

Knowmore Reflect RAP: 2025–2026

Progress Report

A Reconciliation Action Plan (RAP) is a formal commitment by an organisation to advance reconciliation with Aboriginal and Torres Strait Islander peoples. It is a strategic document that guides meaningful action and must be approved and endorsed by Reconciliation Australia.

Each RAP is built on the pillars of *relationships, respect, opportunities* and *governance*. These pillars enable organisations to translate good intentions into action and support national reconciliation.

There are 4 types of RAPs, each type is designed to suit an organisation at different stages of their reconciliation journey.

- *Reflect* RAP: Building strong foundations. Prepares the organisation for future RAPs.
- *Innovate* RAP: Implementing change. Outlines actions and embeds reconciliation initiatives
- *Stretch* RAP: Reconciliation leadership. High impact commitments with measurable targets
- *Elevate* RAP: Transformational change. Critical leaders and Reconciliation Australia partners.

Under the four pillars of the RAP are actions, each with a number of deliverables for the organisation to achieve.

In July 2025, during the 50th anniversary of NAIDOC week, Reconciliation Australia officially endorsed Knowmore's very first independent [Reconciliation Action Plan, a Reflect RAP](#). This significant achievement highlights Knowmore's commitment to reconciliation, and we are honoured to be recognised as part of the RAP network. This accreditation symbolises our dedication to fostering positive relationships with Aboriginal and Torres Strait Islander communities and advancing the cause of reconciliation in Australia.

Our RAP 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 RAP purpose

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.

2025 – 2026 progress

Knowmore celebrated the upcoming launch of the Reflect RAP at the National All Staff Conference in Naarm/Melbourne, 2025, celebrating with very special guests, local Elders and stakeholders prior to its official endorsement.

The RAP Working Group is championed by Knowmore's Elder in Residence Aunty Glendra, led by Executive Director of Strategy and First Nations Engagement Gary Oliver, along with two First Nations representatives and four non-indigenous staff members.

Over the past 12 months, Knowmore has focused on establishing a strong foundation for reconciliation. As an organisation delivering trauma-informed services, with a significant proportion of First Nations clients (39% [Knowmore Service Delivery Infographic May 2026](#)), this process has enabled reflection on where we are now and what role we play in improving access to justice for victims and survivors, in particular First Nations survivors.

Working through the 13 actions and the 36 deliverables of the RAP, it was encouraging that many of elements were already in place with the RAP enabling us to strengthen and formalise strategies.

Within the *Relationship* pillar, all but one of the 13 deliverables have been completed with one put on hold and to be included in the Innovate RAP. Six of the seven deliverables have been completed in the *Respect* pillar, all but two in the Opportunities pillar and 10 in the *Governance* pillar.

Looking forward, we aim to build on these achievements in the next RAP type, with the assistance of Reconciliation Australia, as we begin developing our *Innovate* RAP.

Highlighting some of the initiatives Knowmore has undertaken in furthering reconciliation during our *Reflect* RAP:

- **Embedding Aboriginal and Torres Strait Islander culture in our environment**
Knowmore has incorporated Aboriginal artwork across all offices. Each location displays commissioned artwork called "Knowmore's Journey" by Kalkadoon artist Brooke Sutton, created to tell the story of Knowmore and featured in our *Reflect* Reconciliation Action Plan.
- **Culturally respectful spaces**
Client meeting rooms have been renamed using local First Nations languages, developed in collaboration with local Elders.
- **Cultural protocols and practices**
Development of cultural protocols, guidance materials and reconciliation resources for staff.

- **Engagement in National Reconciliation events**
Strong participation in National Reconciliation Week, NAIDOC Week, Walk for Truth activities, Garma Festival engagement and other reconciliation events.
- **Supporting First Nations businesses**
Increased procurement from First Nations organisations.
- **Strengthening Aboriginal and Torres Strait Islander workforce and leadership**
Strengthened support for Aboriginal and Torres Strait Islander staff through cultural supervision, mentoring, leadership opportunities and consultation mechanisms.
- **Governance and collaboration**
Development of Aboriginal and Torres Strait Islander Workforce and Diversity and Inclusion strategies.
- **Internal communication and accountability**
Creation of reporting, communication and accountability mechanisms, including dedicated RAP resources on SharePoint.

Meaningful progress has been made in establishing the foundations of Knowmore's RAP commitments. However, further work is required to transition from planning and early implementation into measurable outcomes, formalised strategies, and robust reporting frameworks. Strengthening governance and accountability will be critical to ensuring sustained impact in the next phase of the RAP journey.

Organisational Engagement

One of the most positive outcomes of the Reflect RAP has been the enthusiastic engagement of staff across the organisation. Staff participation in National Reconciliation Week and NAIDOC Week activities was strong, with high levels of interest often exceeding available places at external events. Staff across Australia participated in local reconciliation activities, cultural learning opportunities, community events and internal initiatives.

We acknowledge the commitment shown by the RAP Working Group and the many staff members who have contributed their time, ideas and lived experience throughout the implementation period. The leadership provided by First Nations staff, Elders and members of the Aboriginal and Torres Strait Islander Engagement Team has been particularly important to the success of the RAP.

Challenges and Future Considerations

The principal challenge identified is uncertainty regarding Knowmore's future funding and organisational model beyond June 2027. Much of Knowmore's current funding is linked to programs with defined end dates, creating uncertainty about the scale and structure of the organisation in coming years.