

REFLECT RECONCILIATION ACTION PLAN



September 2025 – March 2027

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**We acknowledge the Traditional
Custodians of this land and pay
our respects of the Elders past,
present and future for they hold
the memories, the traditions, the
culture and hope of their people.**

Artwork

Development of Artwork

Finding a First Nations artist

Blue Knot is committed to finding a First Nations artist to bring our RAP to life, as it is a considered and respectful process. It takes time to listen, build relationships, and ensure that the artist's cultural knowledge and connection to Country are honoured. By engaging with care, we are creating space for an artwork that does more than visually represent our RAP. We hope that it will provide a meaningful cultural anchor that connects our commitments to the stories, resilience, and strengths of Aboriginal and Torres Strait Islander peoples. This investment of time we will make reflects our belief that reconciliation is about relationships, trust, and authenticity.

Meaning of the Blue Knot Logo

The Blue Knot logo carries a deep meaning for our community. The knot reflects the way complex trauma can feel, tangled, tight and complex and not linear. Yet within the knot we also have strength, threads holding together even under pressure. It also symbolises that to recover we need to understand that untangling the knot needs to happen gently and slowly and at each person's pace and level of comfort. The colour blue represents a sense of calm, hope and care, like the promise of a blue sky. Together, they remind us that while trauma can shape and challenge us, healing is always possible.



Message from the President of Blue Knot Foundation



At Blue Knot Foundation, reconciliation is not an aspiration we hold at a distance; it is a commitment embedded in who we are and how we support the people we serve. As the National Centre of Excellence for Complex Trauma, we walk alongside people whose lives have been profoundly shaped by trauma. This work cannot be separated from the recognition that Aboriginal and Torres Strait Islander peoples have endured generations of trauma, and that healing and resilience are bound to truth-telling, cultural strength, and respect.

Our Reflect RAP marks the next step in our reconciliation journey. It is a framework that grounds our good intentions in clear actions, timelines, and accountabilities. Through this plan, we commit to deepening our cultural safety, strengthening partnerships, and ensuring that the voices of Aboriginal and Torres Strait Islander peoples are not only heard but guide how we learn, grow, and deliver our services.

We thank Reconciliation Australia for their leadership and stewardship of the RAP program, and for guiding us to shape a Reflect RAP that strengthens our cultural learning, builds respectful relationships, and supports meaningful opportunities for Aboriginal and Torres Strait Islander peoples.

We are additionally proud of the partnerships already shaping our path including our ongoing relationship with the Healing Foundation, our collaboration in establishing the National Centre for Action on Child Sexual Abuse, and the wisdom and leadership of Aboriginal and Torres Strait Islander colleagues and advisors who enrich our organisation and hold us accountable. These relationships remind us that reconciliation is lived in practice, through respect, listening, and shared action.

Our staff are committed to learning through training, cultural protocols, and by celebrating significant national dates such as National Reconciliation Week and NAIDOC Week. We know that reconciliation requires courage: to reflect on our systems and policies, to address inequities in employment and procurement, and to sustain transparent governance of our RAP commitments.

This Reflect RAP is a promise. A promise to do the work, to measure our progress, to learn and grow over time, and to contribute to a more inclusive Australia in which Aboriginal and Torres Strait Islander peoples are respected, valued, and supported in their healing and resilience.

I thank our Board, leadership, staff, and First Nations partners for walking this journey with us. Together, we are building an organisation and a community that leads with hope, upholds integrity, and drives change for all Australians.

Dr Cathy Kezelman AM
President and Managing Director
Blue Knot Foundation



Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes Blue Knot Foundation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Blue Knot Foundation joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Blue Knot Foundation to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Blue Knot Foundation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Vision for Reconciliation

Our Vision for reconciliation is a future where wisdom, strength and resilience of Aboriginal and Torres Strait Islander peoples are respectfully honoured, and where cultures, histories and voices are woven into the fabric of all we do. We aspire to walk together in genuine partnership, guided by truth telling, mutual respect and shared learning.

Through our work, we seek to create safe, compassionate spaces in which healing, dignity and justice are upheld. We recognise that reconciliation is not a single act, but a continual journey of listening, reflection and meaningful action. Our commitment is to strengthen relationships, foster cultural safety, and contribute to a more inclusive future where all people can thrive.

Who we Are

The Blue Knot Foundation is the National Centre of Excellence for Complex Trauma, advocating and providing support to those who have experiences of complex trauma, and those who support them personally and professionally. We are proud to have a diverse team of 47 staff, including a leadership team member from the Gamilaraay peoples whose contribution enriches our organisation and strengthens our leadership commitment to reconciliation whose contribution enriches our organisation and strengthens our leadership commitment to reconciliation. We offer a range of critical services that include:

- The Blue Knot Helpline, which provides trauma-informed Telehealth counselling, information, and referrals to support adult survivors of complex trauma mostly from childhood experiencing the mental health impacts of their trauma, as well as their supporters and professionals.
- The Redress Support Service which offers free, independent, and confidential telephone support for people engaging with the National Redress Scheme, helping survivors navigate the application process and achieve redress.
- Educational workshops, professional development training, supervision and consultancy to organisations, professionals and individuals.

Our Vision

To reach the more than 1 in 4 adult Australians impacted by complex trauma.

Our Purpose

Empowering adults to recover and build resilience from complex trauma.

Our RAP

The Reconciliation Action Plan for Blue Knot Foundation is a strategic and commitment-driven initiative that seeks to actively engage Aboriginal and Torres Strait Islander peoples and communities in meaningful and respectful ways.

By embedding cultural safety, developing collaborative partnerships, and enhancing service delivery, Blue Knot Foundation is committed to contributing to a reconciled and more inclusive Australia, where all individuals and communities impacted by complex trauma, regardless of their background, can access the support they need to support their healing and resilience. This RAP will guide Blue Knot Foundation's ongoing efforts to create a culture of respect, understanding, and support for all Australian's including Aboriginal and Torres Strait Islander peoples, ensuring that they are not only heard but valued and empowered.

This Reflect RAP is sponsored by our President/Managing Director and supported by our Executive Manager, Head of People and Culture and our Senior Leadership Team. We will generate a clear plan that incorporates the Relationships, Respect, Opportunities and Governance RAP Framework in line with the following actions.

Actions:

Establish clear metrics for RAP progress:

Blue Knot Foundation will set specific, measurable objectives for the RAP and monitor regularly and review progress annually to ensure that key actions are being effectively implemented. The RAP working group will review actions, monitor impact, and ensure continuous improvement. These reviews will be shared with internal and external stakeholders to maintain transparency.

Annual Report on Reconciliation Progress:

A dedicated section on RAP progress will be included in Blue Knot Foundation's annual report, outlining the activities, achievements, and challenges of our reconciliation journey.

Feedback from First Nations stakeholders:

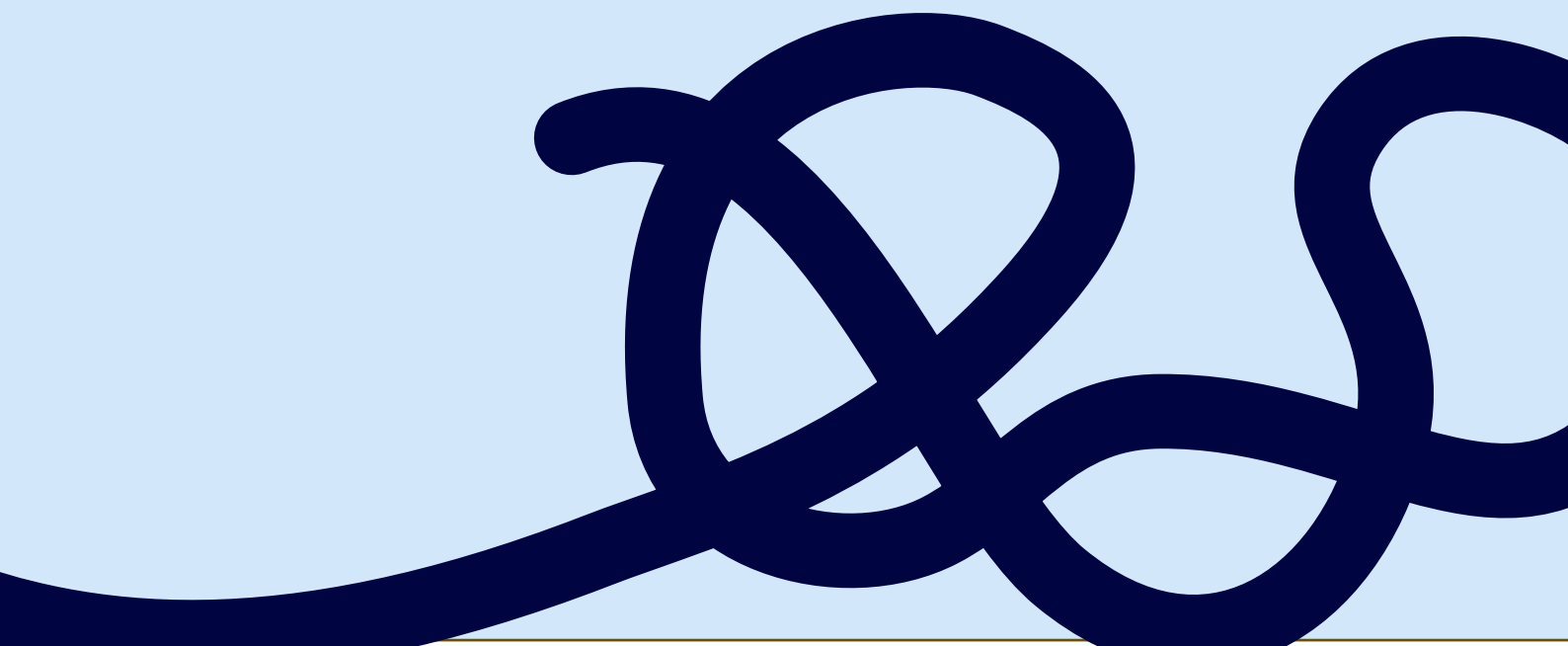
We will ensure that feedback mechanisms are in place for First Nations peoples to assess and guide the foundation's progress towards reconciliation. This may include feedback forms, focus groups, or advisory groups.

Our partnerships/current activities:

Our current partnerships with Aboriginal and Torres Strait Islander organisations and people include:

- A Lived and Living Experience Committee of people living with the impacts of complex trauma and their supporters is in place that includes people from different backgrounds and cultures to support the diversity of insights that assist us in improving the services we deliver. This includes First Australians. This Committee has been instrumental in reviewing key policies, scripts and handbooks which directly support our work with service users to our Helpline and to the National Redress Scheme for example.
- Formal partnership with the Healing Foundation which has been in place for over 3 years. We have also built relationships with other Aboriginal and Torres Strait Islander peoples who have and continue to support Blue Knot's cultural learning and reconciliation journey. Blue Knot Foundation and The Healing Foundation are founding members of the National Centre of Action for Child Sexual Abuse alongside the Australian Childhood Foundation. Together we have established this independent organisation and developed a 5-year strategy which is informed by a cultural lens and focussed on the particular needs of First Nations people impacted by child sexual abuse included intergenerational trauma.

- A meeting protocol that includes an Acknowledgement of Country or Welcome to Country to demonstrate Blue Knot's respect for First Nations cultures, promoting a deeper connection to the land and acknowledging the ongoing custodianship of Aboriginal and Torres Strait Islander peoples.
- All staff receive compulsory online training related to First Nations peoples sourced from multiple providers including SBS and independent persons including Justin Noel from Origin Communication as well as ongoing professional development experiences during their Blue Knot employment journey. The organisation also has strong ties with Fiona Cornforth in her role as independent director on National Centre for Action on Child Sexual Abuse board, currently Head of Yardiwura Walani, ANU. This builds an understanding of Aboriginal and Torres Strait Islander cultures and engagement to support the awareness and confidence of our staff in working with and supporting First Nations peoples in a culturally safe way.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Commence by end Dec 2025 and review annually.	Lead: Head of HR. Support: Senior Administrator
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Commence by end Dec 2025 and review annually.	Lead: Head of HR. Support: Senior Administrator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	By 30 April annually	Head of HR
	RAP Working Group members to participate in an external NRW event.	27 May-3 June annually	President
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June annually	President Support: Executive and SLT
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Commence by end September 2025	President
	Identify external stakeholders that our organisation can engage	By end August	President

	with on our reconciliation journey.	2025 and review annually.	Support: Executive and SLT
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	By end August 2025 and review annually.	President
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Commence by end December 2025	Head of HR
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	By end May 2026	Head of HR



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	By end June 2026	President & Head of HR
	Conduct a review of cultural learning needs within our organisation.	By end June 2026	Lead: Head of HR - Support: - Head of Corporate Services - Head of Telehealth - Head of Strategic Comms. - Executive Manager - President.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	By end June 2026	President
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	By end June 2025	President

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

Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Annually in June	- Lead: Head of HR - Support: - Executive Manager - Head of Corporate Services - Head of Telehealth - Head of Strategic Comms.
Introduce our staff to NAIDOC Week by promoting external events in our local area.	Annually in June	- Lead: Head of HR - Support: - Executive Manager - Head of Corporate Services - Head of Telehealth - Head of Strategic Comms.
RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	President



Edith Falls, Nitmiluk National Park Training in Katherine NT 2019



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	By end October 2026	Head of HR
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	By end August 2026	Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	By end January 2027	Head of Corporate Services
	• Investigate Supply Nation membership .	By end February 2027	Head of Corporate Services



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Draft, then maintain a RWG to govern RAP implementation	Create by end October 2025. Review May 2026.	Head of HR
	Draft a Terms of Reference for the RWG.	By end October 2025	Head of HR
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	By end October 2025	Head of HR
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	By end October 2025	Head of HR
	Maintain senior leader engagement in the delivery of RAP commitments.	Reflect RAP updates at each financial quarter; by 30 Sep 2025, 30 Dec 2025, 30 Mar 2026, 30 Jun 2026 annually.	Lead: President Support: Head of HR
	Maintain a senior leader to champion our RAP internally	30 Jan and 30 July each year.	President
	Define appropriate systems and capability to track, measure and report on RAP commitments.	30 Nov 2025	Head of HR
12. Build accountability and transparency through reporting RAP achievements, challenges and	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss	30 June annually	Head of HR

learnings both internally and externally.	out on important RAP correspondence.		
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of HR
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of HR
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2026	Head of HR

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Casuarina Beach , Darwin land of the Larrakia people -Training and Elder visit NT

