



Relationship Matters Counselling and Mediation Reflect Reconciliation Action Plan

January 2026 – January 2027





Acknowledgement of Country

*We acknowledge the Aboriginal and
Torres Strait Islander peoples as the Traditional
Owners of the land and pay respect to their
Elders past and present.*

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Our RAP Artwork



This painting is about the life journey they travelled. Then connecting, bringing family back together as one Mob.

Lifes Journey: One Mob #2, Joel A (Yorta Yorta/ Wiradjuri)



Message from the Chairperson and Chief Executive Officer

We are very proud to share Relationship Matters' first Reconciliation Action Plan (RAP). For us, this is not just a document, but the beginning of a deeper journey - one where we pause, listen, and walk alongside Aboriginal and Torres Strait Islander peoples with respect, humility and openness.

At Relationship Matters, everything we do is grounded in relationships. Every day we see the difference that safe, respectful and supportive connections make in families, in workplaces and across communities. This RAP invites us to extend that belief even further, reminding us that reconciliation itself is about relationships: listening with care, acknowledging truth, and finding new ways to stand together.

We also recognise that reconciliation cannot exist without truth. The injustices experienced by Aboriginal and Torres Strait Islander peoples – past and present – continue to affect families, communities and relationships today. Truth-telling and listening with respect are essential if we are to play our part in healing and building stronger connections for the future.

Our mission has always been to help people strengthen the ties that matter most, and our values of respect, inclusivity and integrity guide us in that work. This plan is one way we live those values more fully. It asks us to look honestly at where we are now, to recognise the wisdom and resilience of Aboriginal and Torres Strait Islander peoples, and to learn how we can contribute to a more just and connected future.

The development of this RAP has been a shared effort, led by our RAP Working Group, supported by staff and our Board, and guided by Reconciliation Australia. It is a foundation, not an end point. It gives us direction, but more importantly, it reminds us that reconciliation is an ongoing journey of reflection, learning and growth.

We hope this plan will help us become an organisation where Aboriginal and Torres Strait Islander peoples feel welcomed, respected and supported – whether as clients, colleagues, partners or community members. We know we will make mistakes along the way, but we are committed to listening, to learning, and to doing better.

We look forward to the journey ahead, and to building stronger, more meaningful connections that honour our shared commitment to respect, equity and belonging.

James McCarthy

Chairperson, Relationship Matters

Maya Avdibegovic

Chief Executive Officer, Relationship Matters

Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes Relationship Matters to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Relationship Matters 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 over 5.5 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 Relationship Matters 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 Relationship Matters, 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

Our Organisation

Relationship Matters is a not-for-profit organisation with more than 78 years of experience supporting the Victorian community. Guided by our vision of a caring, compassionate, and just society, we help people strengthen their relationships, improve safety and wellbeing, and navigate challenging times in their lives.

Our purpose is to promote safe, respectful, and fulfilling relationships for everyone, at every stage of life. This commitment underpins all that we do – from the support we provide to individuals and families, to the programs we deliver across workplaces and communities.

We provide a wide range of services, including relationship counselling, family dispute resolution and mediation, counselling for children and adolescents, support for LGBTIQ+ communities through Rainbow Door, free mental health services via Accessible Psychological Interventions (API), and men's behaviour change and family safety programs. We also deliver evidence-based relationship learning programs such as Parenting after Separation, Tuning into Kids, and Roadworthy for Dads, as well as the VicRoads Safe Driving Program.

Workplace Matters, our dedicated workplace wellbeing and consultancy service, delivers high-quality Employee Assistance Programs (EAP) and organisational support. This includes workplace counselling, critical incident response, conflict resolution, training, coaching and outplacement services. We currently work in partnership with more than 170 organisations, supporting over 20,000 employees across Victoria.

Relationship Matters employs approximately 65 skilled and dedicated staff across Victoria, including one staff member who identifies as Aboriginal. We recognise the importance of strengthening our understanding of Aboriginal and Torres Strait Islander cultures, and we are committed to listening, learning and growing as part of our reconciliation journey.

With eight sites across Victoria, Melbourne CBD, Frankston, Hoppers Crossing, Geelong, Preston, Moonee Ponds, Wangaratta and Bentleigh, we provide accessible services to people from diverse backgrounds and circumstances. Our work is guided by our values of respect, inclusivity and integrity, and supported by accreditations across Human Services Standards, National Standards for Mental Health Services, QIC Standards, and Rainbow Tick Standards.

As a trusted community organisation, Relationship Matters embraces the diversity of relationships and people. We are proud of our long history, and we continue to evolve our services so that people, families and communities across Victoria have access to the support they need, when they need it.



Our RAP

At Relationship Matters, we acknowledge the profound injustices and ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples. We also recognise the strength, resilience, and self-determination of Aboriginal and Torres Strait Islander communities, who continue to sustain culture, connection, and leadership despite these challenges. We believe that reconciliation must be grounded in courageous and culturally sensitive truth-telling, guided by Aboriginal and Torres Strait Islander voices, and supported by organisations like ours walking alongside in respectful partnership. We understand this process is complex and requires care, but it is vital and non-negotiable.

However, acknowledging the past is just the beginning of our journey. Our RAP represents a firm commitment to being part of shaping a future where Aboriginal and Torres Strait Islander peoples are empowered to shape their own stories, cultures are celebrated widely, and equity is no longer an aspiration but a lived reality. We are dedicated to cultivating meaningful and respectful relationships, promoting cultural safety, and embedding Aboriginal and Torres Strait Islander perspectives into all facets of our organisation and services. Our RAP guides us to hold ourselves accountable for ongoing learning, growth, and action that lead to tangible outcomes beyond words.

Reconciliation is not the responsibility of any one individual; it is a collective endeavour. Within our organisation, however, one RAP Champion has been appointed to lead and advocate for this work at the highest levels.

Our RAP Champion sits on the Leadership Team, providing visibility, authority, and influence to ensure reconciliation remains a central organisational priority.

The Leadership Team plays a critical role in supporting our RAP Champion and the RAP Working Group. RAP development, implementation, and progress are standing agenda items at the Leadership Team's monthly meetings, ensuring regular oversight and accountability. Leadership Team members are expected to communicate RAP priorities and updates within their respective teams, embedding responsibility across all levels of the organisation. Importantly, several members of the RAP Working Group also sit on the Leadership Team, creating a strong connection between governance and implementation.

Beyond governance, the Leadership Team actively champions reconciliation by modelling culturally safe leadership, allocating resources to RAP initiatives, and encouraging innovation in how services are delivered to support Aboriginal and Torres Strait Islander clients, staff, and communities. Their role is not only to endorse the RAP but to embed its intent into organisational culture, decision-making, and long-term planning. By working in close partnership with the RAP Champion and the RAP Working Group, the Leadership Team ensures our reconciliation commitments are both practical and enduring.



Our RAP Vision

Relationship Matters envisions an Australia where self-determining Aboriginal and Torres Strait Islander individuals, families, and communities thrive, supported by equitable access to culturally safe and responsive services.

We pledge to:

Amplify Aboriginal and Torres Strait Islander Voices and Wisdom



We will seek out, truly listen to, and celebrate the wisdom of Aboriginal and Torres Strait Islander peoples, making sure their voices guide how we shape our services, policies, and partnerships.

Champion Self-Determination and Justice



We stand as allies, ready to challenge unfair barriers and support Aboriginal and Torres Strait Islander peoples' rights to make their own choices and seek justice.

Support Aboriginal and Torres Strait Islander Economic Empowerment



We will actively seek ways to support Aboriginal and Torres Strait Islander economic growth, choosing Aboriginal and Torres Strait Islander suppliers and creating new opportunities wherever we can.

Build a Diverse and Welcoming Workplace



We are committed to creating a workplace where Aboriginal and Torres Strait Islander staff and community members feel valued, safe, and celebrated for who they are.

Foster Genuine, Respectful Relationships



We believe in building relationships based on mutual respect and understanding, ensuring our services are always welcoming and culturally safe.

Commit to Lifelong Learning



We will keep learning about Aboriginal and Torres Strait Islander histories, cultures, and perspectives, challenging ourselves to grow and do better.

Make Our Commitment Visible and Actionable



We will show our dedication to reconciliation in everything we do, regularly consulting with Aboriginal and Torres Strait Islander peoples and celebrating progress together.



Our Reconciliation Activities

Relationship Matters is committed to fostering genuine reconciliation with Aboriginal and Torres Strait Islander peoples through meaningful engagement and ongoing action. Below are key highlights of our reconciliation journey to date.



Acknowledging Country and Visibility

We ensure an Acknowledgement of Country is included as a standing agenda item at the start of all internal meetings and external events, courses, and training sessions. Our offices prominently display the Aboriginal and Torres Strait Islander flags, and all staff include an Acknowledgement of Country in their email signatures.

Supporting the Voice to Parliament

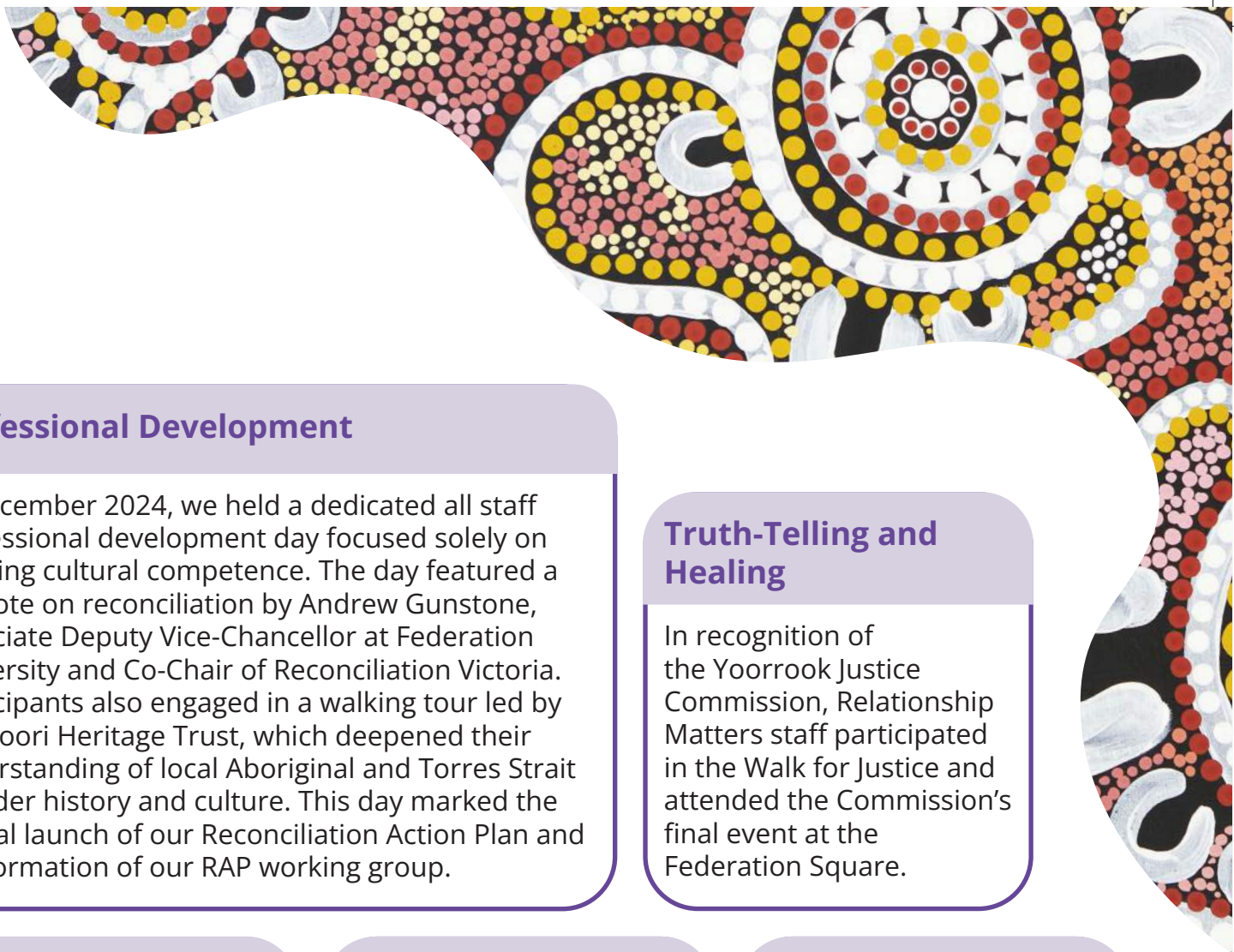
In August 2023, Relationship Matters publicly supported the Yes vote during the Aboriginal and Torres Strait Islander Voice Referendum. We participated in various community activities and shared supportive messaging via digital media.

Post-Referendum Support

Following the referendum, our Workplace Matters service assisted organisations with staff impacted by the outcome, providing tailored support during a challenging period.

Cultural Awareness and Training

Since September 2024, we have included culturally specific training within our Workplace Matters programs. This includes Aboriginal and Torres Strait Islander Cultural Awareness sessions and Yarning Circles, both designed and delivered by Jillian West. Jillian is a proud Palawa woman from the Bass Strait Islands and a Bunurong woman from Point Nepean, Victoria. She has extensive experience supporting Aboriginal and Torres Strait Islander peoples across work, education, and life journeys. Jillian is also an active member of our RAP Working Group.



Professional Development

In December 2024, we held a dedicated all staff professional development day focused solely on building cultural competence. The day featured a keynote on reconciliation by Andrew Gunstone, Associate Deputy Vice-Chancellor at Federation University and Co-Chair of Reconciliation Victoria. Participants also engaged in a walking tour led by the Koori Heritage Trust, which deepened their understanding of local Aboriginal and Torres Strait Islander history and culture. This day marked the official launch of our Reconciliation Action Plan and the formation of our RAP working group.

Truth-Telling and Healing

In recognition of the Yoorrook Justice Commission, Relationship Matters staff participated in the Walk for Justice and attended the Commission's final event at the Federation Square.

NAIDOC Week Celebration

During NAIDOC Week 2025, we offered all staff access to the "Yarn with Red Dust" online event, displayed posters across all office locations, and held local team celebrations to honour Aboriginal and Torres Strait Islander cultures.

National Reconciliation Week

We actively engaged in the 2025 National Reconciliation Week, attending events such as the Federation University Annual Reconciliation Lecture featuring Stan Grant, and the Reconciliation in the Park gathering in Geelong.

Staff Consultations on RAP Vision

In March 2025, we engaged all staff in developing Relationship Matters' reconciliation vision by conducting a survey and holding dedicated staff meetings for their input and feedback.

Supporting Aboriginal and Torres Strait Islander Enterprise

Relationship Matters prioritises, where possible, using Aboriginal and Torres Strait Islander-owned businesses for our catering requirements.

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 family and relationships, family violence and mental health sectors and in locations of our offices.	June, 2026	Executive Director, Clinical and Community Services
	Compile a set of best practices and guiding principles for partnering with Aboriginal and Torres Strait Islander stakeholders and organisations and circulate to all RM staff for immediate implementation.	June, 2026	Manager, Quality, Risk and Compliance
	Review our existing relationships with Aboriginal and Torres Strait Islander stakeholders and organisations and develop a stakeholder register.	June, 2026	Director, Clinical Programs
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and the Board.	May, 2026	CEO
	Ensure RAP Working Group members participate in an external NRW event.	May, 2026	CEO
	Encourage and support staff and the Leadership Team members to participate in an external NRW event.	May, 2026	CEO
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to RM staff and Board Directors (internal newsletter) and stakeholders (social media).	January, 2026	Marketing and Communications Coordinator
	Identify external stakeholders in the family and relationships, family violence and mental health sectors that our organisation can engage with on our reconciliation journey.	June, 2026	Counselling, Family Dispute Resolution and Family Violence Managers
	Identify Reconciliation Action Plan and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June, 2026	CEO
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August, 2026	People, Culture and Wellbeing Coordinator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August, 2026	People, Culture and Wellbeing Coordinator

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.

August, 2026

People, Culture and Wellbeing Coordinator

Conduct a review of cultural learning needs within our organisation.

March, 2026

People, Culture and Wellbeing Coordinator

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 area (office locations).

May, 2026

Executive Director, Clinical and Community Services

Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

May, 2026

Counselling, Family Dispute Resolution and Family Violence Managers

Invite Traditional Custodians of the land, skies and waterways to provide a Welcome to Country at significant RM events.

December, 2026

Office Coordinator

Provide an Acknowledgement of Country at all external and internal events and meetings as per RM policy.

December, 2026

All staff

Support staff by providing respectful, culturally appropriate resources regarding delivery of an Acknowledgement of Country.

June, 2026

Director, Clinical Programs

Display acknowledgement of Country plaques at all RM premises.

August, 2026

Marketing and Communication Coordinator

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.

June, 2026

CEO

Introduce our staff to NAIDOC Week by promoting external events in our local area and encourage staff to attend.

June, 2026

CEO

Ensure that RM Board Directors, RAP Working Group and the Leadership Team members participate in external NAIDOC Week events.

July, 2026

CEO

Promote NAIDOC week through internal and external communication channels.

July, 2026

Marketing and Communication Coordinator

Encourage internal NAIDOC Week gatherings across CBD, Frankston, and Hoppers Crossing offices to celebrate and recognise Aboriginal and Torres Strait Islander cultures.

July, 2026

Executive Director, Clinical and Community Services

Opportunities

Action	Deliverable	Timeline	Responsibility
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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.

May, 2026

People, Culture and Wellbeing Coordinator

Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.

May, 2026

People, Culture and Wellbeing Coordinator

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.

July, 2026

Executive Director, Corporate Services

Investigate Supply Nation membership.

July, 2026

Executive Director, Corporate Services

Commission artwork for the RM Reflect RAP.

January, 2026

CEO



Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	December, 2026	CEO
	Review and update Terms of Reference for the RWG.	December, 2026	CEO
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	December, 2026	CEO
11 Provide appropriate support for effective implementation of RAP commitments.	Review and continue to define resource needs for RAP implementation.	December, 2026	Finance Manager
	Engage the RM Board and Leadership Team in the delivery of RAP commitments by establishing a standing RAP agenda item at bi-monthly Board and Leadership Team meetings.	March, 2026 May, 2026 July, 2026 September, 2026 November, 2026	Executive Director, Corporate Services
	Appoint a senior leader to champion our RAP internally.	January, 2026	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January, 2026	CEO
12 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.	July annually	CEO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	CEO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026	CEO
	Report on reconciliation activities in the Annual Report.	November, 2026	CEO
13 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June, 2026	CEO

For public enquiries about our RAP please contact

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