

Reconciliation Action Plan

Innovate

May 2024 – May 2026



Acknowledgement of Country

For more than 40 years Liberty has worked on the land of the Birpai people.

We pay our respects to all Aboriginal and Torres Strait Islander Ancestors, Elders, and people in our community.

We acknowledge the enduring wisdom of the world's longest continuing culture, the strength and resilience of Aboriginal and Torres Strait Islander people, and their deep connection to Country for 65,000 years.



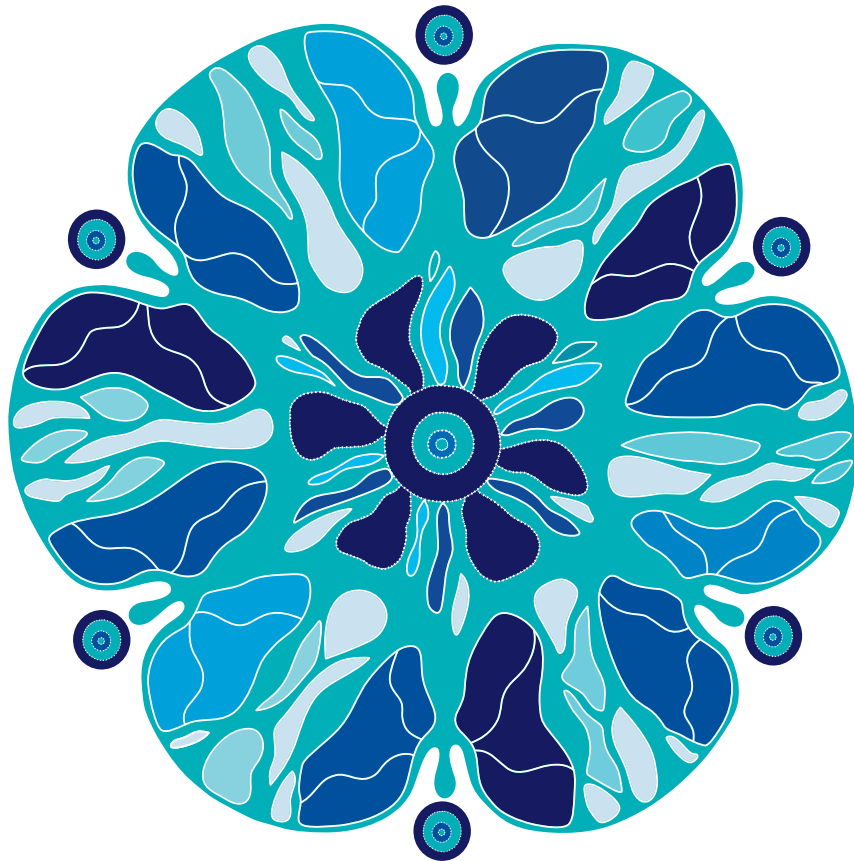
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* Liberty acknowledges that Aboriginal and Torres Strait Islander people are also known as Australia's First Peoples, Indigenous Australians, Aboriginal people and First Nations people. We use the term Aboriginal in the context of our local community.



Galbaan Wakulda 'Women as One'



Design Symbolism

This is the Galbaan Wakulda 'Women As One' story. 'Galbaan Wakulda' is a handcrafted custom acrylic on canvas work, symbolising women in unity and sisterhood.

It is a contemporary style of art, bold and symmetrical in design. It is a healing piece, and colour theory and meaning are integral to the design.

Cool turquoise greens feature for healing, along with sapphire blues for trust. Both represent Liberty's service delivery and core values.

The piece also features the International Women's colours of purple for dignity, green for hope and white for purity. It is a feminine, nature-based piece with a floral aspect and a living, organic and cellular design to represent growth and transformation.

The women are depicted as butterflies linking hands to symbolise strength, growth, transformation and unity. This has a dual meaning and represents Liberty as an organisation, and our clients on their journey to overcome domestic violence.

Heart of Liberty

During Reconciliation Week in 2022, Liberty unveiled our new visual branding designed to work in with 'Galbaan Wakulda' – the beautiful artwork created for us by local Aboriginal artist Angela Marr.

'Galbaan Wakulda' – Women As One in local Gathang language – was presented to Liberty during NAIDOC Week in 2020 and hangs proudly in our Welcome Space at our community hub, Liberty Cottage.

Weaving the artwork into Liberty's visual identity is an important element in our work towards reconciliation. It promotes our pride in Australia's rich cultural history and symbolises our commitment to a future where all women and children are safe, empowered and respected.

About the Artist – Angela Marr



Angela Marr
Creative Director
Cultural Industries

Angela is a Birrbay woman and the Creative Director of Cultural Industries, a National Aboriginal Design Agency Member, a Supply Nation Registered Business and an Indigenous Art Code Member.

Angela has over 20 years of industry experience in cultural arts, project management and workshop facilitation.

As a professional artist, Angela specialises in culturally inspired imagery and designs, privately commissioned works of art and creative project management.

Her works of art are distinctive and stylised, featuring contemporary elements that are bold and symmetrical in design that celebrate colour harmony and meaning.

Angela is an accomplished artist and has established herself in cultural branding and design within the corporate sector. She is an artist for the National Aboriginal Design Agency and has been a finalist at both state and national art award levels.

As an Aboriginal woman and artist, I am extremely passionate about celebrating and promoting my culture through art and language.

I am inspired and driven by the depth of my culture and my place within it.

Angela Marr, Gurrwa Marraygan

Message from Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation
Australia

Reconciliation Australia commends Liberty Domestic and Family Violence Specialist Services 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 Liberty 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, Liberty 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Liberty 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 Liberty'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 Liberty Domestic and Family Violence Specialist Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Foreword from Liberty



Kelly Lamb
Gomeri Woman from the Gamilaraay Nation
CEO and RAP Champion
Liberty Domestic and Family Violence Specialist
Services

Liberty's Reconciliation Action Plan reflects the essence of who we are as an organisation and moves us toward our vision of a community where all women and children are empowered and safe.

Responding to and preventing domestic and family violence requires a holistic and culturally sensitive approach that recognises the unique challenges faced by Aboriginal and Torres Strait Islander people. At Liberty, we see first-hand how the history of colonisation, dispossession and intergenerational trauma can contribute to the complex dynamics surrounding gendered violence. Disconnection and the loss of cultural practices can place a strain on families and traditional values of community, kinship and interconnectedness.

Liberty's RAP guides us as we continue our reconciliation journey, integrates with our purpose and supports our work. By strengthening our relationships and fostering a deeper understanding and respect, we will drive positive change for Aboriginal and Torres Strait Islander people including improved safety, housing, wellbeing, health, education and employment outcomes.

The Liberty team have embraced opportunities to listen and learn from Aboriginal Elders, understand and respect cultural perspectives, and embed culturally safe practices in our work. I am proud of the RAP Working Group's dedication in creating this plan and grateful to members of our Aboriginal Reference Group for their consultation and collaboration. A special thank you to Dr Aunty Rhonda for guiding me to plant the seed of reconciliation into the heart of our organisation so that it could grow into our way of being.

This RAP is a living embodiment of our commitment to change, understanding, and unity. Liberty's Strategic Plan sets the intention to bring the Aboriginal concept of dadirri, Ngarrangga in local Gathang language – a deep contemplative process of listening to one another – into focus as an organisational philosophy. Ngarrangga compels us to embrace interconnectedness, acknowledging that the full tapestry of human experience is woven from diverse stories, cultures and perspectives.

Personally, my own story of cultural suppression ignites and drives me towards reconciliation. My dispossession due to safety and family dynamics has had a profound generational impact on identity and belonging for my family. With my Dad's permission, I have opened the pages of the suppressed story and discovered many wounds layered with scars and come to understand more deeply my Dad as a protector of his mob which impels me to assert Aboriginal and Torres Strait Islander peoples' rights of self-determination, and the preservation of cultural practices, languages and traditions.

I am inspired to see Liberty stand as a leader in our community and bring others with us as we acknowledge the truth of the past, commit to healing and recovery, and celebrate the value of Aboriginal and Torres Strait Islander cultures as we strive towards reconciliation.

Our Vision for Reconciliation

A community that has the courage to know and accept the truth of our shared history and is committed to ending racism and discrimination;

where the cultural strength and wisdom of Aboriginal and Torres Strait Islander people is elevated and celebrated;

and, where Aboriginal and Torres Strait Islander peoples' rights to self-determination are upheld as we walk together towards a just, equitable and safe future.

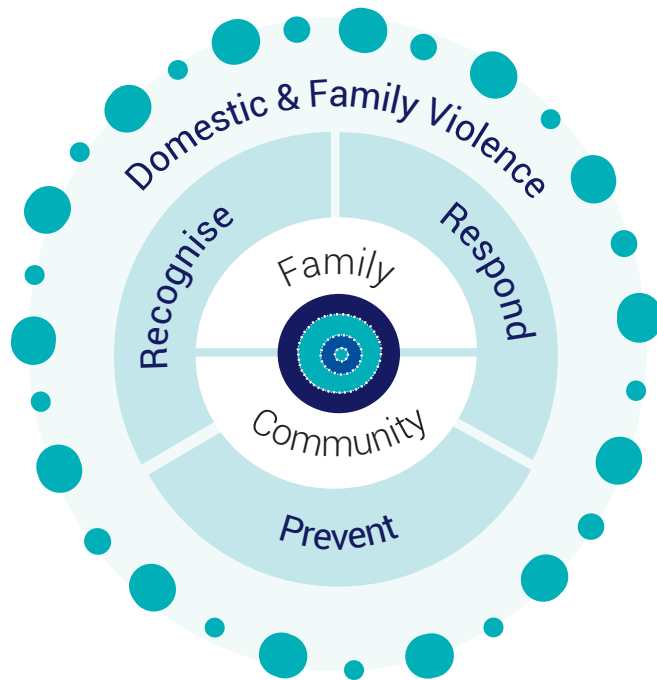


Our Work

Liberty has been supporting women and children experiencing domestic and family violence and homelessness on Birpai Country in the Port Macquarie Hastings area since 1980.

Our specialist domestic and family violence services are client-led, trauma-informed and culturally safe. From helping a woman in the peak of crisis secure a safe place to stay, to navigating and accessing various support services, we walk with each woman on her healing journey.

We provide crisis accommodation, transitional housing support, after-hours responses, case management, support groups, prevention programs for workplaces and schools, and perpetrator intervention programs.



Our Vision

A community where women and children are empowered and safe from domestic and family violence.

Our Purpose

To lead the community in a whole of family approach to recognise, respond and prevent domestic and family violence.

Our Values

- Respect – we have respect for self and others and value diversity
- Empathy – we acknowledge the unique experience and feelings of others
- Integrity – we model ethical practice that is honest and engenders trust
- Empowerment – we enable people to make choices and develop personal capabilities that will lead to lasting positive change in their lives
- Quality – our systems, standards and supports are current and consistent to deliver positive outcomes for families and community
- Innovation – we lead change and promote flexibility and creativity in all we do

Our Work



Our People

Liberty employs more than 20 team members who live and work in Guruk, Port Macquarie, on Birpai Country, on the Mid North Coast of NSW.

Our team support clients across various locations – Liberty Cottage (our community hub), and accommodation sites that feature local Gathang language place names – Galbaanbaa (Women Place) and Djiyaganbaa (Sister Place).

Liberty has Aboriginal representation at Board, Management and team levels, including five Aboriginal employees and three Aboriginal Identified positions.

Aboriginal women and children represent more than a quarter of all women and children referred to our service, almost half of our crisis accommodation clients and a quarter of transitional housing clients.

Our Commitments

As a respected leader in our community working towards the safety, dignity and empowerment of women and children, we recognise our responsibility to promote and progress reconciliation through our sphere of influence.

By engaging the individuals and organisations we work with in our reconciliation efforts, we can advance the five critical reconciliation dimensions named by Reconciliation Australia:

Race relations

We commit to overcome racism in our workplace and our community.

Equality and equity

We commit to recognise, respect and uphold the cultures and rights of our First Nations clients, team and partners.

Unity

We commit to bring together Aboriginal and non-Aboriginal people, cultural practices and ways of being with mutual respect and learning.

Institutional integrity

We commit to role model cultural competency and safety when working with government agencies and service providers.

Historical acceptance

We commit to acknowledge our past through truth-telling, justice and healing.

First Nations Cultural Advisor – Dr Aunty Rhonda Anjilkurri Radley



Dr Aunty Rhonda Anjilkurri Radley
First Nations Cultural Advisor

Liberty is incredibly proud and privileged to receive guidance from our First Nations Cultural Advisor, Birpai Elder Dr Aunty Rhonda Anjilkurri Radley.

Dr Aunty Rhonda shares Liberty's passion for empowering women, as seen through her work with the Djiyagan Dhanbaan Strong Sister Movement and the Nyiirun Djiyagan Wakulda Women's Festival.

She generously shares her deep knowledge with our team, helps us create culturally safe spaces, and directs our practice to provide the best outcomes for our Aboriginal clients.

While walking barefoot On Country with Dr Aunty Rhonda, we heard the harrowing local history of the impact of colonisation on Birpai people.

We have learnt about the important role of food in bringing mob together while cooking Johnny cakes and drinking lemon myrtle tea.

Dr Aunty Rhonda has guided us through conscious breath to connect deeply with ourselves and each other.

We have sat in circle, weaving baskets and jewellery, and sharing yarns.

Past stories and stagnant energy held in our places have been cleared through Dr Aunty Rhonda's cleansing ceremonies.

The songs of Aunt and her sisters have inspired our community at our annual Coastal Walk Against Domestic and Family Violence.

Dr Aunty Rhonda has supported us to play our part in the revival of local Gathang language through our placenames.

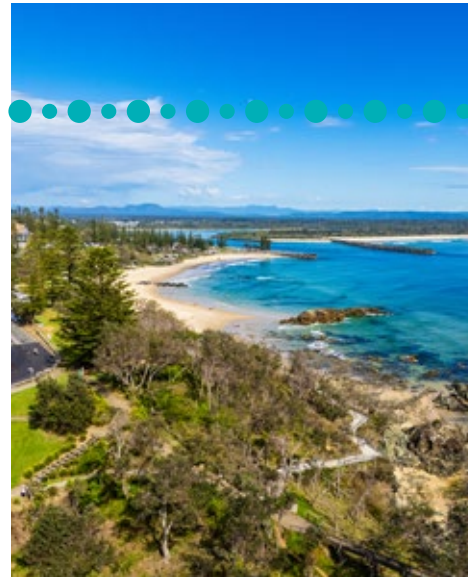
We have the deepest respect for Dr Aunty Rhonda and gratitude for everything she brings through Liberty to the women and children of our community.



Hastings Family Fun Day NAIDOC Week 2023



Flag Raising Ceremony, NAIDOC Week 2022



Coastal Walk Against Domestic & Family Violence 2023 on Birpai Country



Dr Aunty Rhonda Radley making Jonny Cakes at Liberty Cottage



Team Weaving, National Reconciliation Week 2023



Liberty Cottage



Cultural Awareness Training 2021



Time On Country



Liberty Stall, Hastings Family Fun Day NAIDOC Week 2023

Our RAP

Domestic violence doesn't discriminate. Liberty recognises that Aboriginal and Torres Strait Islander women are at greater risk of homelessness, more than three times more likely to be victims of domestic and family violence, and more likely to underreport and seek support.

We acknowledge the ongoing impacts of colonisation, the stolen generations, racism and discrimination within the context of our work to recognise, respond to and prevent violence experienced by Aboriginal and Torres Strait Islander women and children.

We commit to being a culturally safe, aware and competent organisation for our clients, team members and the broader community, underpinned by a deep respect for Aboriginal and Torres Strait Islander cultures, histories and achievements.

We honour the knowledge of local Aboriginal and Torres Strait Islander communities, elevate the voices of Aboriginal and Torres Strait Islander peoples, and embrace Aboriginal and Torres Strait Islander culture into our ways of working as we actively contribute to lasting change.

Liberty has been working hard over the past few years to improve our capacity as an inclusive, culturally aware and safe organisation by creating an environment of diversity and respect.

This Innovate RAP recognises that the history of our organisation has been woven with local Aboriginal people over four decades, builds upon our recent focused work towards reconciliation, and guides our actions for the two-year period from May 2024 to May 2026.



Our Story So Far

A Focus Area of our Strategic Plan 2021 – 2023 was the improvement of cultural competency in our provision of services to Aboriginal and Torres Strait Islander families. Our commitment to listening to and being guided by Aboriginal and Torres Strait Islander voices continues in our Strategic Plan 2023 – 2026 with a particular focus on our work with Aboriginal families in the areas of primary prevention and healing and recovery.

Highlights of Liberty's work towards reconciliation so far include:

Values and rights

- upholding Aboriginal self-determination, empowerment and cultural respect in our policies and procedures, including our Client Charter
- Acknowledgements of the Traditional Owners of the Land and/or Welcome to Country at team meetings and events
- visible Aboriginal symbols are displayed within the organisation including our visual identity and staff uniforms

Governance

- recruitment strategy for Aboriginal representation
- documented partnerships with Aboriginal organisations involving consultation and collaboration

Feedback and planning

- Yarning Circles are held with Aboriginal clients and stakeholders to advise, provide feedback, and guide decision-making to effectively respond to the needs of Aboriginal staff, clients, families and communities
- Aboriginal people and organisations are properly remunerated for their expertise

Awareness and education

- leaders model and communicate inclusive values to staff
- staff and Board members receive cultural and inclusion training and education
- Liberty commemorates and celebrates dates of significance in the workplace such as NAIDOC Week, National Sorry Day, National Reconciliation Week, Aboriginal Children's Day and International Women's Day for Aboriginal women

Service access and delivery

- service delivery involves the client's family, community and collaboration with various service providers
- process to identify and prioritise Aboriginal service users
- Aboriginal people are supported to identify, connect and practice their culture, for example our Ngathuwa Connecting to Culture program
- kinship mapping in the intake process
- cultural practices are understood and respected by staff
- relationships with Aboriginal services to improve referral pathways and strengthen partnerships

Inclusive workforce

- Aboriginal representation at Board, Management and team levels
- Aboriginal Identified positions
- cultural leave, enrichment, supervision and self-care provisions for Aboriginal staff
- engagement of First Nations Cultural Advisor Dr Aunty Rhonda Radley

Our RAP Groups

Working Group

Liberty's RAP Working Group (RWG) was convened in April 2022. The RWG is led by an Aboriginal Champion and Aboriginal Chair and includes Aboriginal and non-Aboriginal team members from various client service delivery areas as well as representatives from management and leadership.

Our RAP Champion is Liberty CEO Kelly Lamb, a Gomeroi Woman whose ancestors are Gamilaraay people from Coolah and the Hunter Valley of NSW. The RAP Working Group is Chaired by Birpai woman Jodie Arndell.

The RAP Working Group is responsible for the development, implementation and reporting phases of Liberty's RAP. The Group meets at least four times per year, and more often as required either in full, or in small project groups working on specific tasks.

RAP Working Group members:

- Kelly Lamb, CEO, Gomeroi woman (RAP Champion)
- Jodie Arndell, Aboriginal Domestic and Family Violence Support (Identified Position), Birpai woman (RAP Chair)
- Kelly Wyatt, Prevention and Community Programs Coordinator
- Lani Bedfordth, Domestic and Family Violence Support
- Lou Lewis, Domestic and Family Violence Support, Birpai Woman
- Brooke Maggs, People & Culture Manager
- Michelle Parker, Communications & Community Advisor (RAP Coordinator)

Aboriginal Reference Group

Liberty's RAP Aboriginal Reference Group (ARG) was convened in August 2022 and guides our RAP Working Group on matters including embedding Aboriginal and Torres Strait Islander perspectives into operations, ensuring proposed reconciliation initiatives are locally appropriate, guiding policy and consultation strategies, and ensuring better access and engagement for Aboriginal and Torres Strait Islander employees, clients and community members.

Members of the group include local Aboriginal Elders, representatives of local Aboriginal communities and those with existing relationships with our service:

- Dr Aunty Rhonda Anjilkurri Radley, Liberty First Nations Cultural Advisor. Dr Aunty Rhonda is a Birpai Elder and Gathang language teacher and founder of the Nyiurun Djiyagan Wakulda Women's Festival.
- Wayne Anderson, former Liberty Board Member. Uncle Wayne is a Worimi/Biripi Aboriginal man and a long-term Board member of Birpai Local Aboriginal Land Council.
- Lois Sallustio, former Liberty Board Member. Lois is an Aboriginal woman from the Wiradjuri nation who works as Aboriginal Health Liaison at Port Macquarie Base Hospital.
- Joanne Shipp is a Kamilaroi woman who works for the Mid North Coast Local Health District as the District Aboriginal Wellbeing & Violence Prevention Coordinator.
- Angela Martin is a proud Darug Aboriginal woman, and former Liberty Board Member. Angela is an active member of the Board of the Birpai Local Aboriginal Land Council and a member of the Aboriginal women's group Ngarran Mirriyn. Angela was a previous resident of Liberty's Galbaanbaa refuge and says it played an integral part in the strong woman she is today.

Ngathuwa 'I am' Connecting to Culture Program

The Ngathuwa 'I am' Connecting to Culture Program is co-designed with Liberty's First Nations Cultural Advisor Dr Aunty Rhonda Radley and co-presented with Arlene Mehan, Country Led Immersions.

This program enables Liberty's Aboriginal clients to develop knowledge and skills in culture, community and leadership to pave the way for future generations.

Ngathuwa opens a pathway for self-determination, developing wisdom, love and skills in culture, community and leadership. It paves the way for independence as the matriarch, leading connection with systems and mainstream society within her mob.

The program also provides an opportunity for clients to create links between their connection to culture, wellbeing, place and identity.

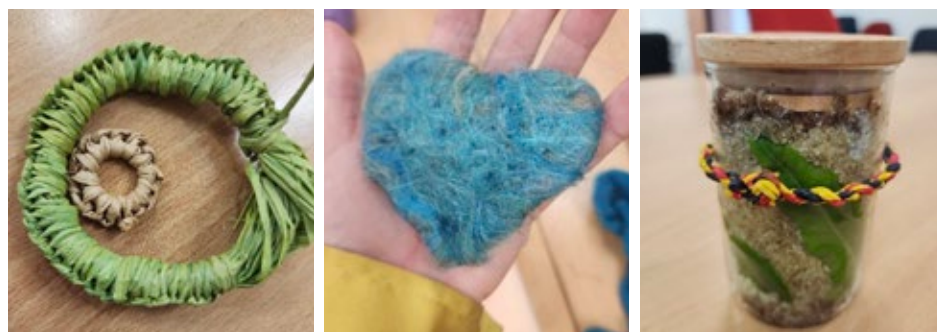
Activities include:

- Kinship connections
- Safe, sustainable lifestyle skills
- Finding your voice for ways of good
- Dreaming up vision board
- Ngarrangga deep listening
- Storytelling through cultural activities

The program, held On Country at the Birpai Local Aboriginal Land Council and at Liberty's crisis accommodation empowers clients and builds confidence through culture.

Sally and her 1 year old daughter Jessica* were referred to Liberty by Department of Communities and Justice (DCJ). After the perpetrator had tracked them down and abused Sally, they needed to be relocated to a safe place an hour away. When Sally commenced Liberty's Ngathuwa program, Liberty and DCJ provided transport and accompanied Sally and Jessica to and from the sessions due to the high risk. Liberty's Child and Youth worker provided culturally themed childcare for Jessica while Sally connected with her Aboriginal culture under the guidance of Dr Aunty Rhonda. Sally learnt to make and decorate her own clapsticks and has set up her own business providing Aboriginal Henna art for community events. Liberty worked with DCJ to develop an 18 year Cultural Plan for Jessica. Sally is now skilled in cultural education and is passing on her knowledge to her daughter as Jessica's first cultural teacher.*

*Names changed



Weaving, felting and body scrubs made by participants of the Ngathuwa 'I am' Connecting to Culture Program

Innovate RAP

Relationships

Liberty recognises that intergenerational trauma, the impacts of colonisation and systemic racism intersect with the drivers of domestic and family violence. We understand that strong relationships between our organisation and Aboriginal and Torres Strait Islander peoples are integral to our work.

It is through our relationships with local Aboriginal organisations, groups and individuals, built on respect, trust and listening, that we ensure our service is accessible and culturally safe.

It is through our connections within community that women have the confidence to reach out to us when they are unsafe. It is through our partnerships with service providers that we can provide stronger, integrated supports. It is through our relationships across our whole community that we can amplify the voices, experiences and self-determination of Aboriginal people in our work responding to and preventing violence against women.

We recognise that we cannot do this important work alone. We are stronger together. Liberty's commitment to building relationships with service providers, community organisations, groups of people and individuals is reflected in *Strategic Plan Focus Area 2 Primary Prevention – 2.2 Strengthen our existing networks* and *2.3 – Explore new partnerships and collaborations*. This includes strengthening our work with the local Aboriginal community through projects, programs and partnerships.



Innovate RAP

Relationships

Action	Deliverable	Timeline	Responsibility	Support
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	CEO	DFV Response Manager
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	CEO	DFV Response Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025 & 2026	RAP Chair	Communications & Community Advisor
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 & 2025	RAP Chair	
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 & 2025	CEO	People & Culture Manager
	2.4 Organise at least one NRW event each year.	27 May - 3 June 2024 & 2025	RAP Chair	DFV Response Manager
	2.5 Register all our NRW events on Reconciliation Australia's NRW website	May 2024 & 2025	RAP Co-Chair	Communications & Community Advisor
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2024	People & Culture Manager	CEO
	3.2 Communicate our commitment to reconciliation publicly.	August 2024	CEO	Communications & Community Advisor
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024	RAP Champion	Communications & Community Advisor
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024	RAP Champion	DFV Response Manager

Innovate RAP

Relationships

Action	Deliverable	Timeline	Responsibility	Support
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025	People & Culture Manager	Compliance & Operations Manager
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2025	Compliance & Operations Manager	People & Culture Manager
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2025	CEO	
	4.4 Educate senior leaders on the effects of racism.	August 2024	People & Culture Manger	
	4.5 Undertake Yarning Circles Aboriginal Client Consultation.	March 2025 & 2026	Crisis Accommodation Team Leader	RAP Chair
5. Enhance culturally safe service delivery by elevating the voices of Aboriginal clients.	5.1 Conduct a review of Liberty's existing feedback mechanisms available to Aboriginal clients to identify opportunities to improve and increase engagement.	June 2025	RAP Chair	Compliance & Operations Manager
	5.2 Engage with the Aboriginal Reference Group, First Nations Cultural Advisor and Aboriginal and Torres Strait Islander staff to consult on ways to improve and increase feedback.	June 2025	CEO	
	5.3 Develop, implement and communicate enhanced feedback mechanisms to ensure Aboriginal clients have greater capacity to guide Liberty's culturally safe service delivery.	July 2025	RAP Chair	Compliance & Operations Manager

Innovate RAP

Respect

Respect is one of Liberty's core values. We are guided by our commitment to have respect for self and others and value diversity.

We are committed to improving our capacity for providing specialist domestic and family violence support that is respectful of our Aboriginal clients' culture, identity and self-expression. We will demonstrate our respect by listening to the unique views and voices of Aboriginal women and children to deepen our understanding and we will follow their lead as experts in their own journey towards safety.

We will continue to demonstrate our respect for Aboriginal and Torres Strait Islander cultures through ongoing consultation, observing cultural protocols, and proudly celebrating Aboriginal culture with our clients, team and community.

Our *Strategic Plan Focus Area 1 Specialisation* is built upon the respect we have for the knowledge and skills of our domestic and family violence staff, including the cultural wisdom of our Aboriginal team members, which allows Liberty to provide the best outcomes for our clients. Our commitment to a culture of respect is also reflected in *Strategic Plan Focus Area 2 Primary Prevention – 2.4 Listen to Aboriginal and Torres Strait Islander voices* which sets out our commitment to uphold the self-determination of our Aboriginal clients and community.



Innovate RAP

Respect

Action	Deliverable	Timeline	Responsibility	Support
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation.	June 2024 & 2025	People & Culture Manager	CEO
	6.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024 & 2025	CEO	
	6.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2024 & 2025	People & Culture Manager	
	6.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	August 2024 and May 2025	People & Culture Manager	
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2025	RAP Champion	People & Culture Manager
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2025	RAP Champion	First Nations Cultural Advisor
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2024	RAP Champion	
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2024	RAP Champion	RAP Chair
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2024 & 2025	RAP Chair	
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	People & Culture Manager	
	8.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 & 2025	RAP Chair	People & Culture Manager
	8.4 Research and develop calendar of events that recognise and celebrate Aboriginal and Torres Strait Islander communities.	January 2025 & 2026	DFV Response Manager	

Innovate RAP

Opportunities

Empowering Aboriginal and Torres Strait Islander women by providing opportunities to improve their safety and achieve their full potential is central to our work preventing and responding to domestic and family violence.

Aboriginal and Torres Strait Islander women are disproportionately affected by violence; they are 34 times more likely to be hospitalised due to family violence than other women, and they are 11 times more likely to die from violent assault.

Providing opportunities to Aboriginal and Torres Strait Islander women through our employment and procurement practices directly supports our core business of improving the safety of women and

children because financial security is a protective factor against domestic and family violence.

Opportunities to empower Aboriginal and Torres Strait Islander people are woven throughout our five Strategic Plan Focus Areas.

1 Specialisation – We remain committed to the recruitment and retention of Aboriginal staff and the provision of a culturally safe and supportive workplace.

2 Primary Prevention – We will listen to and be led by Aboriginal and Torres Strait Islander voices, respecting the right to self-determination.

3 Healing and Recovery – Liberty will continue to deliver Aboriginal-led programs to promote the healing and recovery of our Aboriginal clients that respond to culturally unique experiences and needs.

4 Financial Management – We will focus on diversity in our procurement practices and build upon our partnerships with Aboriginal and Torres Strait Islander suppliers.

5 Strong Governance – Our organisational structure and HR strategies will be culturally aware to provide opportunities for the growth and development of Aboriginal team members.



Innovate RAP

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	People & Culture Manager
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2024	People & Culture Manager
	9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2024	People & Culture Manager
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2024	People & Culture Manager
	9.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2024	People & Culture Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2025	Compliance & Operations Manager
	10.2 Investigate Supply Nation membership.	May 2025	Compliance & Operations Manager
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2025	Compliance & Operations Manager
	10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2025	Compliance & Operations Manager
	10.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2025	CEO

Innovate RAP

Governance

Liberty is committed to embedding the pillars of reconciliation across our organisation by allocating sufficient resources to the delivery of this RAP and applying a process to monitor the implementation and evaluate the outcomes of actions.

Our RAP Working Group and Aboriginal Reference Group will continue to lead Liberty through the implementation of the RAP from May 2024 to May 2026.

We will share our learnings, challenges and achievements from our RAP with our team and our community so that we might inspire and support others on their reconciliation journey.

Our *Strategic Plan Focus Area 5 Strong Governance – 5.1 Implement an organisation-wide guiding philosophy* is Liberty's commitment to bring the wisdom of Aboriginal culture, knowledge and connection into our organisational operations. The guiding principles of Ngarrangga will be embedded within our organisation. These include a deep contemplative process of listening to one another, consideration of community and at the same time acknowledging the unique nature that each individual brings into the collective whole. This Focus Area has the essence of reconciliation at its heart, as it recognises that by listening to, embracing and embedding culturally guided ways of being into our work, benefits will flow for our clients, team, community and Country.



Innovate RAP

Governance

Action	Deliverable	Timeline	Responsibility	Support
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2025 & 2026	RAP Chair	
	11.2 Establish and apply a Terms of Reference for the RWG.	May 2024	RAP Chair	
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	May 2024 August 2024 November 2024 February 2025 May 2025 August 2025 November 2025 February 2026 April 2026	RAP Chair	
	11.4 Maintain an Aboriginal Reference Group.	May 2025 & 2026	RAP Champion	
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	May 2024	People & Culture Manager	CEO
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2024	CEO	
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2024	RAP Chair	Communications & Community Advisor
	12.4 Appoint and maintain an internal RAP Champion from senior management.	May 2024	CEO	
	12.5 Embed the Aboriginal and Torres Strait Islander philosophy of Ngarrangga across the organisation as part of Liberty's Strategic Plan 2023 to 2026.	May 2026	CEO	Board

Innovate RAP

Governance

Action	Deliverable	Timeline	Responsibility	Support
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	May, annually	CEO	RAP Chair
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Chair	Communications & Community Advisor
	13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Chair	Communications & Community Advisor
	13.4 Report RAP progress to all staff, senior leaders and board quarterly.	May 2024 August 2024 November 2024 February 2025 May 2025 August 2025 November 2025 February 2026 April 2026	CEO	RAP Chair
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	Oct 2024 & 2025	CEO	Communications & Community Advisor
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	RAP Chair	
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	RAP Chair	Communications & Community Advisor
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026	RAP Chair	



Liberty
domestic & family violence
specialist services

Key Contact

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