

**Family Violence Legal Service  
Aboriginal Corporation (SA)**

# **Innovate Reconciliation Action Plan**

**January, 2026-  
January, 2028**



**RECONCILIATION  
ACTION PLAN**

**INNOVATE**



**Family Violence Legal Service  
Aboriginal Corporation (SA)**

## Acknowledgement of Country



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## A Message from the Chief Executive Officer

As the CEO of Family Violence Legal Service Aboriginal Corporation (SA), I am proud to present our 2026–2028 Reconciliation Action Plan (RAP), a renewed and strengthened commitment to reconciliation, grounded in reflection, accountability and purpose.

This RAP represents more than a formal strategy. It is an expression of who we are and who we strive to be. It acknowledges our past, responds to the lessons we've learned and sets a clear direction for how we move forward together with humility, cultural integrity and shared responsibility.

Our reconciliation journey began in 2014 with the launch of our inaugural General RAP. Guided by the core values of Relationships, Respect and Opportunities that plan laid the foundation for embedding reconciliation across our organisation.

The following year, we deepened our commitment through our first Innovate RAP in 2015, which expanded our focus and set out 19 actions to strengthen reconciliation across our services, operations and culture.

However, we acknowledge there has been a substantial gap in formally endorsed RAPs since then. While we continued to uphold reconciliation in our daily work, the absence of a formally endorsed RAP limited our ability to track progress, ensure accountability and drive consistent, organisation-wide action. Only one RAP was endorsed by Reconciliation Australia during this period.

We have reflected deeply on this. We know now that good intentions are not enough. Reconciliation must be intentional, visible and sustained. It requires strong governance, authentic engagement and a commitment to embedding reconciliation in every aspect of our work - from our frontline services to strategic decision-making.

Our 2026–2028 RAP builds on the foundations of the past while embracing the values that will guide our future: Relationships, Respect, Opportunities and importantly, Governance. This new focus on governance reflects our growing understanding that reconciliation must be supported by clear leadership, robust structures and transparent processes if it is to succeed and endure.

I want to thank our Aboriginal and Torres Strait Islander peoples and non-Indigenous employees, our communities, Board of Directors, and partners who continue to guide us. Your voices and leadership are essential and remain central to everything we do.

We recommit to this work not just in words but through action. This RAP is our roadmap for a more inclusive, accountable and culturally safe organisation and **One** that honours the strength and resilience of Aboriginal and Torres Strait Islander peoples and walks the path of reconciliation with integrity and respect.

John Tonkin  
Chief Executive Officer  
Family Violence Legal Service Aboriginal Corporation (SA).



## Statement from CEO of Reconciliation Australia

### First Innovate RAP

Reconciliation Australia commends Family Violence Legal Service Aboriginal Corporation SA on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for Family Violence Legal Service Aboriginal Corporation SA to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Family Violence Legal Service Aboriginal Corporation SA will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Family Violence Legal Service Aboriginal Corporation SA is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Family Violence Legal Service Aboriginal Corporation SA's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Family Violence Legal Service Aboriginal Corporation SA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## About the Artwork

Our Reconciliation Action Plan contains artwork designed and created by Coober Pedy local Katrina Williams.

*The painting depicts a story about Aboriginal ladies going to bush to get wild bush tuckers.*

All artwork is for the use and promotion of publications developed by the Family Violence Legal Service Aboriginal Corporation (SA).



## Our Vision for Reconciliation

Our vision for reconciliation is an Australia where all Australians recognise, respect and advance the intrinsic rights, cultures and traditions of Aboriginal and Torres Strait Islander peoples and communities.

The Family Violence Legal Service Aboriginal Corporation joins with Aboriginal and Torres Strait Islander communities and the broader Australian community on the journey towards reconciliation. We acknowledge Aboriginal and Torres Strait Islander peoples as the original Custodians of this land and encourage all Australians to be proud of our unique connection to the world's oldest living Cultures. We recognise the unique status of Aboriginal and Torres Strait Islander peoples through our governance, management, planning, service delivery and the relationships we build.

We commit to continue to strengthen our service delivery to Aboriginal and Torres Strait Islander people who are victim-survivors of family violence and/or sexual assault and to provide social and cultural support to assist our clients to obtain equitable access to the legal system. We strongly believe reconciliation is everybody's business and all Australians should walk the reconciliation journey together. Reconciliation is a shared journey which sees Aboriginal and Torres Strait Islander peoples working together with all non-Indigenous Australians to make communities safer so that Aboriginal and Torres Strait Islander peoples enjoy the same level of physical, emotional and social well-being as all other Australians.

We will ensure reconciliation is alive within the Family Violence Legal Service Aboriginal Corporation (FVLSAC) by:

- Continually increasing our understanding and appreciation of Aboriginal and Torres Strait Islander cultures;
- Providing opportunities for Aboriginal and Torres Strait Islander peoples to work for and contribute to our organisation;
- Supporting Aboriginal and Torres Strait Islander victim-survivors of domestic, family and sexual violence to realise their legal rights;
- Continually reflecting on our progress.

We acknowledge we will only succeed if we are guided by Aboriginal and Torres Strait Islander peoples and organisations.



## Our Business

The Family Violence Legal Service Aboriginal Corporation is an independent, not for profit Aboriginal Community Controlled Organisation governed by a Board of Directors.

Family Violence Legal Service Aboriginal Corporation is funded by the Attorney-General's Department in South Australia, to provide legal assistance to Aboriginal and Torres Strait Islander Peoples, families and communities affected by violence.

We provide free legal advice, referrals, ongoing casework and court representation, and assist in the following areas:

- Intervention orders;
- Family Law;
- Child Protection;
- Victims of Crime Compensation;
- Other legal problems arising from family violence.

Our services include Early Intervention and Community Legal Education, we take part in stakeholder engagement and collaboration activities, Law Reform and Policy Advocacy to ensure the voices of victim-survivors of family, domestic and sexual violence are heard.

The Family Violence Legal Service Aboriginal Corporation have offices located in:

- Port Lincoln – main administrative centre
- Port Augusta
- Ceduna

Family Violence Legal Service Aboriginal Corporation has been registered with the Office of the Registrar of Indigenous Corporations since 2011.

The Aboriginal community is the main beneficiary of our services and as such these communities, Traditional Owners, Elders, Community Leaders have a high degree of influence and interest in the success of our organisation.

Family Violence Legal Service Aboriginal Corporation operates in Ceduna, Port Augusta, Port Lincoln, Whyalla and across a large regional area in the north and west of South Australia including Koonibba Aboriginal Community, Scotdesco Aboriginal Community, Maralinga Tjarutja (Oak Valley) Aboriginal Community, Davenport Aboriginal Community, Dunjiba Aboriginal Community (Oodnadatta), Umoona Aboriginal Community (Coober Pedy), Yalata Aboriginal Community, Leigh Creek and Nepabunna Aboriginal community.

As part of our new service model, Family Violence Legal Service Aboriginal Corporation will be progressively expanding operations to include dedicated solicitor hubs in Adelaide, Mount Gambier, and an outreach office in Murray Bridge. A staged implementation over the next three years will allow us to responsibly grow our service.

Although primarily focused on providing services to Aboriginal and Torres Strait Islander people Family Violence Legal Service Aboriginal Corporation interacts with a wide range of other organisations and education facilities.

Employees also live and work in the region and therefore stakeholders can be formal through the Board and employee connection or less formal through individuals' networks.



## Our People and Employees

Family Violence Legal Service Aboriginal Corporation employs an average of eighteen employees across three office locations in regional South Australia.

Family Violence Legal Service Aboriginal Corporation aims to have at least 50% Aboriginal and Torres Strait Islander employees and as at the 12<sup>th</sup> January 2025, eight employees identify as Aboriginal and or Torres Strait Islander.

Our employees comprise of legal and non-legal including;

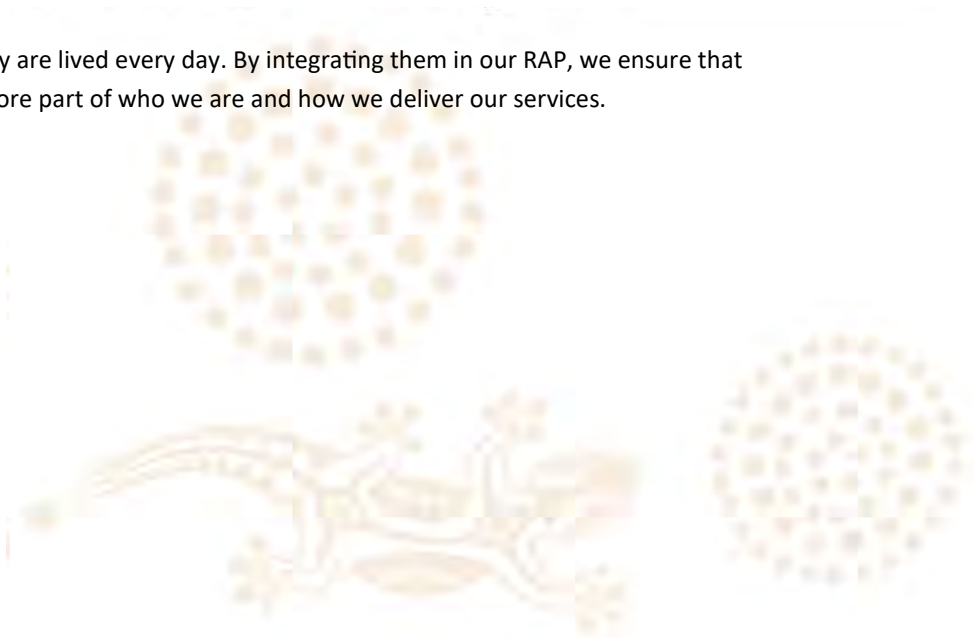
- Administration employees who are the first point of call for our clients, provide administrative support to our client support officers, lawyers, CEO and ensure our service runs effectively;
- The client support officers who provide client support, develop community education programs and help ensure our services are delivered in a culturally appropriate manner which responds to community need. This is undertaken using a client centred wrap-around approach with our clients;
- Lawyers who provide free legal advice, information and referral as well as ongoing case work and representation to Aboriginal or Torres Strait Islander victim-survivors of domestic, family and sexual violence; and
- Corporate employees that ensure that the Board is supported to enable the organisation to run efficiently and effectively.

## Our Core Values

At Family Violence Legal Service Aboriginal Corporation, our commitment to reconciliation is grounded in our core values of Community, Culture, Respect for People, Trust and Compassion. These values guide the way we work with each other, with our clients and the communities we serve. They are central to how we understand reconciliation – not just a set of actions, but as a way of being and working.

- Community is at the heart of our service. Our RAP strengthens our commitment to walking alongside Aboriginal and Torres Strait Islander communities, listening deeply and ensuring our work is responsive to their voices and needs.
- Culture is not separate from our work – it is incorporated into our legal services, client support and organisational practices. Our RAP builds on this by further embedding Aboriginal and Torres Strait Islander cultural knowledge and leadership throughout our organisation.
- Respect for People drives our efforts to ensure cultural safety in our workplace and services. The RAP supports us to continue building respectful partnerships and relationships grounded in equity and mutual learning.
- Trust is essential to our work. Through transparent actions, shared accountability and meaningful engagement, our RAP supports stronger, more trusting relationships with Aboriginal and Torres Strait Islander peoples and communities.
- Compassion shapes how we respond to the impacts of domestic, family and sexual violence as well as intergenerational trauma. Our RAP commits us to approaches that are trauma-informed, healing focused and culturally respectful.

These values are not aspirational – they are lived every day. By integrating them in our RAP, we ensure that reconciliation is not an add-on, but a core part of who we are and how we deliver our services.



## Our Reconciliation Action Plan

Since implementing our previous Innovate RAP, our understanding of reconciliation has deepened. We have come to see reconciliation not only as a framework for action but as an ongoing commitment to shared leadership, cultural integrity and systemic change.

This RAP reaffirms our commitment to making Aboriginal and Torres Strait Islander Cultures central to who we are and how we operate. However, we now recognise that cultural integration must be lived, not just stated – reflected in structures, relationships and decision-making across all levels of the organisation.

The objective of this RAP is to progress from cultural awareness to cultural responsiveness and accountability. We aim to build a workplace where Aboriginal and Torres Strait Islander peoples are not only represented but empowered, where services are designed and delivered with community input and where reconciliation is measured by real outcomes and meaningful partnerships.

Our evolving priorities for this RAP include;

- Centering Aboriginal and Torres Strait Islander voices across governance, leadership and service design – not just being heard but shaping direction and decisions.
- Strengthening cultural safety and responsiveness across all our services, policies and practices.
- Growing and supporting Aboriginal and Torres Strait Islander workforce through culturally safe recruitment, retention and leadership pathways.
- Integrating cultural knowledge and principals in legal service delivery, client support services and organisational strategy.
- Measuring impact by developing meaningful outcome indicators and transparent reporting mechanisms that reflect community-defined success.

This RAP reflects a shift from commitment to accountability-from intention to impact-and recognises the reconciliation in not a destination, but a shared and evolving journey.

Family Violence Legal Service Aboriginal Corporation is developing this RAP as a practical and strategic tool that outlines the range of activities and actions we undertake in the delivery of our services. It commits our organisation to both internal and external initiatives that support reconciliation and provides a clear framework for all employees to actively contribute to our shared goals. The RAP is both a commitment and guide – ensuring our reconciliation journey is purposeful, measurable and carried through every aspect of our work.

The CEO will be responsible for championing the RAP.

Family Violence Legal Service Aboriginal Corporation has an internal communication strategy where all employees meet to discuss topical issues, policy changes and work-related issues. The development of this RAP included all employees and ideas and suggestions were raised by a number of employees. It is proposed that the RAP will be a standing item at Regional employee meetings which are held monthly.

With over 50% employee turnover across the workforce in the past two years, organisational knowledge of the RAP has declined. Reviewing the RAP is now essential to ensure all employees understand their role in supporting the Family Violence Legal Service Aboriginal Corporation's RAP both within the organisation and in the communities where they live and work.

## Our Reconciliation Action Plan Journey

### **First RAP (2014-2015)**

Family Violence Legal Service Aboriginal Corporation formally committed to reconciliation with the launch of our inaugural General Reconciliation Action Plan (RAP) in 2014. Grounded in the core values of Relationships, Respect and Opportunities this foundational plan outlined five strategic focus areas and 12 key actions to embed reconciliation across the organisation.

Developed through a collaborative process with all Aboriginal employees and endorsed by our Board of Directors, the RAP marked a significant milestone in embedding reconciliation into the fabric of Family Violence Legal Service Aboriginal Corporation. It reflected our early recognition of the vital importance of cultural integrity and shared responsibility in driving change.

### **Second RAP (2015-2016)**

Building on the strong foundation of our first RAP, Family Violence Legal Service Aboriginal Corporation advanced its reconciliation journey with the development of our second plan, an Innovate Reconciliation Action Plan in 2015. Continuing to centre the values of Relationships, Respect and Opportunities this RAP identified 19 targeted actions designed to strengthen reconciliation through our service, workplace culture and organisational operations.

This Innovate RAP was shaped by a diverse Working Group comprising of Aboriginal and non-Indigenous employees from across our three office locations. It was informed by broad consultation and again received formal endorsement from our Board of Directors. This plan deepened our organisational commitment to strengthened internal structures to support meaningful, long-term reconciliation.

### **Progress and Renewal (Post 2016-Present)**

Following the implementation of our 2014 and 2015 RAP's, Family Violence Legal Service Aboriginal Corporation experienced limited formal engagement with the RAP framework. We acknowledge the previous RAP's were the only plans formally endorsed by Reconciliation Australia. While informal efforts to uphold reconciliation values continued, we accept that the absence of a formally endorsed RAP limited our ability to fully measure, track and build upon our progress.

In 2026, we re-enter this process with renewed commitment and clarity of purpose. Our latest Innovate RAP reflects not only the strong intentions that were set but also the critical lessons learned along the way, foremost amongst them is the importance of structured accountability, sustained action and the integration of reconciliation into every aspect of our organisation's life and culture.

With strengthened leadership support and a deeper, more mature understanding of what reconciliation truly requires, Family Violence Legal Service Aboriginal Corporation re-engages with the RAP framework as a living practice and one that is embedded, ongoing and central to who we are and the work we do.



## Our Reconciliation Action Plan Journey (continued)

### RAP (2026-2028)

Since our previous RAP, Family Violence Legal Service Aboriginal Corporation has taken meaningful steps to embed reconciliation across our operations, culture and everyday practice. These efforts reflect our belief that reconciliation is not a single program or initiative, but something that must be integrated into all parts of our organisation.

We have focused on creating a workplace that supports and values Aboriginal and Torres Strait Islander employees and cultures through tangible actions including:

- Provision of paid leave for Aboriginal and Non-Indigenous employees to attend NAIDOC Week events, recognising NAIDOC Week as a shared opportunity for reflection, celebration of identity, history and resilience, solidarity and supporting employees to actively participate in community and cultural events.
- Establishment of an Aboriginal Employee Forum to provide a dedicated space for Aboriginal and Torres Strait Islander employees to share experiences, build peer support and contribute organisational strategy and decision-making.
- Creating pathways for employee progression into management, ensuring that Aboriginal and Torres Strait Islander employees have opportunities for professional development, leadership and influence.
- Hosting a National Reconciliation Week event by bringing together employees and stakeholders to reflect on our collective reconciliation journey, building cultural understanding and reaffirm our commitment to action.
- Hosting a school-based colouring-in competition for National Reconciliation week, encouraging young people to engage with themes of reconciliation and age-appropriate way and helping to foster early cultural awareness and pride.

These initiatives represent more than standalone activities – they reflect a broader cultural shift within Family Violence Legal Service Aboriginal Corporation toward inclusion, respect and shared leadership. Each initiative has helped build a stronger foundation for reconciliation and they continue to guide how we shape future goals and strategies.

### RAP Working Group

Family Violence Legal Service Aboriginal Corporation acknowledges that we have Aboriginal and Torres Strait Islander and non-Indigenous employees across three office locations. In recognition of our Aboriginal Employees and the challenges they experience with Cultural Authority and Cultural burn-out, we proposed that all employees will collectively form the Working Group.

The working group collective will benefit from the leadership, intellectual knowledge and expertise of eight Aboriginal employees.

Membership of the working group may change from time to time as required across the lifespan of this RAP.

#### Working Group Members

##### Port Lincoln Office – 14 Employees

Chief Executive Officer, Deputy Chief Executive Officer, Corporate Services Manager, Principal Legal Officer, Data and Records Co-Ordinator, Solicitors, Client Support Officer, Client Management System and Data Support Officer, Corporate Support Officer, Client Intake/CLASS Officer and Receptionist.

##### Port Augusta Office – 6 Employees

Senior Client Support Officer, Client Support Officers, Project Officer-Quality, Client Intake/CLASS Officer and Receptionist.

##### Ceduna Office – 3 Employees

Client Support Officers and Receptionist.

### RAP Reporting

The RAP will be a standing item at Regional employee meetings that are held monthly.

Employees will have the opportunity to provide updates, drive and monitor the progress of the RAP.



## Relationships

Building strong and sustainable relationships with other Aboriginal Community Controlled Organisations is important to our position in supporting Aboriginal and Torres Strait Islander peoples and communities in South Australia.

We will continue to advocate to improve outcomes that reflect mutual respect, shared core values and commitment to positive social and cultural change. By working together with Aboriginal Community Controlled Organisations (ACCOs), we aim to enhance the capacity of local communities, strengthen cultural connections, and ensure that the voices of Aboriginal and Torres Strait Islander peoples are central to decision-making processes.

We are dedicated to creating a future where Aboriginal and Torres Strait Islander communities can thrive, lead, and have control over their own futures, ensuring sustainable, culturally appropriate services and outcomes for all.

## Strategic Focus Areas

**Our Advocacy:** We work to address the structural and systemic barriers that exist for victims of family violence and develop and support innovative strategies for change.



**ACTION 1:****Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**

|     | Deliverable   | Time Line     | Responsibility  |
|-----|---|---------------|---|
| 1.1 | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.   | December 2026 | Chief Executive Officer, Deputy Chief Executive Officer |
| 1.2 | Review and update an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate this into the FVLSAC Communication and Stakeholder | December 2026 | Chief Executive Officer                                 |
| 1.3 | Maintain membership of the South Australian Aboriginal Community Controlled Organisations   | July 2026     | Deputy Chief Executive Officer                          |

**ACTION 2:****Build relationships through celebrating National Reconciliation Week (NRW).**

|     | Deliverable   | Time Line               | Responsibility  |
|-----|---|-------------------------|---|
| 2.1 | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.                                 | May, annually           | Deputy Chief Executive Officer                            |
| 2.2 | RAP Working Group to participate in an external NRW   | 27 May- 3 June annually | Chief Executive Officer<br>Deputy Chief Executive Officer |
| 2.3 | Encourage and support employees and management team to participate in at least one external event to recognise and celebrate NRW. | 27 May- 3 June annually | Deputy Chief Executive Officer                            |
| 2.4 | Participate in the organisation of at least one NRW event in Ceduna, Port Augusta and Port Lincoln each year.                     | 27 May- 3 June annually | Principal Legal Officer                                   |
| 2.5 | Organise at least one NRW event each year.  | 27 May- 3 June          | Principal Legal Officer                                   |
| 2.6 | Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .   | May 2025 and 2026       | Deputy Chief Executive Officer                            |

**ACTION 3:****Promote reconciliation through our sphere of influence.**

|     | Deliverable  | Time Line                   | Responsibility   |
|-----|--|-----------------------------|--|
| 3.1 | Implement our staff engagement strategy to raise awareness of reconciliation across our workforce.   | April and October, annually | Chief Executive Officer                                    |
| 3.2 | Develop and implement a social media engagement strategy for NRW.  | April, annually             | Chief Executive Officer                                    |
| 3.3 | Communicate our commitment to reconciliation publicly.   | May 2026 and 2027           | Principal Legal Officer                                    |
| 3.4 | Encourage and support employees to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | April, annually             | Deputy Chief Executive Officer and Principal Legal Officer |

**ACTION 4:****Promote positive race relations through anti-discrimination strategies.**

|     | Deliverable  | Time Line          | Responsibility                 |
|-----|--|--------------------|--------------------------------|
| 4.1 | Review and update existing anti-discrimination policy and anti-racism policy.  | October, annually  | Chief Executive Officer        |
| 4.2 | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-racism, anti-discrimination policy. | October, annually  | Deputy Chief Executive Officer |
| 4.3 | Ensure employees are made aware of anti-racism and anti-discrimination policies.   | November, annually | Chief Executive Officer        |
| 4.4 | Encourage and support members of the management team to participate in professional development relating to the effects of racism.                                       | June, annually     | Chief Executive Officer        |

**ACTION 5:****Collaborate with local First Nations community groups to develop innovative approaches to advance reconciliation.**

|     | Deliverable  | Time Line       | Responsibility   |
|-----|--|-----------------|--|
| 5.1 | Collaborate with RAP and other like minded organisations to develop innovative approaches to advance reconciliation including participating in NAIDOC planning committees in Ceduna.       | April, annually | Deputy Chief Executive Officer and Principal Legal Officer |
| 5.2 | Collaborate with RAP and other like minded organisations to develop innovative approaches to advance reconciliation including participating in NAIDOC planning committees in Port Lincoln. | April, annually | Deputy Chief Executive Officer and Principal Legal Officer |
| 5.3 | Collaborate with RAP and other like minded organisations to develop innovative approaches to advance reconciliation including participating in NAIDOC planning committees in Port Augusta. | April, annually | Deputy Chief Executive Officer and Principal Legal Officer |



# Respect

Family Violence Legal Service Aboriginal Corporation's reputation and core values of Community, Culture, Respect for People, Trust and Compassion enables us to work in partnership to build and maintain strong relationships. It also facilitates intentional practices of reciprocity and mutual benefit and is essential for fostering trust and enhances our reputation.

These relationships not only support the integrity of our work but also promote a culture of collaboration both within our organisation and with the communities we serve. By ensuring that our partnerships are incorporated with our core values, we create an environment where our clients and communities feel confident in accessing the support and services we offer. When trust is cultivated, it strengthens our ability to effectively support Aboriginal and Torres Strait Islander peoples, particularly in the sensitive and critical area of domestic, family and sexual violence.

As an organisation that employs Aboriginal and Torres Strait Islander employees, Family Violence Legal Service Aboriginal Corporation needs to be aware of the factors impacting on employees and ensure that there are provisions in place for employees to meet their cultural obligations.

## Strategic Focus Areas

**Our Service Delivery:** Our service assists clients and communities to understand and exercise their legal rights.

**Our Advocacy:** We work to address the structural and systemic barriers that exist for victims of family violence and develop and support innovative strategies for change.

**ACTION 6:**

**Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

|     | Deliverable  | Time Line      | Responsibility  |
|-----|--|----------------|---|
| 6.1 | Conduct a review of cultural learning needs within our organisation.   | March 2026     | Chief Executive Officer                                 |
| 6.2 | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.                               | September 2026 | Chief Executive Officer, Deputy Chief Executive Officer |
| 6.3 | Develop, implement and communication a cultural learning strategy document for our employees.  | September 2026 | Chief Executive Officer, Deputy Chief Executive Officer |
| 6.4 | Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning. | January 2027   | Chief Executive Officer                                 |

**ACTION 7:**

**Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

|     | Deliverable  | Time Line      | Responsibility                 |
|-----|--|----------------|--------------------------------|
| 7.1 | Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | January 2027   | Chief Executive Officer        |
| 7.2 | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                        | September 2026 | Deputy Chief Executive Officer |
| 7.3 | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.              | July 2027      | Principal Legal Officer        |
| 7.4 | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | July 2027      | Deputy Chief Executive Officer |
| 7.5 | Display Acknowledgment of Country on email signature blocks, websites and publications.  | July 2027      | Deputy Chief Executive Officer |
| 7.6 | Display Aboriginal and Torres Strait Islander artwork, posters and items in reception areas and throughout employees' offices.                                     | July 2027      | Chief Executive Officer        |

**ACTION 8:**

**Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**

|     | Deliverable   | Time Line                         | Responsibility   |
|-----|---|-----------------------------------|--|
| 8.1 | RAP Working Group to participate in an external NAIDOC Week event.                | First week in July, 2026 and 2027 | Deputy Chief Executive Officer and Principal Legal Officer |
| 8.2 | Promote paid NAIDOC and other cultural leave entitlements to employees via email. | June 2026 and June 2027           | Deputy Chief Executive Officer                             |
| 8.3 | Promote and encourage participation in external NAIDOC events to all employees.   | First week in July, 2026 and 2027 | Chief Executive Officer                                    |



# Opportunities

Family Violence Legal Service Aboriginal Corporation operations are dependent on having the employees with the skill set, experience and knowledge to work with our clients and our communities.

Our clients and communities require employees to have an understanding of intergenerational trauma which is assisted by having a large proportion of employees identify as Aboriginal and Torres Strait Islander peoples.

As an organisation, Family Violence Legal Service Aboriginal Corporation seeks to strengthen its process that support the recruitment, development and retention of our employees.

## Strategic Focus Areas

1. **Our People:** Our workforce is skilled, sustainable and resourced.
2. **Our Service Delivery:** Our service assists clients and communities to understand and exercise their legal rights.
3. **Our Organisations:** Building an organisation that is supportive, responsive, well governed.
4. **Our Advocacy:** We work to address the structural and systemic barriers that exist for survivors of family violence and develop and support innovative strategies for change.



**ACTION 9:****Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, Retention, and professional development.**

|     | <b>Deliverable</b>  | <b>Time Line</b>                              | <b>Responsibility</b>                                      |
|-----|---|---|--|
| 9.1 | Maintain 50% Aboriginal and Torres Strait Islander employee's numbers with frontline positions being Aboriginal employees as the first contact into the organisation.                                   | September, annually                           | Chief Executive Officer                                    |
| 9.2 | Build and understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.   | July, annually                                | Deputy Chief Executive Officer                             |
| 9.3 | Engage with Aboriginal and Torres Strait Islander employees through the Aboriginal Employees forum to consult on our recruitment, retention and professional development strategy.                      | February, May, August and November, annually. | Deputy Chief Executive Officer                             |
| 9.4 | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.  | December 2027                                 | Chief Executive Officer and Deputy Chief Executive Officer |
| 9.5 | Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. Build on the opportunities for employees to progress through the organisation. | August, annually                              | Chief Executive Officer and Corporate Services Manager     |
| 9.6 | Job adverts are listed on SEEK, flyers displayed in offices, employees encouraged to send information to their networks and information emailed to Aboriginal organisations.                            | February, annually                            | Corporate Services Manager                                 |
| 9.7 | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.   | November 2026                                 | Chief Executive Officer                                    |

**ACTION 10:**

**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

|      | Deliverable   | Time Line       | Responsibility   |
|------|---|-----------------|--|
| 10.1 | Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy as required.   | March 2027      | Chief Executive Officer and Corporate Services Manager     |
| 10.2 | Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers.   | March, annually | Deputy Chief Executive Officer                             |
| 10.3 | Employees in each location are to review and update a register of potential service providers.  | March, annually | Chief Executive Officer                                    |
| 10.4 | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. This includes NAIDOC merchandise and office maintenance providers. | March, annually | Deputy Chief Executive Officer                             |
| 10.5 | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.               | March, annually | Chief Executive Officer and Deputy Chief Executive Officer |
| 10.6 | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.             | April, annually | Chief Executive Officer and Corporate Services Manager     |





# Governance

Family Violence Legal Service Aboriginal Corporation's strong governance is the foundation of meaningful and sustainable reconciliation.

As an Aboriginal Community Controlled Organisation, we are committed to upholding accountable, culturally respectful, and inclusive governance practices to ensure the effective implementation of our Reconciliation Action Plan.

This includes active Aboriginal and Torres Strait Islander participation in decision-making, transparent oversight of our RAP initiatives and leadership accountability at all levels.

## Strategic Focus Areas

Strengthen internal governance to support RAP implementation and cultural accountability.



**ACTION 11:****Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.**

|      | Deliverable  | Time Line   | Responsibility          |
|------|--|---|-------------------------|
| 11.1 | Maintain Aboriginal and Torres Strait Islander representation on the RWG.  | January 2026                                      | Chief Executive Officer |
| 11.2 | Meet at least four times per year to drive and monitor RAP implementation. | February, May, August and November 2026 and 2027  | Chief Executive Officer |
| 11.3 | Report RWG findings to the Regional employee meetings quarterly.           | March, June, September and December 2026 and 2027 | Chief Executive Officer |
| 11.4 | Review, update and apply the Terms of Reference for the RWG.               | December 2026 and 2027                            | Chief Executive Officer |

**ACTION 12:****Provide appropriate support for effective implementation of RAP commitments.**

|      | Deliverable  | Time Line             | Responsibility                 |
|------|--|-----------------------|--------------------------------|
| 12.1 | Define resource needs for RAP implementation.  | July 2026 and 2027    | Chief Executive Officer        |
| 12.2 | Define and maintain appropriate systems to track, measure and report on RAP commitments. | July 2026 and 2027    | Chief Executive Officer        |
| 12.3 | Engage our Management team and other employees in the delivery of RAP commitments.       | January 2026 and 2027 | Deputy Chief Executive Officer |
| 12.4 | Maintain an internal RAP Champion from Management Team.                                  | January 2026 and 2027 | Chief Executive Officer        |



**ACTION 13:**

**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

|      | Deliverable   | Time Line                                      | Responsibility   |
|------|---|--|--|
| 13.1 | 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 2026 and 2027                             | Deputy Chief Executive Officer                             |
| 13.2 | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.  | August 2026 and 2027                           | Deputy Chief Executive Officer                             |
| 13.3 | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.   | September 2026 and 2027                        | Deputy Chief Executive Officer                             |
| 13.4 | Report RAP progress to all employees and Board of Directors quarterly - January, March, June, September and December regional employee's meetings and the RAP is included in the BoD Stopligh report. | January, March, June, September, December 2026 | Chief Executive Officer                                    |
| 13.5 | Publicly report our RAP achievements, challenges and learnings, annually.   | December 2026 and 2027                         | Chief Executive Officer                                    |
| 13.6 | Publicly report our RAP achievements, challenges and learnings, annually. This is to be included in the annual report and at the Family Violence Legal Service Aboriginal Corporation AGM.            | December 2026 and 2027                         | Chief Executive Officer                                    |
| 13.7 | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | April 2026                                     | Chief Executive Officer                                    |
| 13.8 | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | December 2026                                  | Chief Executive Officer                                    |
| 13.9 | Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.   | February 2026                                  | Chief Executive Officer and Deputy Chief Executive Officer |

**ACTION 14:**

**Continue our reconciliation journey by developing our next RAP.**

|      | Deliverable   | Time Line | Responsibility          |
|------|---|-----------|-------------------------|
| 14.1 | Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP. | July 2027 | Chief Executive Officer |

## Contact Details

For enquiries about our RAP, please contact:

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