

Knowmore

Legal Service

Strategic Plan 2025–2028



Our *Acknowledgement*

We recognise First Nations Peoples across Australia as owners and custodians of the lands and waterways upon which we live and work. We pay our deep respects to Elders past and present and acknowledge that sovereignty was never ceded.

We acknowledge our First Nations colleagues within Knowmore and across the sector. Their generosity allows us all to continue to learn how best to understand the experiences of Aboriginal and Torres Strait Islander people and to deepen our personal connection to country.

We recognise those who paved the way for survivors of childhood abuse to find their voice and seek justice. We stand in solidarity with those who continue to speak up, and those who are no longer with us, whose voices were silenced and never heard.



This stunning artwork by Brooke Sutton, a contemporary Aboriginal artist and proud Kalkadoon woman, beautifully tells our story.



The circles in the painting represent communities, with the largest community symbol representing Knowmore. The handprints within this community symbol represent Knowmore's vision. The outermost ring of this community symbol, with the blue and purple 'U' symbols around it represents Knowmore's wider vision for a community that is accountable to survivors and free of child abuse. The sun in the top left corner of the painting represents creating a better and brighter future for survivors.

The smaller sun rays represent Knowmore's aim, which is to facilitate access to justice for victims and survivors of child abuse and to work with them and their supporters to stop child abuse. The largest rays lighting up Knowmore's community symbol represent Knowmore being the light at the end of the tunnel for many survivors.

The four yellow-orange and blue community symbols throughout the painting represent Knowmore's four main services: legal advice and assistance, support services, Aboriginal and Torres Strait Islander support and financial counselling.

Our *Story*


Knowmore was established in 2013 to support individuals providing information to the Royal Commission into Institutional Responses to Child Sexual Abuse.

During the Royal Commission, Knowmore engaged in community outreach across Australia, listening to and learning about the needs of survivors.

Over the past decade, Knowmore has expanded nationally, supporting survivors of the Stolen Generation, institutional child sexual abuse, and child sexual violence. We are proud to help survivors understand their legal and financial options while providing cultural and emotional support.

Knowmore will continue to advocate for system improvement and to share details of our model and methods throughout the sector because we know it showcases best practice and offers safety for our clients.





We believe that the lessons of the past must inform our work and help us to progress what is needed for the future. This means recognising the strengths and the shortfalls within our current system.

We acknowledge that we are operating in an increasingly complex justice-making landscape where there are increased risks of exploitation and re-traumatisation for survivors. We also know we are better placed than any to mitigate further harm.

The main challenges for Knowmore include:

- Increasingly complex justice-making landscape.
- Uncertainty in the economic environment and future of the National Redress Scheme.
- Managing and resourcing a national footprint with limited resources.
- Impact of changing community views and political landscape.
- Our reputation as a single-issue service and the need to grow brand awareness.

This strategic plan has been developed, reflecting our organisation's deep commitment to continued improvement and to ensuring every voice and every story has the platform to be heard.

It provides a roadmap for the increased breadth and diversity of support that we know we can provide. It will help drive our ambitions to reach survivors in all corners of the country and it will signal our intentions to inform decision makers so they can address the flaws and challenges embedded in legal processes.

It is a plan that moves us beyond what is currently available to what is needed for a future where survivors of child abuse can heal and where children are better protected from the prospect of harm.



Our *Vision*

A world free from childhood abuse.

Our *Purpose*

Knowmore's purpose is to facilitate access to justice for victims and survivors of child abuse.

We work with abuse survivors and their supporters to prevent child abuse. We undertake systemic advocacy to improve laws, policies and practices that impact the lives of survivors. We work to affect change to reduce the risk of child abuse in our society.

Our Guiding *Principles*

We believe justice should be a path to healing and recovery, not a source of re-traumatisation.

Our trauma-informed, multidisciplinary services provide survivors of childhood abuse with culturally safe, sensitive, and empowering legal support. We are privileged to walk alongside survivors on their journey to justice, offering support, understanding and unwavering commitment.

The principles we uphold are:

- Ensuring the voices and opinions of survivors sit at the core of our work.
- Justice making and truth-telling is the basis of our organisation.
- Honouring our roots as a community legal centre and acknowledging and committing to our role in this community into the future.
- We believe that trauma-informed, culturally safe, integrated and collaborative service models are required to best support survivors.
- Creating and working together as a multidisciplinary team.
- Recognising our people are our greatest resource and investment.
- Being generous in our knowledge sharing.
- Actively seeking to enhance inclusion and reduce barriers to accessing our service or seeking justice.
- Working collaboratively with other organisations to improve the overall experiences of survivors.
- Continuing to strive towards being an ally to First Nations people and offering culturally safe services.
- Remaining financially responsible.
- Focusing on addressing unmet needs.

Our *Unique* Skills

We provide unique and specialist services, with expertise that is transferable across other jurisdictions, forms of redress, survivor groups and justice-seeking particularly where people have experienced neglect and abuse.

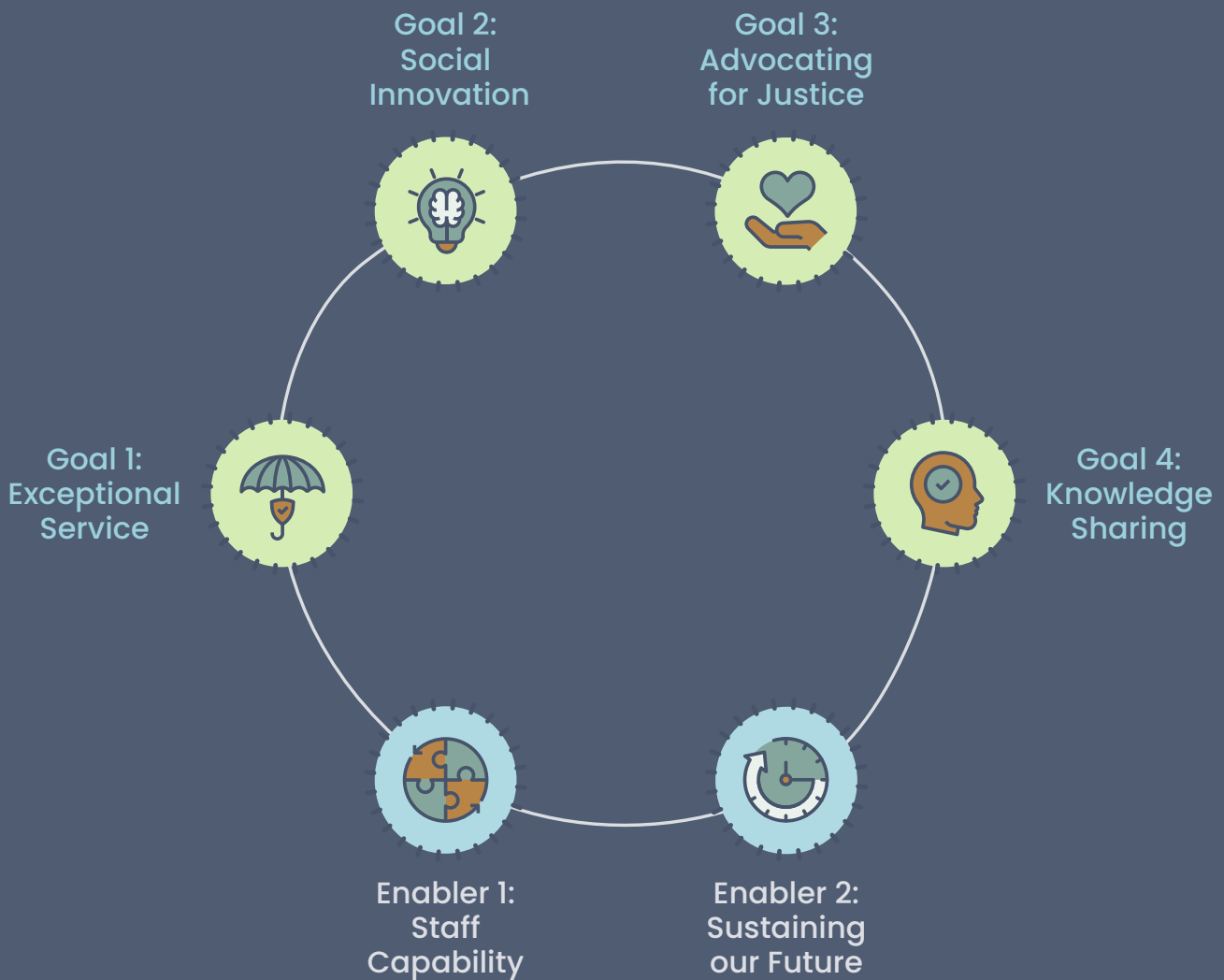
We have:

- High-quality legal advice delivered in easy-to-understand language.
- Multidisciplinary teams offering holistic support to survivors.
- Law reform and advocacy capabilities.
- Passionate and highly skilled people in a variety of disciplines including financial counselling, social work, counselling and First Nations people.
- Services within a mainstream organisation that are culturally safe, and trauma informed.
- Resilience, with cultural sensitivity that our Aboriginal and Torres Strait Islander Engagement Advisors provide.
- National service delivery capability.
- Proficiency to quickly understand new legislation and translate into information for others, including into service delivery options.
- Demonstrated experience in establishing new programs quickly and effectively.



Our *Strategic* goals

Our four strategic goals will be achieved with two enablers to deliver the organisation's vision, purpose and aspirations.





Goal 1

Delivering high quality, trauma-informed, culturally safe legal and support services.

We will provide exceptional client, internal and stakeholder *experiences* as we recognise navigating service systems can be challenging and there are many barriers.

However, Knowmore is committed to delivering services that are easy to find, safe and sensitive to the needs of every survivor.

We will strengthen our ability to address service demand for all survivors, particularly young people, regional and remote communities and Aboriginal and Torres Strait Islander people.

Given the overrepresentation of First Nations People seeking compensation and other justice-making pathways, every engagement will be delivered in a culturally safe way. We will improve our cultural competency, including using the experiences of our Aboriginal and Torres Strait Islander Engagement Team to enrich our practices.

We will embed a quality framework that highlights trauma-informed, culturally safe, multidisciplinary approaches to ensure consistency and quality across service delivery. We will enhance access to our services through media and social media and the implementation of a communications strategy.



Goal 2

Developing innovation that addresses unmet needs of survivors.

Through social innovation we will seek to fill gaps in a system preventing survivors from accessing *justice* expanding their options and improving their experiences.

Using lived experience voices, research, technology and our own expertise, we will:

- Foster a culture of innovation, providing opportunities for ideas to be tested and tried.
- Develop and implement a comprehensive digital strategy focused on interactive digital service delivery.
- Establish systems and processes to monitor survivor needs.
- Seek opportunities to pilot new service offerings to improve justice-making outcomes for survivors.
- Encourage health justice opportunities with mental health and other health services.
- Develop new options to support people with experiences in out-of-home care and youth justice settings, and women with experiences of poly-victimisation by focussing on gender-based services.



Goal 3

Advocating for justice.

Our focus is on amplifying the *voices* of survivors to establish and promote clear advocacy goals.

This includes addressing unintended consequences of legislation, advocating for new legislation where it may be required, improving community understanding of the needs of child abuse survivors.

By working with all jurisdictions to ensure justice-making processes are best practice and reinforcing the messages of other aligned organisations, we will:

- Develop the Knowmore Advocacy Agenda.
- Increase our impact through the delivery of high-quality submissions and advice to reduce the unintended consequences of legislation and regulation.
- Implement Knowmore's Participation Framework.
- Expand our external relationships so partner organisations can help elevate our voice.
- Work in partnership with federal, state and territory governments, services, advocacy groups and communities to achieve mutual aims.



Goal 4

Knowledge building and sharing with other organisations who support survivors.

We will share our expertise to help other services be more trauma-informed, so survivors have improved experiences, no matter how they seek justice.

By developing tools so our *knowledge* is accessible to others who work with vulnerable people, we will:

- Establish a comprehensive external training calendar using multiple modalities.
- Expand the knowledge we share to incorporate other disciplines and expertise held across the organisation.
- Leverage all available data.
- Identify and document what best practice trauma-informed, culturally safe, justice-making processes look like, seeking to share this broadly both nationally and internationally.
- Strengthen our approach to projects using implementation science and evidence-based evaluation methodologies.

Our four strategic goals will be achieved with two key enablers.



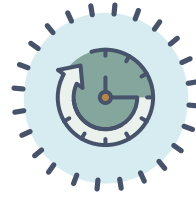
Enabler 1

Creating a workforce that is well resourced, supported and skilled to deliver our services.

Our workforce will be strengthened by attracting and retaining high-calibre *people* and offering appropriate remuneration and conditions, professional development and a great working culture.

Through staff being skilled and supported to deliver services, and our leaders being well equipped to support our staff, we will:

- Establish a minimum skillset for all roles within the organisation and deliver the training to achieve it.
- Have a focus on digital literacy, trauma-informed, culturally safe practice and core technical skills.
- Update our wellbeing and psychosocial risk strategy, acknowledging the confronting nature of our work, and the challenging circumstances our teams face.
- Strengthen staff feedback mechanisms providing greater opportunity for input to key aspects of the organisation including service design and advocacy.
- Strengthen our Employment Value Proposition through targeted approaches to support employment pathways and career progression for our staff.
- Support our people to live our values.



Enabler 2

Working towards a strong and sustainable future.

Our financial position will be strengthened by diversifying our *funding* streams and using our assets efficiently and effectively.

By establishing a roadmap beyond the current redress schemes, we will:

- Deliver an outcomes framework.
- Better demonstrate the fiscal value in the services we deliver.
- Expand fundraising, philanthropic and pro bono opportunities.
- Retain, develop and support our corporate partner relationships.
- Develop a feasibility study to determine how our systems and processes could better support community legal centres to deliver national services.

Our *Aspirations*

In delivering on our four goals in this strategic plan we will reach our eight organisational aspirations.

- 1 We are recognised and respected across the community for the support we offer survivors.
- 2 We have established ourselves as specialists in supporting survivors beyond the existing redress schemes and created an environment where ongoing services are available.
- 3 High quality and ethical service delivery continues.
- 4 Our national footprint allows us to be a valued and sought after partner for community legal centres and other organisations.
- 5 We are highly regarded by our funders and by all jurisdictions across Australia for our effective and thought-provoking contributions to policy making.
- 6 We have discovered and implemented innovative ways to meet the needs of survivors and reduce our costs.
- 7 Diversity in funding has created sustainable service delivery and mirrors demand funding, including successful fundraising strategies that allow us to achieve our vision.
- 8 We demonstrate a culture of safety, trust and connection with support for reconciliation, diversity and inclusion.



A final note

Our 2025–2028 Strategic Plan is moving us forward in a bold and clear direction.

We will work alongside survivors, donors, supporters, staff, board, funders, service system partners and legal service colleagues to achieve our strategic goals. This Plan will also guide and focus our organisational efforts to further increase our impact across the community.

We are anticipating meeting any challenges we might face, while maximising opportunities to solidify our position nationally. As we grow, we look forward to creating a vibrant future together that delivers justice, more support and services for victims of neglect and abuse.



Knowmore Legal Service Limited

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Knowmore is funded by the Commonwealth Government, represented by the Attorney-General's Department and the Department of Social Services.

*Knowmore Legal Service uses the term 'survivor' throughout this report to emphasise the resilience and strength of individuals who have experienced trauma. This term is intended to empower and honour their journey towards healing. However, Knowmore acknowledges that individuals may identify differently based on their personal experiences and preferences. Some may prefer the terms 'victim' or 'victim-survivor' to describe their experiences. By recognising these varied identities, Knowmore aims to respect and validate each person's unique perspective and ensure its language is inclusive and supportive.

