities – and acting on what they say, whether it's about how CREATE is going in responding to their needs, or about what they want to see changed in the systems, services and policies that impact their lives.

Our reconciliation journey so far

CREATE Foundation has always supported justice, truth-telling, equity and self-determination. CREATE respects the rights of First Nations peoples to practise culture and lead decisions that shape their lives, communities and future, consistent with the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Convention of the Rights of the Child.

Until now, CREATE's commitment to First Nations children and young people was expressed through our Strategic Plan, cascading through our Operational Plans, Team Action Plans and Individual Work Plans. Over the years, in developing Strategic Plans, CREATE worked with First Nations peoples and organisations to explore how we could act on our commitment to First Nations children and young people. We wanted our practice to be seamless, inclusive and integrated, and for First Nations children and young people to feel seen, heard, respected and understood across all our programs and activities.

However, we have reflected deeply, talked with our people, our partners and the young people we



work with, and we feel that a Reconciliation Action Plan will provide a framework to truly understand how we are going in acting on our commitments, addressing any biases or blind spots, and working to be a culturally safe place for kids, young people and their communities. It will formally and publicly sign us up to commitments, actions, and strategies focused on building meaningful relationships, respect, and equality with Aboriginal and Torres Strait Islander peoples, communities and organisations. And it will help us define clear and measurable targets to ensure our commitments are actioned.

We chose to start with a Reflect RAP, even though our practice is more developed in some areas, because we want to build out solid foundations on which we can continue to evolve in our reconciliation efforts.

In starting work on our RAP, we:

- Engaged with cultural advisors and Elders from different communities across various states and territories.
- Started conversations with our people about why we're doing this and how we're committed to growing, learning and showing up as an ally for Aboriginal and Torres Strait Islander children, young people, families, communities and organisations.
- And we asked our young First Nations members what they wanted out of CREATE's RAP.

How we consulted and listened to young people

Survey of our members (children and young people)

We ran a survey with our members in July 2025 and had 110 responses. We found that 73 per cent of respondents told us that it's important to feel connected to culture while attending CREATE programs and events.

Youth Advisory Groups across states and territories

We also ran Youth Advisory Groups (YAGs) with young people in each state and territory to hear from them. YAGs involved discussions on reconciliation, and the ongoing journey towards healing, understanding, and justice for Aboriginal and Torres Strait Islander peoples. Young people shared stories about the impact of their family history, including forced removal, loss of language, and disconnection from culture. The consensus was that recognition and understanding of these personal stories is crucial for fostering reconciliation. It was agreed that reconciliation must be more than just symbolic gestures. It needs to be built on real, tangible actions that lead to positive change. These are some of the themes that came up at our YAGs:

What reconciliation means to our young people

Across all our consultations, children and young people told us about what reconciliation means to them. Here are some of the things that young people told us:

“Reconciliation isn't just about words or apologies; it's about justice, action, and change. Most of all, it's about holding onto hope, even when it's hard, and knowing that I am part of that change.”

- “Real reconciliation starts with truth – carers, workers, and organisations like CREATE need to understand the impacts of colonisation and the Stolen Generations through proper education and storytelling.”
- “Respect also means having more Indigenous voices in leadership and decision-making, and ensuring that young people feel heard, supported, and empowered to speak up.”
- “Culturally safe, trauma-informed support services and healing spaces are essential, and we should celebrate Indigenous strength, not just struggles.”
- “By valuing identity, listening deeply, and acting with care, we can build a future where every young person feels proud, connected, and respected, and happy to be who they are.”
- “It means taking responsibility—within our communities and from settlers—to support each other and create a better future.”
- “Coming together and remembering everything that Indigenous culture brings.”
- “Healing from the pain my people have carried for generations while honouring the strength and beauty of our culture. It's about using my voice and knowing that our stories, language, and traditions matter.”
- “It's important because young people need more support in exploring their culture and identity. Without that, they risk losing their connection to culture, which impacts future generations.”
- “Learning about cultural tradition and laws, integrating these into everyday work practices.”
- “Make sure cultural identity isn't just 'acknowledged' but nurtured and celebrated.”

What young people wanted CREATE's RAP to involve:

"True respect and reconciliation must be woven into the fabric of CREATE's operations, not just treated as separate programs or initiatives, reflecting in every interaction, policy, and advocacy effort."

"To achieve this, CREATE should commit to deepening cultural competency and humility beyond one-off training through ongoing reflective practice, prioritising Indigenous-led learning, and ensuring all staff understand the profound impact of intergenerational trauma."

"There needs to be formal consultation processes with appropriate budgeting to do it properly."

"Use youth-friendly language, include visuals, and ensure young people are informed and involved during the drafting and review stages. Young people want to contribute meaningfully to the process."

"Internally, CREATE must cultivate a culture of respect by ensuring youth, especially Indigenous youth, are involved in co-designing programs and policies, consistently employing trauma-informed practices, prioritising active listening and validation, and establishing clear, culturally appropriate grievance mechanisms."

"Having more Indigenous workers."

"We need to have our voices heard and be part of shaping the guidelines."

Young people also had some ideas about things that might support CREATE's reconciliation efforts:

- Awareness campaigns:** Creating social media campaigns to educate others on the importance of reconciliation and share personal stories.
- Cultural workshops:** Hosting workshops where young people can learn about Aboriginal and Torres Strait Islander peoples, cultures, languages, and traditions.
- Art project:** Planning a youth-led art project that would depict the ongoing journey of reconciliation through the lens of young Aboriginal and Torres Strait Islander peoples. This project could be displayed in local offices, galleries and schools to spark conversations.
- Youth-led advocacy:** Enabling young people to engage directly with policymakers to push for stronger action on the National Agreement on Closing the Gap, particularly in relation to Target 12, which aims to reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care.
- Collaboration with non-Indigenous young people:** Building bridges with non-Indigenous young people to facilitate deeper understanding and support for reconciliation efforts. Creating a space for shared learning and dialogue on the issues that affect Aboriginal and Torres Strait Islander communities.

Establishment of a RAP Working Group

CREATE Foundation has also established a Reconciliation Working Group (RWG) as a key governance group made up of First Nations cultural advisors and key staff at CREATE, who will have a lead role in driving implementation of the RAP. The group's purpose is to guide CREATE's reconciliation efforts and implementation of the RAP, ensuring cultural knowledge, context and insights are central to this. In particular, the RWG will support the following outcomes:

- Outline CREATE's understanding of reconciliation.
- Support a culturally informed RAP, identifying key objectives and priority areas for CREATE.
- Support and oversee the implementation of CREATE's RAP.

RAP Champion

Our reconciliation efforts are a top priority at CREATE, so our RAP Champion will be our CEO.

This means that our CEO will drive and champion how we all engage with and implement this RAP.





Our partnerships

Community initiatives

We have around 10,000 First Nations members. Members are able to access CREATE's programs, like our Youth Advisory Groups and our Connection Events. First Nations kids and young people attend all CREATE events, and some events are particularly tailored for them, such as Connection Events co-hosted by community-controlled sector friends and partners, and Youth Advisory Groups where First Nations young people set the agenda.

Youth Advisory Groups

CREATE Foundation's Youth Advisory Groups (YAGs) are a youth empowerment program designed to ensure the voices of young people aged 10 to 25 with out-of-home care experience are heard. YAGs provide a platform where young people (whether still in care or having transitioned out) can share their experiences, opinions, and concerns about the care system and other things they want to have a say about. The insights from these sessions directly inform CREATE's advocacy.

YAGs are informal group sessions that blend meaningful discussions with engaging activities. These sessions create a safe and supportive space for young people to connect with peers while having fun. Activities include:

- Arts and sports events
- Cultural learning experiences
- Social outings and celebrations.

“... building strong, respectful, and reciprocal partnerships with Indigenous community organisations and collaborating with other youth organisations will be vital. By embedding these principles and practices, CREATE can not only enhance its support for young people in care but also play a vital role in advancing true reconciliation within the broader child welfare system, recognising the inherent dignity and rights of every young person, especially those whose cultures and histories have been systematically undermined.”

(Young person, CREATE Reconciliation Survey, 2025)

Connection Events

Being in out-of-home care can often feel isolating, and children and young people in care may struggle to find peers who understand their unique experiences. To address this, CREATE Foundation's Connection Events foster a sense of belonging and community among children and young people with a care experience. These events are designed to provide a safe, fun, and supportive environment where participants can meet peers, share experiences, and build lasting friendships. CREATE often delivers Connection Events in partnership with First Nations partner organisations.



First Nations Community Partnerships

Here are some of the First Nations organisations that CREATE partners with across our programs and advocacy.

Partner	Jurisdiction
SNAICC National Voice for Our Children	National
Aboriginal Family Support Services (AFFS)	SA
KWY Aboriginal Corporation	SA
Wakwakurna Kanyini (Peak Body)	SA
AbSec	NSW
Woomera Aboriginal Corporation	NSW
Giilangaldhaanygalang Wiradjuri Storytellers	NSW
Queensland Aboriginal and Torres Strait Islander Child Protection Peak	QLD
Bori Muy	QLD
Harbrow Mentoring	QLD
Our Future Mentors Indigenous Corporation	QLD
Ceed Healing	QLD
Deadly Inspiring Youth Doing Good (DIYDG)	QLD
Mullah Mara Together	QLD
With Our Two Hands	QLD
Larrakia Nation Aboriginal Corporation	NT
Hoops 4 Health	NT
Saltbush Social Enterprises	NT
Danila Dilba Health Service	NT
Darrandirra Child and Family Centre	NT
Northern Territory Stolen Generations Aboriginal Corporation (NTSGAC)	NT
Ironbark Aboriginal Corporation	NT
Fremantle District Department Aboriginal Practice	WA
Yorganop Association	WA
Karla Kuliny Aboriginal Corporation	WA
Wungening Aboriginal Corporation	WA
Self Made Indigenous Corporation	WA
Victoria Aboriginal Child and Community Agency (VACCA)	VIC
Victorian Aboriginal Children and Young People's Alliance	VIC
Tasmanian Aboriginal Centre (TAC)	TAS
Yerrabi Yurwang Child and Family Aboriginal Corporation	ACT

We want to thank all our partners for their work, their trust, their guidance and their partnership, as we work together in the interests of children and young people.

Community Partnerships – Table 1

Relationships



Action	Deliverable	What success looks and feels like	
<p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</p>	<p>CREATE understands and appreciates the cultural context in all service areas.</p> <p>Staff have resources and knowledge to begin engaging with local Aboriginal and Torres Strait Islander communities.</p>	<p>Timeline: October 2026</p> <p>Responsibility: State Program and Engagement Coordinator</p>
	<p>Research best/wise practice* and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p> <p><i>*Rather than the commonly used phrase 'best practice,' wise practice reflects flexibility and continual learning. When we support children and young people, wise practice is about adaptive and empathic ways of working, that meet them where they're at and that reflect mutual learning (Parsons, 2024).</i></p>	<p>CREATE understands and applies the principles and practices that are effective to create and sustain relationships.</p> <p>CREATE staff have skills to work with respect, transparency and accountability in building relationships.</p>	<p>Timeline: April 2027</p> <p>Responsibility: Operations Manager</p>
	<p>Engage with local Aboriginal and Torres Strait Islander communities to understand their needs and expectations for the partnership.</p>	<p>Collaboration with Aboriginal and Torres Strait Islander young people, organisations and communities to support knowledge exchange.</p> <p>Informed staff with a strong understanding of community service offerings.</p> <p>Workforce confident to engage meaningfully and genuinely.</p>	<p>Timeline: April 2027</p> <p>Responsibility: State Program and Engagement Coordinator</p>

Action	Deliverable	What success looks and feels like	
	Establish partnerships with local Aboriginal and Torres Strait Islander communities and organisations.	Trusted and respectful relationships with stakeholders, young people, their kin and community. Programs and service offerings that take account of the cultural needs and cultural context of young people.	<ul style="list-style-type: none"> Timeline: October 2027 Responsibility: State Program and Engagement Coordinator
	Where relationships are in place, consult with Elders on decisions impacting Aboriginal and Torres Strait Islander staff and programs.	Strengthened community and cultural connection for Aboriginal and Torres Strait Islander young people with a care experience. First Nations children and young people trust that CREATE programs and events are culturally safe and responsive.	<ul style="list-style-type: none"> Timeline: October 2027 Responsibility: CEO
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	CREATE staff are invested in the RAP journey and are able to access information and give feedback.	<ul style="list-style-type: none"> Timeline: June 2026 Responsibility: Marketing and Communications Manager
	Reconciliation Working Group members to participate in an external NRW event.	Strengthened commitment and support for Aboriginal and Torres Strait Islander young people in care, their families and communities.	<ul style="list-style-type: none"> Timeline: 27 May – 3 June annually Responsibility: Reconciliation Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	An organisational culture that demonstrates strong support, investment and interest in Aboriginal and Torres Strait Islander cultures and celebrations.	<ul style="list-style-type: none"> Timeline: 27 May – 3 June annually Responsibility: CEO

Action	Deliverable	What success looks and feels like	
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Improved confidence in sharing and seek knowledge cross-culturally through the RAP journey. Consistent collective voice, commitment and support for CREATE's RAP journey.	<ul style="list-style-type: none"> 🕒 Timeline: October 2026 👤 Responsibility: CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Opportunities are identified to share experiences and wise practice with others on the journey, including opportunities for shared resources.	<ul style="list-style-type: none"> 🕒 Timeline: October 2026 👤 Responsibility: Reconciliation Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	CREATE becomes part of a community of practice, alongside other organisations that are also committed to reconciliation.	<ul style="list-style-type: none"> 🕒 Timeline: October 2026 👤 Responsibility: Reconciliation Working Group Chair



Action

Promote positive race relations through anti-discrimination strategies.

Deliverable

Research best/wise practice and policies in areas of race relations and anti-discrimination.

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

What success looks and feels like

Staff are able to identify the elements and actions of wise practice and understand what these look like in practice.

CREATE critically reflects on our unconscious beliefs, values, attitudes and how these impact on practice and service delivery.

CREATE staff and leaders embody the understanding of wise practice through professional and personal relationships.

Improved policies and procedures.

Increased recruitment and retention of Aboriginal and Torres Strait Islander staff.

Programs, services and resources that meet the needs of Aboriginal and Torres Strait Islander young people.

Meeting requirements of international conventions, legislation and standards.

Building on innovation through evaluation and continuous improvement.

Improved outcomes for Aboriginal and Torres Strait Islander young people, including their health and social and emotional wellbeing.

Timeline:
April 2027

Responsibility:
Reconciliation Working Group Chair

Timeline:
October 2027

Responsibility:
People and Culture Manager

Respect



Action	Deliverable	What success looks and feels like	<ul style="list-style-type: none"> ● Timeline: December 2026 ● Responsibility: CEO
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</p>	<p>Commitment from the Executive Team and Board to increasing knowledge, capability and cultural responsiveness across the organisation.</p> <p>Shared understanding across the workforce about the value and recognition of First Nations cultures and cultural rights.</p> <p>An organisational culture of learning and curiosity.</p>	<ul style="list-style-type: none"> ● Timeline: April 2027 ● Responsibility: People and Culture Manager
	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>Wellbeing and retention of First Nations staff.</p> <p>Employment opportunities for people with lived experience of out-of-home care.</p> <p>Workforce development strategy that supports staff cultural capacity, competency and responsiveness (including feedback, incidents and surveys).</p>	

Action	Deliverable	What success looks and feels like	
	<p>Deliver culturally responsive training for staff.</p>	<p>Evidence of annual culturally responsive training delivered for staff.</p> <p>Deeper understanding of Aboriginal and Torres Strait Islander cultures, histories, and contemporary issues.</p> <p>Aboriginal and Torres Strait Islander community members lead sessions.</p> <p>Staff understand the nature of trauma and how it affects behaviour, emotions, and relationships.</p> <p>Staff are able to recognise triggers and are equipped to respond and support young people in a way that avoids re-traumatisation.</p>	<ul style="list-style-type: none"> ○ Timeline: October 2027 ○ Responsibility: People and Culture Manager
	<p>Create a Cultural Awareness Resource Hub.</p>	<p>Staff access the Resource Hub to support and improve practice.</p> <p>Staff consultation with Aboriginal and Torres Strait Islander community members to guide practice and service delivery.</p> <p>Improved support for First Nations young people accessing services.</p> <p>Culturally responsive programs and services.</p>	<ul style="list-style-type: none"> ○ Timeline: October 2027 ○ Responsibility: Business Administration Manager

Action

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable

Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.

Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

Include cultural recognition in the organisation's communications.

What success looks and feels like

Staff have deep respect and working knowledge of local First Nations cultures.

Positive connections with Elders and communities within CREATE service delivery areas.

Staff understand and adhere to cultural protocols.

Managers and staff engage in reflective practice in relation to cultural protocols.

All CREATE publications and communications clearly reflect cultural recognition.

Timeline:
October 2027

Responsibility:
State Program and Engagement Coordinator

Timeline:
October 2026

Responsibility:
CEO

Timeline:
October 2026

Responsibility:
Marketing and Communications Manager



Action	Deliverable	What success looks and feels like	
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Recognition and celebration of Aboriginal and Torres Strait Islander cultures among staff. Strong community and cultural connections for Aboriginal and Torres Strait Islander young people involved with CREATE.	<ul style="list-style-type: none"> Timeline: June annually Responsibility: CEO
	Introduce CREATE staff to NAIDOC Week by promoting external events in our service delivery areas.	Involvement of CREATE staff in NAIDOC week events. Celebration of local events unique to service delivery locations.	<ul style="list-style-type: none"> Timeline: June annually Responsibility: Marketing and Communications Manager
	RAP Working Group to participate in external NAIDOC Week event.	Leadership is fully invested and active in cultural celebrations and CREATE's reconciliation journey.	<ul style="list-style-type: none"> Timeline: 6 -13 July annually Responsibility: Reconciliation Working Group Chair

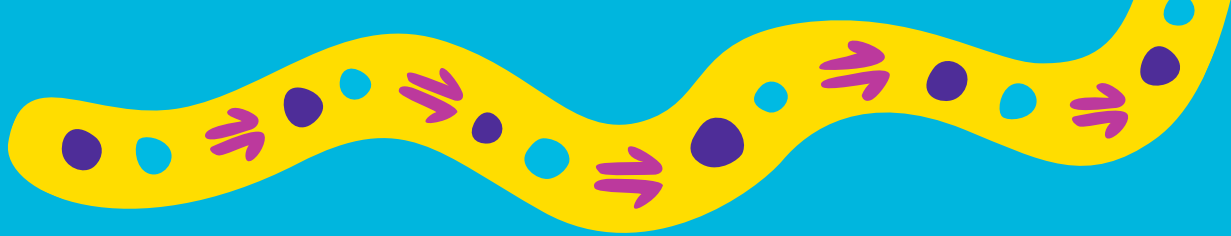


Opportunities



Action	Deliverable	What success looks and feels like	
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case or workforce development plan to increase opportunities for Aboriginal and Torres Strait Islander employment within our organisation.	<p>A workforce development plan drives continual improvement in staff development and retention.</p> <p>Increase in number of Aboriginal and Torres Strait Islander employees.</p> <p>CREATE takes meaningful steps towards becoming an employer of choice for First Nations people.</p>	<p>Timeline: May 2027</p> <p>Responsibility: People and Culture Manager</p>
	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p> <p>Take steps to increase Aboriginal and Torres Strait Islander employment.</p>	<p>CREATE staff are confident in providing feedback and participation to develop workforce development plan.</p> <p>Improved workforce analytics.</p> <p>Increase in attraction, recruitment and retention of Aboriginal and Torres Strait Islander employees.</p> <p>Career development opportunities are available for First Nations staff.</p>	<p>Timeline: February 2027</p> <p>Responsibility: People and Culture Manager</p>





Action	Deliverable	What success looks and feels like	
	<p>Pilot an Internship Program for Aboriginal and Torres Strait Islander young people.</p>	<p>Pilot is completed and learning is captured.</p> <p>Cultural support and mentoring is on offer and utilised by First Nations interns.</p> <p>Strong positive feedback from young people who have completed the internship.</p> <p>Young people are supported to develop work experience relevant to their career aspirations.</p>	<ul style="list-style-type: none"> ● Timeline: July 2027 ● Responsibility: Operations Manager
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</p>	<p>Procurement with Aboriginal and Torres Strait Islander owned and operated businesses is preferred.</p>	<ul style="list-style-type: none"> ● Timeline: April 2027 ● Responsibility: National Finance and People Director
	<p>Investigate Supply Nation membership.</p>	<p>CREATE becomes adept at applying a diversity lens to procurement decisions.</p> <p>CREATE supports First Nations providers and contributes to thriving communities and businesses.</p>	<ul style="list-style-type: none"> ● Timeline: October 2026 ● Responsibility: National Finance and People Director



Governance



Action	Deliverable	What success looks and feels like	<ul style="list-style-type: none"> ● Timeline: May 2026 ● Responsibility: CEO
<p>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</p>	<p>Form a Reconciliation Working Group to govern RAP implementation.</p>	<p>First meeting held in person to build relationships.</p> <p>Budget allocation to support the work of the group.</p> <p>Reconciliation Working Group contributes to the development of CREATE's RAP.</p> <p>Strong relationships forming in the group, across Cultural Advisors and key staff at CREATE.</p>	<ul style="list-style-type: none"> ● Timeline: May 2026 ● Responsibility: Reconciliation Working Group Chair
	<p>Draft a Terms of Reference for the Reconciliation Working Group.</p>	<p>Stronger shared vision and purpose and agreement about the operation and scope of the group among all members of the RWG.</p>	<ul style="list-style-type: none"> ● Timeline: May 2026 ● Responsibility: CEO
	<p>Establish Aboriginal and Torres Strait Islander representation on the RWG.</p>	<p>The Working Group includes a plurality of perspectives from different Cultural Advisors, consistent with CREATE's national scope, working across many communities.</p> <p>Chair of the Working Group is a First Nations Elder.</p>	

Action	Deliverable	What success looks and feels like	
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Adequate resources and time allocated to meaningfully implement RAP.	<ul style="list-style-type: none"> ● Timeline: June 2026 ● Responsibility: CEO
	Engage senior leaders in the delivery of RAP commitments.	CREATE leaders are strong advocates for the RAP and model a commitment to reconciliation.	<ul style="list-style-type: none"> ● Timeline: October 2027 ● Responsibility: CEO
	Provide support to a senior leader to effectively champion our RAP internally.	A member/s of the Executive Team actively champions the RAP, modelling the commitment to all staff and removing emergent barriers to RAP implementation.	<ul style="list-style-type: none"> ● Timeline: October 2027 ● Responsibility: CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	<p>Strong accountability for RAP implementation.</p> <p>Progress is measured against all RAP actions.</p> <p>Regular monitoring and reporting of progress to the Reconciliation Working Group, Executive Team, and Board.</p> <p>Aboriginal and Torres Strait Islander young people are involved in reporting on the RAP. Progress reporting demonstrates participation in action.</p>	<ul style="list-style-type: none"> ● Timeline: June 2026 ● Responsibility: Business Administration Manager

Action

Deliverable

What success looks and feels like

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.

Continued engagement with Reconciliation Australia.

CREATE utilises opportunities to engage in a strong community of practice.

Timeline:
June annually

Responsibility:
Business Administration Manager

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.

Incorporation of RAP planning cycle and impact analysis and reporting into BAU.

Timeline:
30 September annually

Responsibility:
Business Administration Manager

Complete and submit the annual RAP Impact Survey to Reconciliation Australia.

Incorporation of RAP planning cycle and impact analysis and reporting into BAU.

Timeline:
30 September annually

Responsibility:
Business Administration Manager

Feedback from Aboriginal and Torres Strait Islander staff, stakeholders and communities is gathered and included for the report.

Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's [website](#) to begin developing our next RAP.

Reconciliation becomes a strategic driver for the organisation.

Timeline:
July 2027

Responsibility:
Business Administration Manager



A final word

CREATE is serious about our reconciliation journey. This is important work. In fact, it's a national priority. We know we've got lots to do and lots to learn, and we are eager to get on with this work. Thank you to all the young people, staff, Cultural Advisors and community partners who contributed to this Reconciliation Action Plan. We are committed to walking alongside you on this journey.

“By valuing identity, listening deeply, and acting with care, we can build a future where every young person feels proud, connected, and respected, and happy to be who they are.”


(Young person, CREATE Reconciliation Survey, 2025)

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CREATE Foundation

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FOUNDATION