

FVREE FREE FROM FAMILY VIOLENCE

INNOVATE RECONCILIATION ACTION PLAN

August 2026 - December 2028

RECONCILIATION ACTION PLAN

INNOVATE



This image shows the Birrarung (Yarra River) on Wurundjeri Country. The Birrarung stretches across the scene with calm water and small ripples visible across the surface. Wurrun (manna gum trees) and other green vegetation line the riverbanks on both sides. The sky is partly cloudy with golden sunlight illuminating the clouds and reflecting across the water.

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that we live, work and deliver services and programs, primarily on the lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the Kulin nation.

We honour Aboriginal and Torres Strait Islander peoples as the First Peoples and acknowledge their ongoing connection to Country, land, Language, Lore, stories, sea, sky and waterways. We pay our respects to all First Nations peoples, Ancestors as well as Elders past and present. We acknowledge that sovereignty has never been ceded.

We acknowledge that Aboriginal and Torres Strait Islander women and families continue to be disproportionately affected by family violence due to the ongoing impacts of colonisation.

COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

When people feel heard, valued, validated and understood, they can safely interact, engage and collaborate. We strive to provide safe, diverse, inclusive and accessible services and experiences for all. We recognise we have a leadership role to play in championing diversity, equity and inclusion.

We support all victim survivors of diverse abilities, ages, genders, bodies, sexualities, relationships, faiths, and cultures; committing to our vision of a community free from family violence, where everyone is safe.



MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER AND CHAIR

FVREE is committed to working towards a community free from family violence, where all people are safe, respected, and supported. As a specialist family violence service, we recognise our responsibility to use our role, influence, and partnerships to prevent and respond to family violence in ways that promote safety, healing, and self-determination.

We acknowledge that Aboriginal and Torres Strait Islander peoples experience family violence within a broader context shaped by the ongoing impacts of colonisation, dispossession, intergenerational trauma, and systemic racism. These injustices continue to affect access to safety, support, and justice, and contribute to the disproportionately high rates of violence experienced by Aboriginal and Torres Strait Islander women. Addressing this requires services to be designed and delivered through culturally safe, Aboriginal led approaches that uphold self-determination and support healing.

We support the Uluru Statement from the Heart, which calls for Voice, Treaty and Truth as the foundation for a more just and reconciled nation. We also recognise the historic significance of Victoria's Treaty with First Peoples in 2025, which represents an important step towards truth telling, accountability, and renewed relationships between First Nations peoples and the State. Treaty affirms the right to self-determination and strengthens the path towards a safer, more equitable future for all Victorians.

We are proud to present FVREE's Innovate Reconciliation Action Plan, which marks an important milestone in our reconciliation journey. Building on the foundations of our Reflect RAP, this Innovate RAP moves us from reflection into action. It challenges us to strengthen relationships, deepen cultural capability, and embed reconciliation into how we work, deliver services and programs, and partner with community.

The development of this Innovate RAP has been guided by FVREE's RAP Working Group, co-chaired by our Chief Executive Officer, and developed in close partnership with committed staff and Aboriginal leaders. It reinforces our commitment to learning, listening, and working in ways that respect Aboriginal leadership, knowledge, and lived experience.

We extend our sincere thanks to the FVREE RAP Working Group for their leadership and commitment and particularly acknowledge the invaluable guidance of our Aboriginal Co-Chair, Julie Coombes. We also gratefully acknowledge Auntie Heather Kennedy, whose artwork reflects the spirit of this journey and the relationships that guide our work.

This Innovate Reconciliation Action Plan is both a commitment and a call to action. We encourage everyone at FVREE to engage with this work with openness, humility, and purpose. Together, we can continue to strengthen our practice and contribute to a safer, more just, and culturally respectful future for Aboriginal and Torres Strait Islander peoples.

Megan Phelan
Chief Executive Officer

Sandie De Wolf
Chair of the Board

A STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends FVREE 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 FVREE 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, FVREE 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. FVREE 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 FVREE'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 FVREE 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 Journey' by Heather Kennedy, commissioned when FVREE was undertaking our Reflect RAP.

"This painting is an inclusive design, representing all peoples, from all walks of life and all Cultures. It doesn't discriminate. It's the story of communities traveling from one place to another to gather, connect, yarn and support each other."

Heather Kennedy is a proud Palawa woman who descends from her father's people, Trawalway, Plermiernier and Bunurong Salt Water people. Heather is a visual artist who lives in Victoria. Her Language name is Metubeener meaning Black Possum, this name was given to her from her Elders. She has been painting for over 35 years, combining traditional and contemporary art styles. She likes to bring her work to life with layers, lots of colour.

Her work is inspired by stories, life's journeys and memories. Through her art, she is able to find connections - to people, to the land, to herself and others. She has always been creative but says it has taken years for her work to be recognised. Heather believes it is important to paint from your heart, by doing this you will always see and feel the connection in the painting.



The doves represent peace and hold the gum leaves, which are spiritually significant to Aboriginal peoples.



The circles represent all communities and all cultures who gather together and are on their journey. The figures within the circles are peoples from all walks of life working together, supporting each other, they are peoples from all different cultures and backgrounds connecting with each other.



The U shapes in the smaller circles and large circle represent our Elders, our living mentors, storytellers, and advisors. The large central circle represents FVREE the main meeting place everyone travels to. The large U shapes around the outer large circle are our ancestral Elders, they protect us, guide us and watch over us. The Spirit women give us strength and provide protection to all.



The gumnuts represent regeneration, they are strong and resilient, they are not easily destroyed and spread the seeds of the next generations.



The footprints represent everyone on their journey, traveling from one community to another and finally arriving at their destination FVREE, which is the beginning of their recovery journey from harm to healing.

CONTINUING THE JOURNEY

Drawing on Our Journey, the artwork created by Auntie Heather Kennedy, FVREE has created message sticks and clap sticks with the artist's permission as a tangible expression of our commitment to reconciliation. They will be used at organisational events, cultural learning activities and key moments of reflection.

These pieces will serve as visible reminders of our reconciliation journey and the shared responsibility we all hold in advancing it. They will support ongoing learning, encourage respectful conversations, and help keep Aboriginal cultures, knowledge and perspectives present in our everyday work.



Message sticks were used traditionally as a form of communication between different clans. Examples of the messages are:

- an invitation to a corroborree
- a meeting
- a marriage
- a death

The message would be comprised of symbols and drawings, with the intricacy of the design depending on the message.

Clap sticks are a traditional percussion instrument used to keep rhythm in music, storytelling, or ceremonies. When struck together they produce a sharp sound.



OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander peoples live with safety, dignity and self-determination, where First Nations voices shape the systems that affect their lives, and where all families and communities are free from family violence and able to heal, connect and thrive.

In the context of our organisation, this means Aboriginal and Torress Strait Islander peoples experiencing family violence have access to culturally safe support, that we work in genuine partnership with First Nations communities and Aboriginal Community Controlled Organisations to strengthen service responses and the broader family violence system, and that FVREE is an inclusive workplace enriched by the diversity, culture and knowledge of our people and stakeholders.

OUR ORGANISATION

FVREE is the specialist family violence service in Eastern Metropolitan Region of Naarm/Melbourne founded in 1994 through the merger of Outer East Domestic Violence Service and Inner East Women's Service. This partnership was led by Judy Johnson (OAM), a visionary in family violence reform. We work across the full continuum of family violence including prevention, early intervention, response and recovery, to support victim survivors and contribute to safer, more respectful communities.

FVREE has a long history of advocacy for system change to better meet the needs of all victim survivors and has continually developed innovative solutions, including piloting the first response to keep women safe at home (2001), the Pets in Peril program (2006) and co-authoring family violence research (2001). More recently, we are trialling progressive initiatives that elevate lived experience voices informing practice improvement and improving responses for children and young people experiencing family violence.

We employ more than 160 staff, the majority of whom are family violence practitioners working directly with victim survivors. At least two members of our workforce identify as Aboriginal and Torres Strait Islander, and Aboriginal and Torres Strait Islander peoples represent a growing proportion of the people we support. This reinforces the importance of continuing to strengthen culturally safe and responsive practice across our organisation so that Aboriginal and Torres Strait Islander peoples feel respected, supported and safe when engaging with FVREE.

Our vision:
A community free from family violence where everyone is safe

Our strategic ambition:
To be a leader in specialist intersectional family violence prevention, early intervention, response and recovery

Our values:
Intersectional feminism / Courage / Transparency and Accountability / Collaboration

OUR ORGANISATION

Our service delivery sites are located on Wurundjeri Country in Ringwood and at The Orange Door locations in Box Hill, Croydon and Belgrave. We provide services across the local government areas of Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and the Shire of Yarra Ranges. Our prevention and education programs extend beyond our local catchment, reaching communities across Victoria and interstate.

Connection to Country and culture are integral to healing for Aboriginal and Torres Strait Islander peoples.

The Eastern Metropolitan Region contains numerous sites of cultural significance, including Coranderrk, Birrarung (Yarra River), Yarra Ranges, scar trees, Song Lines that nourish local First Nations peoples. These landscapes hold deep cultural, spiritual, and historical meaning and continue to support Wurundjeri cultural knowledge, practices, and connection to Country.



OUR ORGANISATION

Our Theory of Change describes the change we seek to create for individuals, communities, and the systems around them, with the aim of building a community free from family violence where everyone is safe. We work across these levels, using our role, expertise, partnerships, and leadership to support meaningful and lasting change.

People:

- Victim survivors who are safe, respected and supported.
- Victim survivors who are able to recover and thrive.
- Perpetrators who take responsibility for their actions and change their behaviour.

Communities:

- A community that does not tolerate violence and challenges rigid gender roles, gender inequality, sexism and discrimination.
- A community that can recognise and respond to family violence where it occurs.
- A community that challenges perpetrators to take responsibility for their choice to use violence.

System:

- An effective, integrated and collaborative family violence system that works together to prevent and respond to family violence.

Our annual impact:











OUR SPHERE OF INFLUENCE

FVREE's sphere of influence reflects our role as a specialist family violence service in Victoria and is guided by our Theory of Change.



Internal influence

Within our organisation, we influence cultural safety, practice quality, and capability. We are committed to building a skilled, trauma-informed, and culturally responsive workforce through our governance, policies, workforce development, supervision, and continuous improvement processes.

Sector and service delivery influence

We work closely with Aboriginal Community Controlled Organisations to support culturally safe, Aboriginal led responses. We are also actively participating in a statewide, sector wide initiative led by Djirra and Elizabeth Morgan House, in partnership with the Victorian sector peak Safe and Equal, to support non-Aboriginal specialist family violence services to take meaningful action to build a culturally responsive and accountable family violence sector.

As the specialist family violence provider in the Outer East and Inner East Orange Doors, we deliver integrated, multi-agency responses that improve access, safety, and coordination. Our influence is strengthened through established partnerships across mental health, alcohol and other drug services, homelessness, child and family services, education, justice, and specialist services, including close collaboration with Victoria Police and Child Protection.

Community influence

At the community level, we support prevention and early intervention by building knowledge, skills, and confidence to recognise family violence, challenge harmful norms, and support early help seeking. Our role as the Australian partner for YSL Beauty's Abuse Is Not Love campaign extends this influence nationally, supporting young people to recognise the signs of intimate partner violence.

System influence

At a system level, we engage with government, peak bodies, sector partners, and statutory agencies to inform service system reform. Through advisory roles and cross sector initiatives, we seek to influence policy, funding, and integrated service design to strengthen responses across the family violence system.

OUR RECONCILIATION JOURNEY

In April 2024, we launched our first Reconciliation Action Plan. This foundational plan marked an important milestone in our reconciliation journey, inviting us to reflect on our role as a specialist family violence service and how we can strengthen our systems, structures and cultural capability to better support Aboriginal and Torres Strait Islander peoples and progress reconciliation in our sphere of influence.

Through the Reflect RAP, we focused on building organisational awareness and understanding of First Nations histories, cultures and experiences, while strengthening relationships with Aboriginal Community Controlled Organisations and First Nations communities. It created space for listening, learning and reflection across the organisation, helping to build a strong foundation for reconciliation within our workforce, practice and partnerships.

Building and strengthening partnerships

Partnerships with Aboriginal Community Controlled Organisations and Aboriginal led initiatives are central to FVREE's reconciliation journey. These relationships guide how we listen, learn, and act, and ensure our work is grounded in Aboriginal leadership, self-determination, and cultural authority.

For many years, FVREE has worked in partnership with Boorndawan Willam Aboriginal Healing Service to support Aboriginal and Torres Strait Islander peoples experiencing family violence in Melbourne's Eastern region. This collaboration has strengthened our understanding of how to respond in ways that respect choice, culture, and community led solutions.

With the introduction of The Orange Door as Victoria's single access point for family violence and child and family wellbeing support, our partnerships have continued to evolve. At The Orange Door sites in Inner and Outer East Melbourne, we work alongside Boorndawan Willam Aboriginal Healing Service and the Victorian Aboriginal Child and Community Agency as part of integrated, multidisciplinary teams. Together, we coordinate specialist family violence services, Aboriginal services, and child and family services, and support connections to housing, health, mental health, alcohol and other drug, and legal supports. This approach reflects our commitment to collaboration, shared responsibility, and culturally responsive service delivery.

Our reconciliation journey also includes partnerships that strengthen prevention and early intervention. We have worked with Mullum Mullum Indigenous Gathering Place and Bunjilwarra to develop and deliver training and community education focused on understanding the drivers of family violence and supporting culturally sensitive responses. These partnerships support community capability building and contribute to safer, more informed communities.

We recognise the importance of learning directly from Aboriginal educators, artists, and cultural organisations. FVREE has drawn on the knowledge and expertise of Jill West (Nomuckerlener Indigenous Consulting and Mentoring), the Koorie Heritage Trust, Oonah Aboriginal Health and Community Services, Djirri Djirri Dance Group, and Dhungala Dancers to deepen our cultural understanding and strengthen respectful practice across our organisation.

As part of embedding reconciliation into our everyday environments, we have also worked with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to provide Woi-wurrung names for a number of rooms at our main office, honoring local Country and Language.



TIMELINE OF OUR RECONCILIATION JOURNEY

Pre June 2021

Working collaboratively with ACCO partners to deliver FV services to First Nations clients.

June 2021

10 Year Theory of Change and Strategic Plan 2021-24 launched with commitment to reconciliation and developing our first RAP.

September 2021 and May 2022

Orange Door Box Hill established September 2021, Croydon site established May 2022 facilitating integrated practice and deepening partnership with ACCO partners.

February 2023

RAP Working Group established with CEO and Aboriginal Liaison Officer as Co-Chairs.

May 2023 NRW

Presentation from Oonah Aboriginal Health and Community Services on trauma-informed practice. Created a Reconciliation Share and Learn Hub in the office where staff could explore cultural artefacts, resources and media.

May – June 2023

Developed a cultural safety audit tool* and delivered cultural awareness and self-assessment workshops to inform the Reflect RAP.

June – July 2023

Partnered with Bunjilwarra to co-design and deliver Koori Leaders for Change, a culturally grounded adaptation of our youth leadership prevention program.

July 2023 NAIDOC

Held a learning session about the Voice to Parliament followed by a cultural performance by the Dhungala Dancers.

August 2023

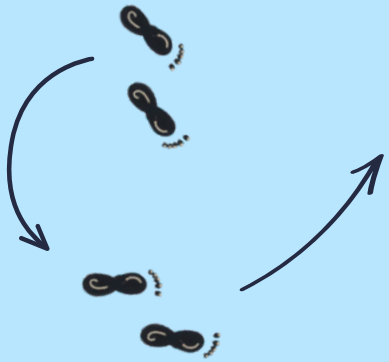
Embedded cultural awareness training as essential for all staff, with Orange Door staff completing family violence specific training through VACCA.

**Audit tool was informed by the Strengthening Cultural Safety in Family Violence Services Assessment Tool developed by ACCOs in conjunction with Family Safety Victoria.*

TIMELINE OF OUR RECONCILIATION JOURNEY

May 2024 NRW

Launched the Reflect RAP, featuring Our Journey artwork by Auntie Heather Kennedy and Djirri Djirri Dance Group.
Published new Diversity, Equity and Inclusion Policy outlining our commitment to reconciliation and cultural safety.

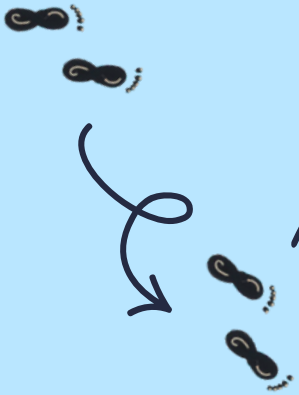


July 2024 NAIDOC

Delivered a workshop on Welcome to Country and Acknowledgement of Country protocols, building staff knowledge and understanding.

November 2024

Endorsed the 2025–27 Strategic Plan, reaffirming our commitment to reconciliation and culturally safe services, with RAP progress embedded in reporting frameworks.



December 2024

Launched a new intranet 'FVREE Connect' with dedicated RAP and First Nations pages to share reconciliation updates and culturally safe practice guidance.

December 2024 and March 2025

Partnered with Mullum Mullum Indigenous Gathering Place to develop and deliver First Nations 3Rs of Family Violence training in December 2024 and March 2025.

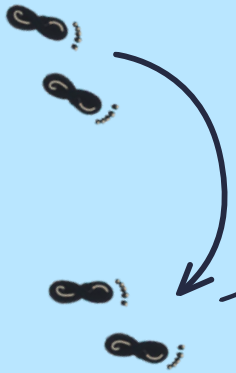


May 2025 NRW

Hosted a yarning circle with creative activities, a shared reconciliation artwork, planted an Indigenous herb garden launch, and installed cultural artefacts and RAP artwork across Ringwood, Belgrave and Box Hill sites.

July 2025 NAIDOC

Held a walking tour of Wittons Reserve, Wonga Park, a place of cultural significance on Wurundjeri Women's Country.

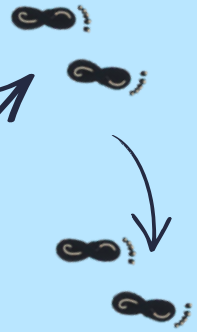


September 2025

Commenced development of our Innovate RAP, kicked off by hosting Eastern Health to share insights from their Innovate RAP journey.

November 2025

Launched new culturally safe supervision framework, informed by sector guidance and shaped by ACCO partners.



2026 so far...

Consultation and development of the Innovate RAP, National Reconciliation Week and NAIDOC celebrations.

OUR INNOVATE RAP

A commitment to Aboriginal led safety and healing

FVREE acknowledges that Aboriginal and Torres Strait Islander peoples experience family violence within a broader context shaped by colonisation, dispossession, intergenerational trauma and systemic racism. These ongoing impacts increase risk and create barriers to accessing culturally safe and appropriate supports. Addressing family violence therefore requires responses that respect culture, centre lived experience, and are led by Aboriginal communities to promote safety, healing and justice.

Through our Innovate RAP, FVREE commits to supporting and strengthening Aboriginal led approaches that uphold self-determination and recognise the strengths, knowledge and leadership of Aboriginal communities. We recognise the central role of Aboriginal Community Controlled Organisations in delivering culturally safe, community driven solutions and are committed to working in ways that respect Aboriginal leadership and authority.

FVREE supports and will actively participate in Aboriginal led and sector wide strategies, including:

OUR WAYS - STRONG WAYS - OUR VOICES

the National Aboriginal and Torres Strait Islander Plan to End Family, Domestic and Sexual Violence 2026–2036

DHELK DJA: SAFE OUR WAY - STRONG CULTURE, STRONG PEOPLES, STRONG FAMILIES

the Victorian Aboriginal led agreement bringing together Aboriginal communities, services and government to end family violence

SUPPORTING A CULTURALLY RESPONSIVE AND ACCOUNTABLE FAMILY VIOLENCE SECTOR IN VICTORIA

an initiative led by Djirra, in partnership with the family violence sector peak Safe and Equal.

Alongside supporting Aboriginal leadership, FVREE acknowledges our responsibility as a specialist family violence service to contribute meaningfully to reconciliation through our practice, partnerships and systems. We commit to delivering culturally safe and trauma informed services; embedding Aboriginal led principles into service design, delivery and governance; and strengthening our organisational capability and accountability. Through this work, we aim to support safety, healing, justice and self-determination for First Nations peoples.

This Innovate RAP has been developed by the RAP Working Group in collaboration with senior leadership and internal and external stakeholders. It reflects input from some Aboriginal partners, as well as insights and learnings gained through FVREE's ongoing relationships and collaborative work with Aboriginal organisations over recent years.

The RAP Working Group includes staff from across FVREE, with one ongoing First Nations representative, and draws on advice from other First Nations staff. It is co-chaired by Julie Coombs, Aboriginal Liaison Officer, and Megan Phelan, Chief Executive Officer and RAP Champion. It includes Caterina Wooden, GM Strategy and Planning as Executive Lead and Bronwyn Hall, Senior Manager, The Orange Door Inner East as Project Lead. The other members are Bronwyn J, Reception and Administration Officer; Loren Imbrogno, Project Co-ordinator, Prevention and Early Intervention; Lucy Taylor, Learning and Development Lead; Ann H, Adelaide O, Prue C and Simone H, Specialist Family Violence Advocates.

The Working Group provides advice and actively supports delivery of RAP actions, with the Executive Leadership Team holding overall responsibility for implementation. Progress will be monitored regularly and reported to the Board.

"To me, reconciliation isn't a single milestone we reach and check off, it's an ongoing commitment to learning, unlearning, and showing up with humility."

"I find it hard to sum up reconciliation succinctly because, to me, it is not one thing or a destination, it's a practice."

"Reconciliation is not the responsibility of one person, the RAP Working Group or one department. It belongs to all of us... This is not the end of a process. It is the beginning of the next chapter in our reconciliation journey."

"What's made me feel really proud to be part of the RAP Working Group is seeing the actions actually come to life and being able to play a small part in making that happen."



RELATIONSHIPS

Strong relationships are central to preventing and responding to family violence. Our work is grounded in trust, mutual respect and genuine collaboration with Aboriginal and Torres Strait Islander peoples and organisations. By strengthening existing partnerships and engaging openly with community, we aim to work alongside First Nations peoples in ways that support shared priorities, strengthen our services, and contribute to improved outcomes for families and communities.



Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	December 2026	Lead: Chief Executive Officer Support: GM Services and Impact
Develop and implement an engagement plan to strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, aligned to community-led priorities and shared goals in the Eastern Metropolitan region	August 2027	Lead: Chief Executive Officer Support: GM Services and Impact

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff annually, strengthening learning, participation and opportunities for connection	May 2027, 2028	Lead: GM Strategy and Planning Support: Learning and Development Lead
Support RAP Working Group members to participate in an external NRW event	27 May- 3 June 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Executive Leadership Team
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May- 3 June 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Executive Leadership Team
Organise at least one NRW event each year for all FVREE staff, hosted at a suitable site, and actively support and participate in NRW events held at the Orange Door sites led by ACCOs	27 May- 3 June 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Senior Manager, The Orange Door
Register all our NRW events on Reconciliation Australia's NRW website where appropriate for public attendance	May 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Senior Manager, The Orange Door

Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	December 2026, 2027	Lead: GM Strategy and Planning Support: Senior Manager, The Orange Door, Learning and Development Lead
Continue to strengthen staff engagement in reconciliation building on existing initiatives such as the “RAP” and “Working with First Nations peoples” pages on our intranet FVREE Connect, presentations at staff meetings, events and training	December 2026	Lead: GM Strategy and Planning Support: Portfolio Holder, Senior Manager, The Orange Door, Learning and Development Lead
Continue to communicate our commitment to reconciliation publicly including on the FVREE website, in the Annual Report and major external documents	Website October 2026 Annual Reports November 2026, 2027, 2028	Lead: Chief Executive Officer Support: GM Prevention and Early Intervention
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	July 2028	Lead: Chief Executive Officer Support: GM Services and Impact
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation with a focus on the Eastern metropolitan area	July 2028	Lead: Chief Executive Officer Support: GM Services and Impact

Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	March 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Update the existing anti-discrimination policy and communicate across the organisation, ensuring it is consistently understood and applied in practice	March 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Continue to engage and educate senior leaders on the impacts of racism and discrimination. including how these intersect with family violence informed by an intersectional feminist approach	December 2026, 2028	Lead: Chief Executive Officer Support: Manager People and Culture, Learning and Development Lead
Undertake a cultural safety census to assess workforce experiences of discrimination and identify specific areas for action and improvement	March 2027	Lead: GM Strategy and Planning Support: Manager People and Culture Learning and Development Lead

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and knowledges is foundational to FVREE's work. We demonstrate this respect by strengthening cultural learning across the organisation, observing and embedding cultural protocols, recognising and celebrating the significance of NAIDOC Week, and ensuring our services and programs are culturally safe, First Nations-informed and accountable. Together, these actions support respectful relationships, build cultural capability across our workforce, and contribute to services that are responsive to the strengths, rights and self-determination of First Nations peoples.

Action 5

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

Deliverable	Timeline	Responsibility
Regularly assess cultural learning needs across the organisation, to inform annual Learning and Development planning	May 2027, 2028	Lead: GM Strategy and Planning Support: Learning and Development Lead
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in the development and ongoing review of our cultural learning strategy	May 2027, 2028	Lead: GM Strategy and Planning Support: Learning and Development Lead
Develop and implement a cultural learning strategy, building on our existing approaches, and communicate the strategy across the organisation, using existing channels such as FVREE Connect	March 2027	Lead: GM Strategy and Planning Support: Learning and Development Lead
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Review progress December 2026, 2027, 2028	Lead: Chief Executive Officer Support: Executive Leadership Team
Deliver ongoing cultural learning for staff, including cultural awareness training for all new starters, completion of VACCA Cultural Safety Training by all Orange Door staff, and community led learning opportunities such as on-Country learning with Elders and learning circles	Review progress December 2026, 2027, 2028	Lead: GM Strategy and Planning Support: Learning and Development Lead

Action 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Sustain organisational understanding of the significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, ensuring it is part of induction for new staff and refresher opportunities as required	Review progress Dec 2026, 2027, 2028	Lead: GM Strategy and Planning Support: Learning and Development Lead
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, and principles for engagement with Elders and community leaders	May 2027	Lead: GM Strategy and Planning Support: Quality and Risk Lead
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year e.g. Annual stakeholder event, Annual All Staff Event	August and November 2026, 2027, 2028	Lead: Chief Executive Officer Support: Executive Assistant to the Chief Executive Officer
Maintain the inclusion of an Acknowledgement of Country or other appropriate cultural protocols at the commencement of meetings through the organisation's standard agenda template	Review progress December 2026, 2027, 2028	Lead: GM Strategy and Planning Support: Quality and Risk Lead

Action 7

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

Deliverable	Timeline	Responsibility
Continue to raise awareness and share information amongst our staff about NAIDOC week	July 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Senior Manager, The Orange Door
Support the RAP Working Group to participate in an external NAIDOC Week event	First week in July 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Senior Manager, The Orange Door
Ensure HR policies and procedures continue to support staff participation in NAIDOC Week	May 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Promote and encourage participation in external NAIDOC events to all staff	First week in July 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Senior Manager, The Orange Door



Action 8

Enhance the cultural responsiveness and accountability of services and programs for Aboriginal and Torres Strait Islander peoples by embedding culturally safe, Aboriginal informed practice across service and program design, delivery and review.

Deliverable	Timeline	Responsibility
Maintain and support key roles that strengthen culturally responsive and accountable practice, including the Aboriginal Liaison Officer role and the First Nations portfolio holder	Review progress Dec 2026, 2027, 2028	Lead: GM Services and Impact Support: Manager People and Culture
Ensure staff have access to up-to-date resources and tools that support culturally responsive and accountable service delivery, including regularly reviewing and updating information on FVREE Connect	Review progress Dec 2026, 2027, 2028	Lead: GM Services and Impact Support: First Nations Portfolio Holder, Senior Manager, The Orange Door
Embed Aboriginal led knowledge and learnings into staff reflection, supervision and professional development. This may include learning with The Orange Door delivery partners, through the Djirra and Safe and Equal Action Learning project and implementation of best practice resources for supervision practices for supporting cultural empowerment	Review progress Dec 2026, 2027, 2028	Lead: GM Services and Impact Support: Learning and Development Lead
Embed Aboriginal led input through collaboration with ACCOs in new service and program innovations, ensuring services are accessible and culturally safe, with appropriate pathways to ACCO led supports where required (e.g. in the development of service responses for young people)	Review progress Dec 2026, 2027, 2028	Lead: GM Services and Impact Support: GM Prevention and Early Intervention

OPPORTUNITIES

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples strengthens our organisation and the communities we serve. By identifying and removing barriers to participation, and increasing opportunities in employment, procurement and professional development, we aim to support greater workforce and economic participation for First Nations peoples. This approach enriches our workplace with diverse skills, perspectives and knowledges, strengthening our capability and supporting innovation in how we work.

Action 9

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Maintain and refine understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	February 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	March 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	March 2027	Lead: Chief Financial Officer Support: Manager People and Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy to increase workforce opportunities, build career pathways and support culturally safe employment for First Nations staff	July 2027	Lead: Chief Financial Officer Support: General Manager Services and Impact, Manager People and Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	July 2027	Lead: Chief Financial Officer Support: Manager People and Culture

Action 10

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

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	July 2028	Lead: Chief Financial Officer Support: Manager Financial Accounting
Investigate Supply Nation and Kinaway Chamber of Commerce to identify opportunities to engage First Nations suppliers	June 2028	Lead: Chief Financial Officer Support: Manager Financial Accounting
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	August 2028	Lead: Chief Financial Officer Support: Manager Financial Accounting
Review procurement practices to remove barriers and facilitate procuring goods and services from Aboriginal and Torres Strait Islander businesses	June 2028	Lead: Chief Financial Officer Support: Manager Financial Accounting
Develop commercial relationships with Aboriginal and Torres Strait Islander businesses where practical, including identifying opportunities to engage Aboriginal-owned suppliers for brokerage expenditure	September 2028	Lead: Chief Financial Officer Support: Brokerage Manager

Action 11

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

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group and actively explore opportunities to engage with community	March 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Executive Leadership Team
Review RWG Terms of Reference annually	March 2027, 2028	Lead: Co-Chairs RAP Working Group Support: Strategy and Quality Team
Meet at least four times per year to drive and monitor RAP implementation, with additional meetings to organise events and progress work to be arranged as needed	March, June, September, December 2026, 2027, 2028	Lead: Co-Chairs RAP Working Group Support: RAP Working Group



Action 12

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation and ensure adequate resourcing to support delivery and accountability	June 2027, 2028	Lead: GM Services and Impact Support: GM Strategy and Planning, Chief Financial Officer
Continue to engage senior leaders and staff in delivering RAP commitments and embed RAP actions into Business Unit plans	March 2027, 2028	Lead: Chief Executive Officer Support: Executive Leadership Team
Maintain appropriate systems to track, measure and report on RAP commitments	December 2026, 2027, 2028	Lead: GM Strategy and Planning Support: RAP Working Group
Maintain an internal RAP Champion from senior management	August 2026	Lead: Chief Executive Officer Support: Executive Leadership Team

Action 13

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

Deliverable	Timeline	Responsibility
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 2027, 2028	Lead: GM Strategy and Planning Support: RAP Working Group
Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September 2026, 2027, 2028	Lead: GM Strategy and Planning Support: Strategy and Quality Team
Report RAP progress to all staff and senior leaders quarterly	December 2026, March, June, September, December 2027, 2028	Lead: Co-Chairs RAP Working Group Support: GM Strategy and Planning
Strengthen how we capture, analyse and report Aboriginal and Torres Strait Islander client feedback and outcomes, including culturally defined measures of safety and healing	January 2028	Lead: GM Strategy and Planning Support: GM Services and Impact
Publicly report our RAP achievements, challenges and learnings, annually through the FVREE website, annual report and other external communications	November 2026, 2027, 2028	Lead: Chief Executive Officer Support: GM Prevention and Early Intervention
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	March 2028	Lead: GM Strategy and Planning Support: Quality and Risk Lead
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	December 2028	Lead: GM Strategy and Planning Support: Quality and Risk Lead

Action 14

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP	December 2028	Lead: GM Strategy and Planning Support: Quality and Risk Lead





Contact details

Name: Caterina Wooden, Executive Lead
Position: General Manager - Strategy and Planning
Phone: 03 9259 4200
Email: caterina.wooden@fvree.org.au

Name: Bronwyn Hall, Project Lead
Position: Senior Manager - Specialist Family Violence Services
Phone: 03 9259 4200
Email: bronwyn.hall@fvree.org.au

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