



Innovate Reconciliation Action Plan

1 July 2026 – 30 June 2028



Acknowledgement of Country 2

About the artwork..... 4

Element meanings 5

Statement from FRSA Executive Director 6

Statement from CEO of Reconciliation Australia 7

Our work..... 8

Our vision for reconciliation 9

Our reconciliation journey.....10

Key learnings.....12

Key achievements.....13

Our RAP14

Relationships.....15

Respect.....17

Opportunities 20

Governance22

FRSA acknowledges the Ngunnawal (Ngunawal) people as Traditional Custodians of the land on which we are situated. We recognise other people and families with Traditional Connection to the lands of the ACT and region and we respect this connection to Country. We recognise the Traditional Custodians of the lands throughout Australia, and pay our respects to ancestors of this country and Elders past and present.

We acknowledge the waterways, the land, the sky and all who inhabit this place, this Country.

We acknowledge their ancestors, and Elders and recognise those who continue to protect and promote Aboriginal and Torres Strait Islander cultures.

We acknowledge the past and stand together with First Nations people in a true expression of reconciliation with hopes and aspirations for the future.

July 2026
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About the artwork

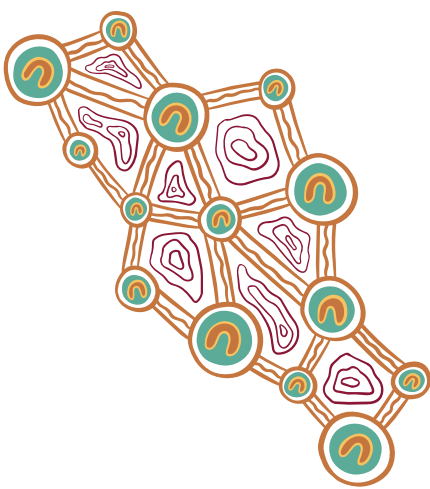
‘Connection in journey, strength in moving forward together’
by Wiradjuri artist Leticia Forbes



About Leticia
Leticia Forbes is a proud Wiradjuri Torres Strait Islander yinaa ‘woman’ and Wiradjuri Artist with family ties to Narrandera and community ties to Dubbo. She is the Founder of Yirra Miya, a 100% First Nations owned and women-led creative agency, established in February 2023.

Artwork story
‘Connection in journey, strength in moving forward together’ reflects Family and Relationship Services Australia’s (FRSA) ongoing reconciliation journey. It speaks to the intricate nature of FRSA’s continuing work to support connection, advocacy and impact with First Nations people, families and communities. The artwork honours First Nations knowledge and truth-telling and reflects the non-linear process of reconciliation. It is through coming together – through connection and learning – that strength is found to move forward.

Element meanings



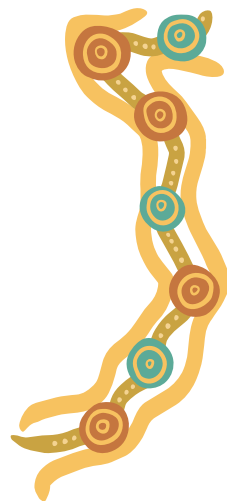
Connection

This element represents FRSA members coming together and the ways they are connected through their shared work to improve the wellbeing, safety and resilience of families, children and communities across Australia.



Advocacy

This element represents shared values, embracing opportunities, and the willingness to work through challenges to hold a safe space where members, people and communities can come together, be heard, and be advocated for within systems that do not always listen.



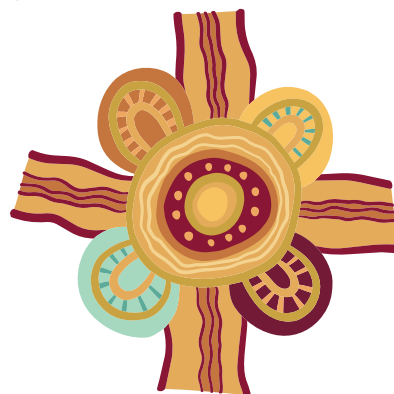
Our Journey

This element represents the non-linear nature of reconciliation and the flexibility required to ensure each community is supported through a unique approach to connecting, learning and moving forward together.



Impact

This element represents FRSA coming together to sit with, listen to and reflect deeply with First Nations people, families and communities. FRSA acknowledges their lived experiences, knowledge and truth-telling, and recognises the impact these can have in strengthening support and creating opportunities for systemic change.



Reconciliation

This element represents the four domains of reconciliation: relationships, respect, opportunities and governance – all connected at the core with a gathering circle. The connected journey lines reflect the paths forward and FRSA taking action to implement their goals throughout this next stage of their reconciliation journey.

Statement from FRSA Executive Director



On behalf of Family & Relationship Services Australia (FRSA) Board and staff we are delighted to present the FRSA Reconciliation Action Plan 1 July 2026 – 30 June 2028. This is FRSA's second Innovate RAP.

We would like to thank all those who have assisted in the development of this Plan, including the members of our Reconciliation Action Plan Working Group, Reconciliation Australia and those who provided feedback at various stages of development.

As we continue our reconciliation journey, we will work hard to ensure that our commitment translates into meaningful action through the three core pillars of the RAP Framework: relationships, respect and opportunities on a foundation of strong Governance.

We look forward to building our relationships with Aboriginal and Torres Strait Islander community partners and friends, to further developing our understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences, demonstrating our respect for First Nations leadership and self-determination, and supporting the equal participation of Aboriginal and Torres Strait Islander peoples in the work we do.

Jackie Brady

Executive Director
Family & Relationship Services Australia

Statement from CEO of Reconciliation Australia



Reconciliation Australia commends Family & Relationship Services Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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 & Relationship Services Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Family & Relationship Services Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Family & Relationship Services Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Family & Relationship Services Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Family & Relationship Services Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Family and Relationship Services Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Family & Relationship Services Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our work

Family & Relationship Services Australia (FRSA) is a national peak body for over 135 members, including 127 member organisations across Australia that deliver a range of family and relationship services to strengthen the wellbeing, safety and resilience of families, children and communities.

FRSA's member organisations range in size from very large organisations that work across multiple state/territory jurisdictions to very small organisations that are focused on providing services to a local area and/or specific population group. Our full member organisations deliver federally funded family and relationship and family law services. Our associate, individual and honorary members do not directly receive funding through the federally funded Families and Children Activity or the Family Relationship Services Program but support the objectives of FRSA.

FRSA works in partnership with member organisations and the Federal Government to enhance service delivery and inform public policy. We also work with related sectors and peak bodies, research institutions and training providers to deliver on our objectives.

The FRSA office, located in Canberra, employs seven staff none of whom identify as Aboriginal and/or Torres Strait Islander people.

For more information on FRSA please visit frsa.org.au.

Our vision for reconciliation

FRSA's vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander children, families and communities are safe, recognised, respected and valued.

We will contribute to achieving this vision by building on previous actions to:

- 1

Promote understandings and respectful relationships by working with and valuing the lived experiences of Aboriginal and Torres Strait Islander peoples.
- 2

Foster culturally safe practice in the delivery of family and relationship services to Aboriginal and Torres Strait Islander peoples and communities through engagement with Aboriginal and Torres Strait Islander peoples, from identifying local needs through to service design, and supporting opportunities for programs to be delivered by Aboriginal and Torres Strait Islander peoples to Aboriginal and Torres Strait Islander peoples.
- 3

Demonstrate our respect for Aboriginal and Torres Strait Islander cultures and leadership by supporting the participation of Aboriginal and Torres Strait Islander peoples in decision making.
- 4

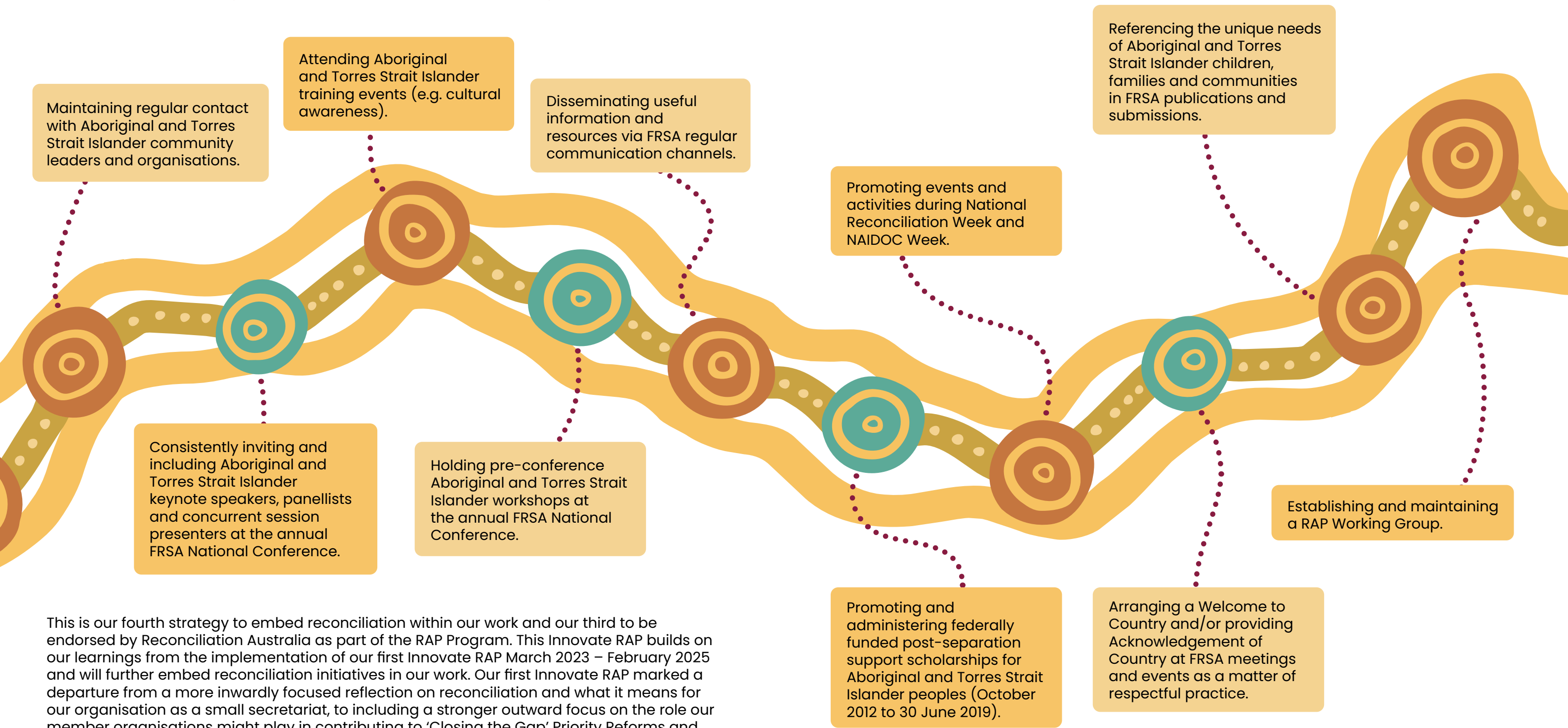
Acknowledge the ongoing harm done to families and communities by disrespectful and disempowering social policies and practices.
- 5

Increase training, employment and professional development opportunities for Aboriginal and Torres Strait Islander workers in the family and relationship services sector.
- 6

Work collaboratively with our member organisations and related social service sectors to encourage self-determination and address disadvantage and enhance the wellbeing, safety and resilience of Aboriginal and Torres Strait Islander families.

Our reconciliation journey

Since developing our first Reflect Reconciliation Action Plan in 2010, FRSA has taken numerous actions to progress our vision for reconciliation, including:



This is our fourth strategy to embed reconciliation within our work and our third to be endorsed by Reconciliation Australia as part of the RAP Program. This Innovate RAP builds on our learnings from the implementation of our first Innovate RAP March 2023 – February 2025 and will further embed reconciliation initiatives in our work. Our first Innovate RAP marked a departure from a more inwardly focused reflection on reconciliation and what it means for our organisation as a small secretariat, to including a stronger outward focus on the role our member organisations might play in contributing to ‘Closing the Gap’ Priority Reforms and Targets, with a particular focus on our sector’s place in responding to Priority Reform Two: Building the Community-controlled sector. Our aim is to provide direction and support for system-wide challenges and opportunities facing the membership as it navigates reform.

Key learnings

Stepping up from a Reflect RAP to an Innovate RAP in March 2023 was an important transition for FRSA and coincided with the lead up to the October 2023 referendum to alter the Constitution to recognise the First Peoples of Australia by establishing a First Nations Voice to Parliament. As with many First Nations and non-Indigenous people and organisations alike, FRSA was deeply disappointed by the referendum result. It was a reminder and a learning not to take the concept of reconciliation for granted. While our aim is to embed reconciliation initiatives in our work, we must continue to do this mindfully with regular check-ins and openness to changing the way we work. The referendum result strengthened our resolve to continue to support and contribute to Australia's full reconciliation journey.

At an implementation level, we continued to find ways to meaningfully implement the required RAP actions and deliverables in a manner that reflects the structure, size and non-profit focus of our small organisation. We spent time on – and continue to refine – our approach to observing cultural protocols, guided by the wisdom and experience of our RAP Working Group chair.

Key achievements

Over the life of our last RAP and extending into our new RAP development period we have:

- Contributed to broader policy development associated with the Closing the Gap Agreement through participation in relevant forums such as the (former) Australian Government Department of Social Services Stronger ACCOS, Stronger Families Collaboration Group, and workshops facilitated by SNAICC to develop the National Child and Family Investment Strategy.
- Supported the cultural learning journey of the FRSA Board and staff through a face-to-face cultural awareness workshop.
- Invested in professional development opportunities for Aboriginal and Torres Strait Islander employees in our Member Organisations through a bursary program providing support to attend our annual National Conference.
- Invested in the cultural learning journey of all Member employees through:
 - Delivery of a cultural learning Pre-Conference workshop prior to our annual conferences (2023, 2024 and 2025).
 - Encouraging conference presentations with a First Nations focus, followed by a webinar series to reach a broader audience.
- Increased our connections to, and contracting of, First Nations businesses for goods and services (e.g. graphic design services, cyber security audit, pre-conference workshop design and facilitation).

Our RAP

RAP Working Group



Cheryl Orr

Board Director & RAP Working Group Chair



Leanne Strommen

Board Director



Danielle Newport

Board Director



Jackie Brady

Executive Director



Robyn Clough

Manager, Policy & Research

FRSA has developed this Reconciliation Action Plan to give life to our vision for reconciliation. In doing so we have clearly stated our commitment to reconciliation, identified the actions that we are committed to take to contribute to socio-economic outcomes agreed by Aboriginal and Torres Strait Islander representatives (for example, Closing the Gap outcomes that align with our members' work), and set targets that can be used to measure our progress. We have taken stock of our actions to-date, and we have identified areas where we can improve and grow as we progress on our reconciliation journey.

The development of our Reconciliation Action Plan has followed the framework provided by Reconciliation Australia. We are committed to delivering on all the intentions of an Innovate RAP type and as a small not-for-profit we have tailored our deliverables to fulfill the actions within the RAP framework accordingly.

Our RAP has been developed under the guidance of the FRSA RAP Working Group, which is chaired by FRSA Board Director Cheryl Orr. Cheryl is Principal Solicitor at Cheryl Orr Family Law and is from the Gurang Gurang People. The RAP Working Group includes FRSA Board Directors Leanne Strommen and Danielle Newport, and FRSA team members, Executive Director Jackie Brady and Manager of Research and Policy, Robyn Clough. Former RAP Working Group members and Board Directors, Felicity Williams and Graeme Westaway, also contributed to the development of this RAP.

All FRSA Board Directors have engaged in developing this RAP, bringing experience from reconciliation initiatives in their home organisations and histories to help shape a RAP for FRSA's specific context.

FRSA will implement this RAP under the guidance of our RAP Working Group and in accordance with an internal work plan that further articulates the actions and deliverables set by Reconciliation Australia into activities that align with our organisational context.

Relationships



As the peak body for family and relationship services, supporting strong and respectful relationships is core to the ethos of FRSA and our members organisations. Strong, respectful relationships take hard work, commitment, and being open to different ways of thinking and of doing. FRSA is committed to actively listening to the experiences, perspectives and knowledge of First Nations peoples, and to working in cooperative partnership towards reconciliation.

Focus area

The Relationships pillar aligns with two strategic direction goals in the FRSA Strategic Plan 2023-2027:

- Goal 1** - With a strong national voice, ensure the sector's experience, knowledge and interests inform government policy and decision making.
- Goal 3** - Secure and develop the organisational capabilities that will be critical to success and future sustainability.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2026	Executive Director
	Review engagement approach to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings during RAP period.	July 2026	Executive Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027, 2028	Manager, Policy & Research
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027, 2028	Chair, RAP Working Group
	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	Executive Director
	Organise at least one NRW event each year.	27 May - 3 June 2027, 2028	Events Officer
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2027, 2028	Events Officer

Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Review and refine the staff engagement approach to increase awareness of reconciliation throughout our workforce.	July 2026	Manager, Policy & Research
	Communicate our commitment to reconciliation publicly.	November 2026	Executive Director
	Continue to identify opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2026	Manager, Policy & Research
	Continue to collaborate with RAP organisations and other like-minded organisations, including our members, during the RAP period (1 July 2026 – 30 June 2028) to develop innovative approaches to advance reconciliation.	Ongoing. Review practice October 2026, 2027	Executive Director
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify and enhance existing anti-discrimination provisions, and identify future needs.	August 2026 (bi-annually)	Executive Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2027	Executive Director
	Review and update, and implement, and communicate an anti-discrimination policy for our organisation.	May 2027	Manager, Policy & Research
	Educate senior leaders on the effects of racism.	September 2026	Manager, Policy & Research

Respect



FRSA respects the cultures, histories, knowledge and rights of the First Nations people of Australia and we commit to continuing our cultural learning journey through our participation in training and culturally significant events as well as ongoing observance of, and reflection on, cultural protocols. As well as reflecting and acting internally, we will continue to support and learn from our member organisations as they, too, continue their reconciliation journeys and connect with local First Nations peoples and communities.

Focus area **The Respect pillar aligns with strategic direction goal 2 in the FRSA Strategic Plan 2023-2027:**

Goal 2 – Build sector capabilities and effectiveness through workforce development and opportunities to collaborate for learning, exchange of good practice and innovation.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation to assess progress and ensure that new employees and Board members are given opportunity to engage in cultural learning activities.	February 2027, 2028	Executive Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning approach.	April 2027	Executive Director
	Update and communicate a cultural learning approach to our staff.	May 2027	Executive Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2027	Executive Director



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2027	Manager, Policy & Research
	Review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2027	Manager, Policy & Research
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	National Conference May 2027, 2028 Strategic Leadership Forum September - October 2026, 2027	Events Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Board meetings - September, December 2026, March, June, September, December 2027, March, June 2028. AGM - November 2026, 2027	Executive Director / Board Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027	Chair, RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2027	Executive Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	Executive Director

Action	Deliverable	Timeline	Responsibility
8. Promote respect for and understanding of the voices, experiences and achievements of Aboriginal and Torres Strait Islander peoples amongst our Members and stakeholders.	Continue to regularly include articles on cultural practices, achievements and issues of significance to Aboriginal and Torres Strait Islander peoples through our communication channels and publications, including in any new communications channels should they be adopted in future.	Ongoing. Review practice January 2027	Communications Officer
	Continue to co-ordinate our membership base for reconciliation initiatives, building on our 'events' focus over the life of our previous RAP, and bringing new First Nations' voices and content to the sector.	November 2027	Manager, Policy & Research



Opportunities



At an organisational level, FRSA will seek practical opportunities to remove barriers and actively seek to work with Aboriginal and Torres Strait Islander peoples – through supply relationships and through our approach to employment. From an organisational perspective we recognise that a diverse workforce brings new perspectives and experience to inform and enrich our work. Our intentional approach to diversifying supply relationships and removing recruitment barriers will help to counter the impacts of systemic racism. Looking outwards, we will work with our member organisations to understand our sector’s role in harnessing opportunities to counter the impacts of systemic racism.

Focus area This pillar relates to the following FRSA strategic goal:

Goal 2 – Build sector capabilities and effectiveness through workforce development and opportunities to collaborate for learning, exchange of good practice and innovation.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	Executive Director
	Engage with Aboriginal and Torres Strait Islander advisers to consult on our recruitment, retention and professional development approach.	August – September 2027	Executive Director
	Update and document our approach to Aboriginal and Torres Strait Islander recruitment, retention and professional development.	October – November 2027	Executive Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	2026, 2027, 2028	Executive Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2028	Executive Director

Opportunities



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update approach to procurement of good and services from Aboriginal and Torres Strait Islander businesses.	January – February 2027	Executive Director
	Re-investigate Supply Nation membership.	February 2027	Executive Director
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2027	Executive Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2027	Executive Director
	If appropriate, develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March – April 2027	Executive Director
11. Support professional development opportunities for Aboriginal and Torres Strait Islander employees and cultural learning for all employees in our Member Organisations.	Provide opportunity for Aboriginal and Torres Strait Islander Staff in our member organisations to participate in a professional development day run by First Nations professionals at FRSA National Conference.	May 2027, 2028	Events Officer
	Hold a workshop on cultural safety and culturally responsive leadership for Member Organisations’ leaders, managers and practitioners.	May 2027, 2028	Events Officer
	Continue to invest in a bursary program for First Nations employees in our Member Organisations for our annual National Conference.	May 2027, 2028	Events Officer



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2026, 2027	Executive Director
	Review, update and apply a Terms of Reference for the RWG.	November 2026	Manager, Policy & Research
	Meet at least four times per year to drive and monitor RAP implementation.	August, November 2026, February, May, August, November 2027, February, May 2028	Executive Director.
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2027, 2028	Executive Director
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments and review engagement at mid-point of RAP implementation.	July 2027	Executive Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August, November 2026, February, May, August, November 2027, February, May 2028	Manager, Policy & Research
	Maintain an internal RAP Champion from senior management and review appointment annually.	July 2027	Manager, Policy & Research

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2027, 2028	Manager, Policy & Research
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	Manager, Policy & Research
	Report RAP progress to all staff and senior leaders quarterly.	September, December 2026, March, June, September, December 2027, March, June 2028	Manager, Policy & Research
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2026, 2027, 2028	Manager, Policy & Research
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Manager, Policy & Research
15. Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Manager, Policy & Research
	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2028	Manager, Policy & Research



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