

**RECONCILIATION
ACTION PLAN | REFLECT**

JULY
2025 –
JUNE
2026



**RECONCILIATION
ACTION PLAN**

REFLECT



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COVER ART

About the Artist:

My name is Brooke Sutton, and I am a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area in Queensland. This painting is called "Knowmore's Journey".

By Brooke Sutton

Age – 19 years

[www.cherneesutton.com.au/
collections/brooke-sutton-
paintings](http://www.cherneesutton.com.au/collections/brooke-sutton-paintings)



ARTIST STATEMENT: 'OUR STORY IN ART'

Knowmore's Journey

In my painting the largest community symbol with the handprint inside of it represents Knowmore. The handprints within this community symbol represents Knowmore's vision, which is a society free of child abuse, accountable to survivors and where they can achieve redress, justice and healing. 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 their clients. 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 survivors and their supporters to stop child abuse and the largest rays lighting up Knowmore's community symbol represents Knowmore being the light at the end of the tunnel for many of their clients.

The 4 yellow-orange and blue community symbols throughout the painting represents Knowmore's services:

- Legal Advice and Assistance
- Aboriginal and Torres Strait Islander Engagement
- Support Services
- and Financial Counselling

The river running throughout the painting represents our corporate services, sustaining the rest of us to do our work and spreading the messages of Knowmore across the country. The water is known to change the landscape in the same way that our Law Reform and

Advocacy hope to do. The Footprints beginning on the right side of the painting represents victims and survivors of child abuse beginning their journey walking alone. They then discover Knowmore and continue their journey from Knowmore's community symbol walking together. These footprints represent the work of Knowmore's Intake and Administration teams – the first to meet and support survivors.

The 6 smaller dotted white circles throughout the painting represents Knowmore's offices in Sydney, Melbourne, Brisbane, Perth, Adelaide and Darwin. The U symbols around each of these circles represents Knowmore's service model bringing together lawyers, social workers and counsellors, Aboriginal and Torres Strait Islander engagement

advisors, and financial counsellors to provide coordinated support to clients. The footprints beginning on the right side of the painting represents victims and survivors of child abuse beginning their journey walking alone, they then discover Knowmore, and continue their journey from Knowmore's community symbol walking together, this represents Knowmore walking alongside victims and survivors throughout their journey towards justice and helping them access justice-making pathways.

The boomerang inside of the dotted circle in the bottom left side of the painting represents Knowmore helping clients connect to where they are from and helping them to reclaim their culture. The shield and spears in the dotted circle above the boomerang represent preventing

and protecting children from abuse and the ear and hand in the top right corner of the painting represents Knowmore listening to peoples' stories.

The six purple and yellow stars throughout the painting represents what the organisation means to survivors. Knowmore is:

- Non judgemental
- Compassionate
- Trustworthy
- Culturally safe
- Trauma-informed
- Multi-disciplinary

The Sand and Hills, the River, the Ocean, and the Leaves all represent Knowmore's connection to Freshwater, Saltwater, Rainforest, and Desert. The Kangaroo and Emu Footprints travelling throughout the Sand represents Knowmore helping their clients

achieve their future aspirations and the business always moving forwards and never backwards. The smallest community symbols all throughout the sand and oceans represents all the community outreach and liaison events that Knowmore has helped all throughout Australia and all the dots throughout the painting represents all the people that Knowmore has helped so far. The flowers along the top of the painting represents Knowmore taking the time to understand their clients and allowing trusting and respectful relationships with people all over Australia to bloom naturally. The butterflies throughout the painting represents Knowmore being a brand for all people, inspiring and transforming survivors on their path to achieve justice.





ACKNOWLEDGMENT OF COUNTRY

Knowmore Acknowledges the Traditional Owners of the Lands and Waters across Australia upon which we live and work.

We pay our Deep Respects to Elders Past and Present for their Ongoing Leadership and Advocacy.

OUR MESSAGE

Michael Smith Chair of the Board

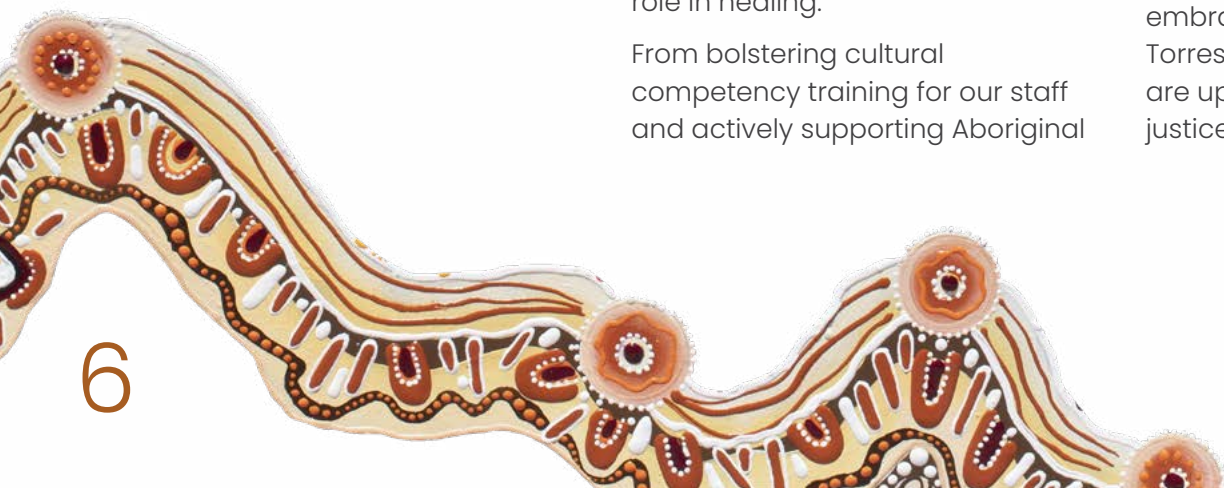


As Chairperson of Knowmore Legal Service, I am pleased to formally recognise our commitment to reconciliation through the development of our Reconciliation Action Plan (RAP). We understand the significance of acknowledging and addressing the historical injustices experienced by Aboriginal and Torres Strait Islander peoples, particularly within the context of our services to those who have experienced child abuse. With a steadfast resolve, we intend to take meaningful steps towards Reconciliation – understanding its role in healing.

From bolstering cultural competency training for our staff and actively supporting Aboriginal

and Torres Strait Islander-led initiatives, to developing meaningful relationships with First Nations organisations, Knowmore is positioned to make a tangible impact in the Reconciliation process.

We are incredibly lucky to have our own First Nations team embedded within the organisation. Their willingness to share culture and experience has enriched this process for our organisation, and we are deeply grateful. We are determined to realise our shared vision of a nation where diversity is embraced, where Aboriginal and Torres Strait Islander peoples rights are upheld, and where healing and justice thrive.



Jackie Mead Chief Executive Officer

"It can be difficult to put a feeling into words – to make a commitment with passion and intent – to make words dance off the page so that they cannot be ignored. We hope that with Knowmore's first REFLECT Reconciliation Action Plan, we can do that. We intend it to embody our deeply held commitment to adding our voice to a journey of national reconciliation and healing." **(Jackie Mead, Knowmore CEO).**

As an organisation, our Purpose is to facilitate access to justice for survivors of child abuse and to work with victims, survivors and supporters to stop the abuse of children across our country. Sadly, First Nations peoples are overrepresented as victims and survivors within our work. We therefore believe that we have a moral obligation to use our power and privilege to take deliberate efforts to address this. Our

Reconciliation Action Plan is a first step towards ensuring that we can hold ourselves accountable by measuring progress towards our goals.

We Acknowledge that there are many organisations, including First Nations Legal Centres, who have been protecting and promoting Aboriginal and Torres Strait Islander Legal and Human Rights long before we existed. We look forward to our continued partnerships with many of them, to learning from them and to strengthening their voices in support of Reconciliation.

The development of a Reconciliation Action Plan is a process that shines a light on an organisation's culture and values. It asks us to hold up a mirror and question our commitment to First Nations Peoples and to Reconciliation. It is a humbling experience to acknowledge our limitations and to listen and learn

what we thought we already knew. Our sincere thanks to Knowmore's Staff and Supporters who have shared their wisdom throughout this journey. We look forward to your continued guidance as we begin the implementation of this plan.



Aunty Glendra Stubbs OAM

Elder in Residence



Aunty Glendra Stubbs is a Wiradjuri woman, her mob originates from the Mudgee/Dubbo and Narrandera area. She has been the Knowmore legal service Elder in Residence.

She has 40 years' experience providing advice and practical assistance to survivors of trauma. And has a long experience in supporting families and working through the issues that arise from out-of-home care.

Aunty Glendra has worked with a number of state and national bodies including as an Aboriginal Engagement Advisor for the Royal Commission into Institutional Responses to Child Sexual Abuse, the National Stolen Generations Alliance, and Metro Migrant Resource Centre. She also has been the Aunty in Residence at the National Centre for Indigenous Excellence in Redfern for nine years.

She mostly grew up in the Warrimoo area of the Blue Mountains, New South Wales.

The Eldest child, Aunty Glendra grew up with four brothers and her parents, living in a shed, often without running water or power. Her Dad was a Fetter, and she says that the railways made a big difference to their lives as some of her brothers also went on to do apprenticeships with the railways too.

Aunty Glendra started off her working life at 15 years of age at a bank in the city as a junior Administration Worker – or as was known in the day, a Girl Friday. She would use the money to support her family.

Aunty Glendra worked at the bank for years until she became pregnant with her first child and was forced to resign, as was common practice at workplaces back then.

Aunty Glendra, eventually cared for nine children and worked with her husband running the family engineering business before she went back to work at Link-Up NSW as the Finance Person in the early 1990s. Link-Up was founded in 1980 to assist all Aboriginal people who had been directly affected by past government policies; being separated from their families and culture through forced removal, being fostered, adopted or raised in institutions.

Aunty Glendra worked her way up through Link-Up eventually becoming the CEO and establishing a range of services to address the intergenerational impacts of the removal of Aboriginal children from their families and communities.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



Karen Mundine **Chief Executive Officer, Reconciliation Australia**

Reconciliation Australia welcomes Knowmore Legal Service (Knowmore) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Knowmore 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 close to 3 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 Knowmore 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 Knowmore, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

OUR ORGANISATION

Knowmore is a nationwide service that provides free legal advice and support to survivors of child abuse with offices in Adelaide, Brisbane, Darwin, Melbourne, Perth and Sydney. Knowmore offers information about justice and redress options and are committed to delivering their services in ways that are culturally safe and respectful for Aboriginal and Torres Strait Islander Peoples.

Knowmore is an independent community legal service, employing approximately 150 staff. We acknowledge that many Aboriginal and Torres Strait Islander people have also experienced intergenerational trauma from government child removal policies. Knowmore has a dedicated Aboriginal and Torres Strait Islander Engagement Team that consists of Male and Female

Identified positions, who are here to help you, arrange other support options for you or just have a yarn and will work with you in a culturally safe and trauma-informed way. In addition, Knowmore has a Respected Elder in Residence, Aunty Glendra Stubbs. In total knowmore has just under 20% of all staff who identify as being Aboriginal and/or Torres Strait Islander across the different multidisciplinary teams.

Knowmore uses a multidisciplinary model of care, delivering a comprehensive approach that combines legal services with other forms of support to provide a culturally safe, trauma-informed, and client-centred experience. This model includes:

- **Legal Services:** Providing legal information, advice, representation, and referrals.

- **Aboriginal and Torres Strait Islander Engagement Team:** Ensuring services are culturally safe and responsive to the needs of First Nations clients.
- **Financial Counselling:** delivering advice and support to clients regarding their financial situation and how to protect their payments
- **Social Workers:** Recognising the impact of trauma and providing services in a way that acknowledges the unique lived experiences of survivors.

Knowmore puts the needs and well-being of clients at the heart of service delivery, partnering with other organisations to maximize impact and to reach a broader client group. We also work with governments and others who influence policy to improve outcomes through legislative

change when required. We are committed to hearing the voices of First Nations peoples as we develop our advocacy platforms and as we develop our service models.

Our experiences in working with First Nations peoples and Communities constantly reminds us of the intergenerational trauma experienced by many Aboriginal and Torres Strait Islander peoples due to government child removal policies. We also Acknowledge that Aboriginal and Torres Strait Islander Peoples are over-represented in our work to support people following institutional child sexual abuse. This weighs heavily with us as an organisation and we strive to be a part of measures to prevent this for the future.



FROM L TO R KNOWMORE TEAM MICHAEL YOUNG,
BRIAN TOIGO AND MARGARET COYNE

CULTURAL COMPETENCE – MORE THAN JUST WORDS



“Cultural Competence is more than attending training and Acknowledging Country – its paying Respect to First Nations peoples through Every Action We Take. Its understanding that we don’t know everything and that there is so much more to learn. It’s being willing to change how we do things to better meet the needs of First Nations peoples. Everything Knowmore’s Aboriginal and Torres Strait Islander Engagement Team share with me is a gift – and its one I am so grateful to receive”.
Knowmore staff member

In a multidisciplinary community legal service, Cultural Competence is not just a benefit—it’s a necessity. As we strive to provide exceptional and equitable legal support, it is crucial that we

approach our work with a deep Understanding and Respect for the diverse cultural backgrounds of our clients and colleagues. It is also crucial to the success of Knowmore’s multidisciplinary service model, where we use a person-centred approach to best meet the needs of each individual we work with.

Cultural competence enables us to offer services that are not only legally sound but also culturally sensitive and responsive. This is particularly significant in an organisation where our clients are journeying towards healing from the trauma of child abuse. Part of the healing comes from being heard, believed, respected and seen. With 48% of Knowmore’s clients identifying as being

Aboriginal and/or Torres Strait Islander peoples, our Aboriginal and Torres Strait Islander Engagement team lead the way in assisting us all to not just meet their needs, but to ensure they see Knowmore as a safe service where they are empowered in their justice making.

We are proud to have appointed a Director, First Nations Engagement, reporting directly to the CEO and a key member of the Executive Leadership Team. This role provides leadership within a cultural framework combined with an overarching strategy to ensure the cultural competency of Knowmore going forward. We are also proud to have Aunty Glenda as our Elder in Residence, offering staff a place to reflect, learn and

grow as they develop their own cultural competence.

By embedding cultural competence into our core operations, we enhance our ability to deliver effective and empathetic services. It also strengthens our internal team dynamics, fostering an inclusive and supportive work environment where diverse cultural viewpoints are valued. In doing so, we not only improve the quality of our services but also contribute positively to the broader goal of Reconciliation and Mutual Respect within our society.

This financial year our team shared with us the Celebrations of the National Aborigines and Islanders Day Observance Committee (NAIDOC Week) and National Reconciliation Week

(NRW), we shared the emotion of the Anniversary of the National Apology to the Stolen Generations and National Sorry Day, we shared the loss of the 2023 Voice to Parliament –First Nations Voice Referendum Vote which could have lent it way to a better life for our nation.

Our commitment to cultural competence is reflected in our Reconciliation Action Plan, which outlines specific actions and initiatives designed to build and sustain this crucial cultural competency throughout our organisation.



JASON WARRIOR, APY LANDS

OUR VISION

A future where all survivors have access to justice making processes, and where their experiences serve as catalysts for ending abuse in generations to come.

OUR PURPOSE

is to facilitate access to justice for survivors of abuse by providing trauma informed, culturally safe assistance that empowers them with knowledge of their legal and financial options. We use the learnings from their experiences to strengthen our systems and to end abuse for future generations.



OUR RECONCILIATION ACTION PLAN

Our Reconciliation Action Plan is Championed by Gary Oliver, Executive Director Strategy and First Nations Engagement.

As an organisation that stands at the forefront of providing legal services to victims and survivors of child abuse, we are acutely aware of the disproportionate impact of this abuse on Aboriginal and Torres Strait Islander communities.

Within these pages, we confront the stark reality: Aboriginal and/or Torres Strait Islander clients

represent 48% of our service users, a figure that both reflects our reach and underscores the over-representation of First Nations peoples who have experienced child abuse.

This overrepresentation, we believe is a direct consequence of colonial systems that have long failed to protect the most vulnerable. The justice system, with its roots in these same colonial structures, often presents additional challenges to First Nations peoples

seeking redress and recognition. Our RAP is a step towards true and meaningful relationships, reflecting on the role we can play in improving redress systems.

As we present this plan, we commit to ongoing Reflection across all parts of our organisation. We recognise the need for systemic change and pledge to contribute to a justice system that upholds the dignity and rights of the world's oldest continuous cultures.



RELATIONSHIPS

In the Spirit of Reconciliation, Knowmore acknowledges the Fundamental Importance of establishing and nurturing Strong, Respectful Relationships with Aboriginal and Torres Strait Islander Peoples. Our Commitment is to build partnerships based on Trust, Understanding, and Mutual Respect. We aim to create a collaborative environment where voices from Aboriginal and Torres Strait Islander Communities are Heard and Valued. By engaging with Community Leaders, Elders, Organizations, and Individuals, we seek to learn from their rich Cultures, Histories, and Knowledge and have these influence our decision making and actions.

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.	July, 2025	Executive Director, Strategy and First Nations Engagement
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July, 2025	First Nations Engagement, National Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate National Reconciliation Week Resources and Reconciliation Materials to all Knowmore staff	March, 2026	Executive Director, Strategy and First Nations Engagement
	• Create an official and organised plan for Reconciliation Week each year to build and strengthen relationships within our organisation	May, 2026	Executive Director, Strategy and First Nations Engagement
	• RAP Working Group members to participate in an external National Reconciliation Week event.	May-June annually	Executive Director, Strategy and First Nations Engagement and First Nations Engagement, National Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	May-June annually	Chief Executive Officer



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	July, 2025	Chief Executive Officer
	• Extend Invitations for any Knowmore Staff member and/or their Relatives to come to Knowmore for Truth Telling Sessions and for Knowmore First Nations Staff to have the Opportunity to Provide Feedback in Relation to Where We Could Improve.	July, 2025	Chief Executive Officer
	• Identify external stakeholders that our organisation can engage in on our reconciliation journey.	July, 2025	Executive Director, Strategy and First Nations Engagement and First Nations Engagement, National Manager
	• Identify RAP and other like-minded organisations that we Could Approach to Collaborate with on Our Reconciliation Journey.	July, 2025	Executive Director, Strategy and First Nations Engagement and First Nations Engagement, National Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of racial justice and anti-discrimination.	July, 2025	Law Reform and Advocacy Manager
	• Investigate the cultural appropriateness of shadowing Knowmore's Aboriginal and Torres Strait Islander Engagement Team when they are interacting with clients – we want to learn more if and when clients and First Nations staff feel that this would be beneficial to all parties involved.	July, 2025	National Manager, First Nations Engagement
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2025	Head, People & Culture



RESPECT

Knowmore Legal Service is committed to respecting the values, perspectives and experiences of all First Nation Australians whether they are our staff, clients, stakeholders or the wider community. We believe that respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is fundamental to making knowmore a safe service for Aboriginal and Torres Strait Islander clients and staff. Knowmore is committed to ensuring our organisational policies and practices reflect these values.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within knowmore including during outreach planning and activities.	July, 2025	Executive Director, Strategy and First Nations Engagement
	• Review cultural learning needs within Knowmore and develop a strategy for promoting cultural learning and training opportunities for all staff within our organisation (including regular induction and ongoing learning).	July, 2025	Head, People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Promote an ongoing understanding of the local Traditional Owners or Custodians of the lands and waters within Knowmore's operational areas and develop actions that can be taken to observe cultural protocols in each Knowmore office to recognise First Nations perspective. 	July, 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols including on outreach activities. 	July, 2025	Chief Executive Officer
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst Knowmore staff about the meaning of NAIDOC Week and other significant dates such as National Reconciliation Week, the Anniversary of the National Apology to the Stolen Generations, National Sorry Day and Survival Day. 	March, 2026	Chief Executive Officer and Executive Director, Strategy and First Nations Engagement
	<ul style="list-style-type: none"> Promote celebration of NAIDOC by all Knowmore staff by holding at least one internal Knowmore activity and encouraging participation in local NAIDOC week activities. 	June 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Knowmore's National Reconciliation Working Group to participate in an external NAIDOC Week event. 	July, 2026	RAP Working Group







OPPORTUNITIES

Knowmore Legal Service supports the right of Aboriginal and Torres Strait Islander Peoples to thrive and benefit through increased opportunities in Education, Training, Employment, Cultural Mentoring, and Career Development. We believe Knowmore has an obligation to provide and promote opportunities in this space to support the prosperity of First Nations Peoples, serving to enrich and strengthen the broader community. We commit to this work to contribute to and strengthen efforts towards closing the gap.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a strategy for increasing Aboriginal and Torres Strait Islander employment and training opportunities across the broader disciplines of knowmore, in addition to the Aboriginal and Torres Strait Islander Engagement Team.	July, 2025	Head, People & Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July, 2025	Chief Executive Officer and Head, People & Culture
	• Provide regular opportunities to review and improve cultural competence, health, safety, and wellbeing in consultation with Aboriginal and Torres Strait Islander staff regarding their own experiences in the workplace environment.	March, 2026	Executive Director, Strategy and First Nations Engagement and National Manager First Nations Engagement
2. 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, 2025	Deputy Chief Executive Officer
	• Develop a list of Aboriginal and Torres Strait Islander suppliers	October, 2025	Executive Director, Strategy and First Nations Engagement
	• Form a report on expenditure on an annual basis.	July, 2026	Deputy Chief Executive Officer



GOVERNANCE

Governance is the cornerstone that ensures our accountability to this plan and its progress. Knowmore is committed to transparent and responsible governance that upholds the principles of reconciliation. We will establish clear oversight mechanisms and engage Aboriginal and Torres Strait Islander peoples in our decision-making processes. This approach guarantees that our actions align with our reconciliation goals and reflect the voices of the communities we serve.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	July, 2025	Executive Director, Strategy and First Nations Engagement
	• Draft a Terms of Reference for the RWG.	August, 2025	Executive Director, Strategy and First Nations Engagement
	• Establish First Nations representation on the Knowmore's RWG.	August, 2025	Executive Director, Strategy and First Nations Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September, 2025	Executive Director, Strategy and First Nations Engagement
	• Engage Senior Leaders and Elders in the Delivery of RAP commitments.	August, 2025	Chief Executive Officer
	• Provide support to a senior leader to effectively champion our RAP internally.	August, 2025	Chief Executive Officer
3. 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 Knowmore does not miss out on important RAP correspondence.	July, 2025	First Nations Engagement, National Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	September, 2025	First Nations Engagement, National Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Director Strategy and First Nations Engagement
4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	April, 2026	Executive Director Strategy and First Nations Engagement



CONTACT:

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