

Australian Breastfeeding Association

Reflect Reconciliation Action Plan

August 2026 – January 2028



Australian
Breastfeeding
Association

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Australian Breastfeeding Association to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Australian Breastfeeding Association 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 Australian Breastfeeding Association 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 Australian Breastfeeding Association, 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

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Introduction to the Australian Breastfeeding Association

The Australian Breastfeeding Association (ABA) is the peak body in Australia for breastfeeding information and support.

Breastfeeding is important to the health and wellbeing of babies and children. It reduces the number of infections and the severity of infections in babies and young children and reduces the risk of obesity. Breastfeeding reduces the number of visits to the doctor, admissions to hospital and reduces health care costs. It also has significant health benefits for women, including providing protections from reproductive cancers and improving the mental health of mothers.

We support the breastfeeding goals of Australia's mothers, parents and families and advocate for a breastfeeding-friendly society. Our services are delivered by a volunteer workforce which includes Certificate IV in Breastfeeding Education trained volunteer breastfeeding counsellors and educators, supported by a small team of paid staff.

We deliver a 24/7 National Breastfeeding Helpline and web-based LiveChat service which receive approximately 60,000 contacts

from mums and families each year. We offer an online resource hub of breastfeeding and parenting information and resources on our website breastfeeding.asn.au.

The core of the Association is a network of local peer support groups, led by trained volunteers who provide breastfeeding support and education to local parents as well as peer support and social connection. Peer support is a reciprocal process whereby we provide breastfeeding information and education whilst learning from the mothers, parents and families we support.

As a Registered Training Organisation, we offer a nationally recognised fee-for-service course aimed at raising the capacity of community members and health workers to support the unique needs of Aboriginal and Torres Strait Islander women as well as women from diverse language communities, called the Community Breastfeeding Mentoring program. We also offer a program called, Deadly Dads, which trains First Nations male leaders to deliver local programs to Aboriginal and Torres Strait Islander fathers to support their families.

We also offer educational programs for all health professionals to support best-practice care of mothers and babies, including an annual seminar program, an accredited Diploma in Breastfeeding Management, workshops and eLearning modules.

ABA's services are delivered by a team of around 800 volunteers. ABA has the full-time equivalent staff of 27 employees. This figure represents the total number of hours that all ABA's employees are contracted for each week, divided by 38 hours per week which is full-time hours. ABA's staff includes 9 full-time employees, 30 part-time employees and 10 casual employees.

In our 2024 ABA diversity and inclusion census of volunteers and staff, seven respondents identified as being an Aboriginal and/or Torres Strait Islander person.

ABA is a registered charity with a national focus. Our service and activities are supported by administration offices in the following locations across Australia:

- National Support Office – Melbourne | Narm
- Victoria Branch office and Breastfeeding Centre – Dandenong, Melbourne | Narm
- NSW Branch office – Glenhaven, Sydney | Warrane
- ACT Branch office – Chifley, Canberra | Ngunnawal
- SA/NT Branch office – Adelaide | Tarntanya
- QLD Branch office – Stones Corner, Brisbane | Meeanjin
- WA Branch virtual office – Perth | Boorloo
- TAS Branch virtual office – Hobart | Nipaluna

ABA's community breastfeeding peer support is delivered by a network of local groups on Traditional Countries across Australia:

WA BRANCH	Traditional Country
ALBANY	Minang Noongar
APPLECROSS	Whadjuk Noongar
ISOLATED MEMBERS NORTH-WEST	Kununurra - Miriwoong; Port Hedland - Kariyarra; Wickham - Ngarluma; Exmouth - Thalanyji; Dampier - Murujuga; Broome-Yawuru; Karratha - Jaburrara
KALAMUNDA	Whadjuk Noongar
MIDWEST AND WHEATBELT	Yuat, Yamatji, Amangu, Wilman, Nadjim Wunjari, Wudjari + Koreng, Minang, Wilman, Njunga Others
NORTHERN PERTH	Whadjuk Nyoongar (possibly Yuat on the northern border)
SOUTH EASTERN SUBURBS	Whadjuk Noongar
SOUTH WEST WA	Bindjarub Noongar, Wardandi, Noongar, Bilelmen Noongar, Kaneang Noongar, Wilman Noongar
SOUTHERN LAKES	Whadjuk & Pinjarup
SWAN-MUNDARING	Whadjuk Noongar (Possibly Balladong on the eastern edge)



ACTNSW BRANCH	Traditional Country
ARMIDALE	Anaiwan
BANKSTOWN	Dharug
BEGA-VALLEY	Djirinnangj and Thaua people of Yuin Nation
BLACKTOWN	Dharug
BLUE MOUNTAINS	Dharug and Gundungurra
BONDI JUNCTION	Gadigal /Bidigal
CAMDEN-WOLLONDILLY	Dharug, Tharawal
CANBERRA	Ngunnawal
CENTRAL COAST NSW	Darkinjung
CITYWEST	Wangal and Gidigal
COFFS COAST	Gumbainggir
DUBBO	Waradjuri Wailwan Wongaibon
EUROBODALLA	Yuin
FAR WESTERN	Wiljaji, Dangalli, Barkindji, Barinji
HASTINGS	Biripi country (Taree) & Worimi country (Forster) & Dainggatti (Kempsey)
HAWKESBURY-NEPEAN	Dharug
HORNSBY-BEROWRA	Dharug
ILLAWARRA	Tharawal
LAKE MACQUARIE	Awabakal
LISMORE	Widjabul Wai-bal
LITHGOW	Wiadjuri
LOWER HUNTER	Darkinung Wonnarua
MANNING-GREAT LAKES	Biripi (Taree) & Worimi (Forster)
MARRICKVILLE	Gadigal
MUDGEES	Wiradjuri
NEWCASTLE	Awabakal, Worimi
NORTHERN SYDNEY	Garrigal and Cammeraygal
ORANGE	Wiradjuri
PARKES-FORBES	Wiradjuri
RANDWICK	Gadigal /Bidigal
SNOWY MONARO	Ngunawal, Ngarigo Gundungurra
SOUTH WESTERN SYDNEY	Dharug and Dharawal
STRATHFIELD	Gadigal
SUTHERLAND SHIRE	Dharawal

TAMWORTH	Kamilaroi
THE HILLS	Eora, Kuring gai, Dharug
UPPER HUNTER	Wonnarua, Geawegal, Wonnarua, Biribpi, Nganyaywana
WAGGA AND RIVERINA	Wiradjuri
MCARTHUR	Dharawal
HOLIDAY COAST	Biripi country (Taree) & Worimi country (Forster) & Dainggatti (Kempsey)

QLD BRANCH	Traditional Country
ALBANY CREEK-CABOOLTURE AND SURROUNDS	Anaiwan
CHILDERS	Dharug
GLADSTONE	Gooreng Gooreng, Gurang, Bailai and Taribelang Bunda
GOLD COAST AND NORTHERN NSW	Kombumerri
HERVEY BAY	Butchulla
IPSWICH	Jagera, Yuggera and Ugarapul
KENMORE	Jagera and Turbal
KINGAROY	Wakka Wakka
LOGAN SOUTH-SCENIC RIM	Mununjali, Yagara and Yugambeh country
MACKAY	Yuwibara
MARYBOROUGH	Butchulla
NORTH BRISBANE	Turrbal
ROCKHAMPTON-CAPRICORN COAST	Darumbal, Woppaburra and Barada Kalbalbara Yetimarala
SHERWOOD AND SURROUNDS	Yugara and Yugarabul
SPRINGFIELD AND SURROUNDS	Jagera, Yuggera and Ugarapul
SUNSHINE COAST	Kabi Kabi and Jinibara
TARRAGINDI	Jagera and Turrbal
TENTERFIELD-GRANITE BELT	Kambuwal
TOOWOOMBA	Jagera, Giabal and Jarowair
TOWNSVILLE DISTRICT	Bindal and Wulgurukaba
WYNNUM	Quandamooka

VIC BRANCH	Traditional Country
BALLARAT	Wadawurrung & Dja Dja Wurrung
BANKSIA	Wurundjeri
BENDIGO	Dja Dja Wurrung & Taungurung
BLACKBURN-MITCHAM	Wurundjeri
BOROONDARA	Wurundjeri
CASEY-CARDINIA	Bunurong
CASTLEMAINE AND DISTRICT	Dja Dja Wurrung
DANDENONG RANGES	Bunurong/Wurundjeri
DAREBIN	Wurundjeri
DIAMOND VALLEY	Wurundjeri Woi-wurrung
GIPPSLAND	Gunaikurnai, Monero, Bidawel
GREATER GEELONG	Wadawurrung
HAMILTON	Gunditjmarra
INNER SOUTH EAST MELBOURNE	Boonwruung/Bunurong & Wurundjeri
KNOX	Wurundjeri
MORNINGTON PENINSULA	Bunurong
MURRAY	Yorta Yorta
PASCOE-HUME	Wurundjeri
PORTLAND	Gunditjmarra
SUNBURY-MACEDON RANGES	Wurundjeri
WARRNAMBOOL	Eastern Maar
WAVERLEY	Bunurong
WESTERN MELBOURNE	Bunurong, Wadawurrung, Wurundjeri-willam, Wurundjeri Woi-wurrung (Horsham), Gunditjmarra (Portland)
WIMMERA MALLEE	Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk
YARRA VALLEY & SURROUNDS	Wurundjeri Woi-wurrung

SANT BRANCH	Traditional Country
ADELAIDE CENTRAL METRO	Kurna
ADELAIDE NORTHERN SUBURBS	Kurna
ALICE SPRINGS	Arrente, Luritja, Walpiri, Anmatyerre, Alawarre, Balurnu, Wakaya, Warumungu
BLACKWOOD-COROMANDEL VALLEY	Kurna
CLARE	Narungga
CRYSTAL BROOK	Nukunu
DARWIN-PALMERSTON AND RURAL	Larrakia
KATHERINE	Jawoyn
LOWER EYRE PENINSULA	Naao
LOWER LIMESTONE COAST	Boandik
MOUNT BARKER AND DISTRICT	Peramangk
MOUNT LOFTY DISTRICT	Peramangk
NHULUNBUY	Yolnu
ONKAPARINGA AND FLEURIEU	Kurna (Onkaparinga)
RIVERLAND	Ngarrindjeri
SOUTH WEST METRO	Kurna
UPPER LIMESTONE COAST	Boandik country
WHYALLA	Barngarla

TAS BRANCH	Traditional Country
BURNIE WYNYARD	Larapi
HOBART AND SURROUNDS	Nipaluna
NORTHERN TASMANIA	Kanamaluka
TAS CENTRAL COAST	Kukuninka

Source: aiatsis.gov.au/explore/map-indigenous-australia

Disclaimer: This information has been compiled with reference to the AIATSIS map and in consultation with local people. If there are errors, we offer our apologies and are keen to understand.

Our Reflect Reconciliation Action Plan (RAP)

ABA recognises Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the Land on which we work and live and upon which ABA's offices are based and our services operate.

We acknowledge that Aboriginal and Torres Strait Islander women have been birthing and breastfeeding on Country in Australia for more than 60,000 years.

ABA is developing a RAP as a roadmap for supporting the Association to enhance our capacity to meet the needs of Aboriginal and Torres Strait Islander staff and volunteers, breastfeeding mothers, parents, families and health professionals. Through the RAP process we wish to increase our understanding about how to work from a more culturally informed place and by creating a culturally safe space, signal our willingness to learn from and share understanding with Aboriginal and Torres Strait Islander peoples.

In 2020, 4.9% (14,605) of babies born in Australia were born to an Aboriginal and Torres Strait Islander mother (based on the First Nations status of the mother), and 6.2% (18,228) of babies were Aboriginal and Torres Strait Islander (based on the Indigenous status of the baby – where one or both parents were Aboriginal and Torres Strait Islander). (Australian Institute of Health and Welfare, 2023).

Prior to ongoing colonisation, Aboriginal and Torres Strait Islander communities thrived and lived sustainable, healthy and socially connected lives (Mitchell et al., 2023). Historically babies and children within these communities were breastfed routinely, exclusively and on demand up to at least 4 years old (Holmes, Phillips & Thorpe, 1997; Mitchell et al., 2023). The interrupted transmission of cultural breastfeeding practices – and the introduction of non-Indigenous practices such as bottle-feeding and the use of infant formula – contribute to the lower breastfeeding rates among First Nations women, especially in urban areas (Springall et al., 2022).

ABA wishes to transform our community through listening to, learning from and partnering with Aboriginal and Torres Strait Islander families to increase Australian First Nations communities' capacity to meet its own needs for breastfeeding peer support. The work will be done in a way that is informed by the principles of inclusivity, accessibility and cultural safety. Our aspiration is also to increase our engagement with First Nations parents and families and raise their awareness of the supports offered by the Association. By doing this,



Image courtesy of Ash Penfold



Image courtesy of Rheanna Banfield

ABA will help to address the legacy of colonisation which continues to impact the health and wellbeing of First Nations peoples.

As a Reflect Reconciliation Action Plan, ABA intends to use this implementation as an opportunity to reflect on our current and historic policies and practices as an organisation. We will review these in line with Reconciliation Australia's guidance.

We are approaching implementation by establishing a RAP Working Group with twelve members; three of whom identify as First Nations people. The RAP working group coordinator is our Executive Officer, who is the RAP champion.

The purpose of the RAP Working Group is to enhance the Association's capacity to meet the needs of Aboriginal and Torres Strait Islander ABA personnel, breastfeeding mothers, parents and health professionals. The RAP Working Group has Board- approved terms of reference, which describe the responsibility of the group as being:

- to develop a draft Reconciliation Action Plan for approval by the ABA Board
- to oversee the implementation of the Reconciliation Action Plan
- to monitor, evaluate and report on the implementation of the Reconciliation Action Plan.

Overall responsibility for implementing ABA's RAP lies with the Executive Officer. Once ABA's RAP is approved, the task of implementation will be delegated to members of the senior management and branch presidents teams. The RAP Working Group will be responsible for overseeing and supporting the implementation of the RAP and reporting progress to ABA's Board.

The RAP Working Group was established after a group of passionate and enthusiastic ABA volunteers and staff, who were keen to see ABA make a considered start on its reconciliation journey, met informally in September 2023 to explore first steps. This initial group included ABA volunteers and members who had advocated on behalf of First Nations families over the years. Group members had advocated for increased visibility and acknowledgement within the Association and improvements in how ABA met the needs of First Nations peoples. Out of these informal meetings the goal of creating a RAP for ABA emerged. Over the course of meeting to set up the RAP Working Group and exploring ABA's historic and current partnerships and activities, relationships have been built and strengthened within the group.

Our partnerships and current activities

From the 1960s, when the Association was called the Nursing Mothers' Association (later Nursing Mothers' Association of Australia, NMAA) to 2001 when the name was changed to the Australian Breastfeeding Association and to the present day, there are many documented and undocumented partnerships and engagements with Aboriginal and Torres Strait Islander peoples and communities, driven by local members and communities over the years. These range from national-level partnerships to local family celebrations. While we have attempted to gather as many stories as we could, this section is only a small reflection of what we think has taken place over the years. Understanding the breadth of partnerships and activities is why we are committed to this Reflect RAP; to proceed in a considered and coordinated way to learn from each experience.



NMAA's first coordinated activity was the Thalikool project in 1980 in New South Wales. For this project, NMAA trained Aboriginal health workers and peer counsellors in the Mullumbimby area to support and assist breastfeeding. This project was followed by the Nursing Mothers' Aboriginal Outreach Program, a pilot program with the NSW Branch commenced in December 1983. This project supported Aboriginal and Torres Strait Islander mothers to reach out to their own communities to promote the benefits of breastfeeding and provide support to health workers as appropriate.

In 1985, the Babies of the Dreamtime video was produced by the NMAA Aboriginal Outreach team in conjunction with the NSW Department of Health at Lismore. The video explored the reasons why breastfeeding, for countless generations the birthright of Aboriginal babies, was no longer available to most Koorie jarjums.

Over the years and as of today, the primary project that ABA has delivered with Aboriginal and Torres Strait Islander peoples is the Community Breastfeeding Mentoring program. A nationally accredited course, this program was developed in 2009 and was delivered first in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in 2010. Further courses were then delivered in Western Australia, New South Wales, Victoria, Queensland, and the Northern Territory from 2011. The Deadly Dads Train-the-Trainer program, delivered by Aboriginal men, for Aboriginal men, supports fathers to support their breastfeeding partners. Several courses have been delivered from 2015, in New South Wales and the Northern Territory.

At the grassroots level, local groups, regional networks and branches have partnered with relevant Aboriginal and Torres Strait Islander peoples and organisations for specific projects and activities over the years with the purpose of strengthening relationships to benefit all Australians.

More recently, branches have reached out to local Aboriginal Health Services to provide information and support to new mums and mother's' groups and education for health workers. This work with local Aboriginal Health Services also included invitations to official Reconciliation Day and National Aboriginal and Torres Strait Islander Children's Day activities.

ABA is currently working with the National Aboriginal Community Controlled Health Organisation and the Victorian Aboriginal Community Controlled Health Organisation to provide information and support around breastfeeding for their respective strategies. This includes listening to the organisations and their members to understand the unmet need around breastfeeding in their communities. We bring our knowledge of breastfeeding and how peer support can improve breastfeeding outcomes for mothers and babies, together with their knowledge of Community to support them to meet their needs.

ABA has also teamed up with the University of Wollongong to support the Marri Gudjaga research project on how to improve nutrition for Aboriginal infants.

Over the past 60 years ABA has partnered and worked with Aboriginal and Torres Strait Islander communities and peoples across Australia to empower families to achieve their breastfeeding goals. Moving forward, we are committed to doing more to ensure that the Association is culturally safe and inclusive for First Nations peoples. Our Reflect Reconciliation Action Plan will enable us to continue to address the health inequalities experienced by First Nations families in relation to breastfeeding. This plan and actions create a roadmap for the next steps in the Australian Breastfeeding Association's reconciliation journey.



Health Professional Seminar Series 2025 speakers,
(Left to right) Dr Treasurer McGuire, Karen Graham, Rose
Johnson, Melanie Carter and Dr Nishamanie Karawita

ABA Reflect RAP action plan

ABA's RAP will commence in August 2026 and span 18 months of activity



Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2028	Executive Officer*
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2027	Executive Officer*
	Deliver the 1096INAT Course in Community Breastfeeding Mentoring or its equivalent and Deadly Dads Train-the-Trainer course as contracted by Aboriginal and Torres Strait Islander client organisations and others.	January 2028	Senior Manager Learning and Innovation
	Publish resources generated by the Marri Gudjaga research project conducted in partnership with University of Wollongong, on the ABA website.	January 2028	Senior Manager Learning and Innovation
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and volunteers	March, annually	Executive Officer*
	RAP Working Group members to participate in an external NRW event.	May-June, annually	Executive Officer*
	Encourage and support volunteers, staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June, annually	Executive Officer*
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and volunteers.	August 2026	Executive Officer*
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2026	Executive Officer*
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2028	Executive Officer*
4. Promote positive race relations through anti-discrimination strategies.	Research best- practice and policies in areas of race relations and anti-discrimination.	October 2026	Senior Manager Operations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2026	Senior Manager Operations



Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2026	Executive Officer
	Conduct a review of cultural learning needs within our organisation.	November 2026	Senior Manager Learning and Innovation
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the Lands and Waters within our organisation's operational area.	May 2027	Executive Officer*
	Increase staff and volunteers' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2027	Senior Manager Learning and Innovation
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff and volunteers about the meaning of NAIDOC Week.	May, annually	Executive Officer*
	Introduce our staff and volunteers to NAIDOC Week by promoting external events in our local area.	June, annually	Senior Manager Growth and Engagement
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	RAP WG Coordinator



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2028	Senior Manager Operations
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2028	Senior Manager Operations
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2027	Senior Manager Operations
	• Investigate Supply Nation membership.	December 2027	Senior Manager Operations



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RAP Working Group to monitor, evaluate and report on the implementation of the Reconciliation Action Plan.	January 2028	Executive Officer
	• Review the Terms of Reference for the RAP WG.	October 2026	Executive Officer
	• Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RAP WG.	November 2027	Executive Officer
	• Review the operation of the RAP WG.	May 2027	Executive Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	October 2026	Executive Officer
	• Engage senior leaders in the delivery of RAP commitments.	August 2026	Executive Officer
	• Maintain a senior leader to champion our RAP internally and review their appointment.	October 2026	Executive Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2026	Executive Officer

12. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Senior Manager Operations
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Senior Manager Operations
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Officer
	Communicate our RAP progress to internal and external stakeholders.	Quarterly in February, May, August and November	Executive Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.		Senior Manager Operations

*Executive Officer will delegate responsibility to the Senior Management and Branch Presidents teams.

Contact Details

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