



'Womens Weaving' by Wiradjuri Artist, Sharon Smith



**Redfern
Legal
Centre**

Innovate Reconciliation Action Plan

March 2023–February 2025

Statement from Reconciliation Australia CEO

Reconciliation Australia commends Redfern Legal Centre 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 Redfern Legal Centre 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, Redfern Legal Centre will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Redfern Legal Centre is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

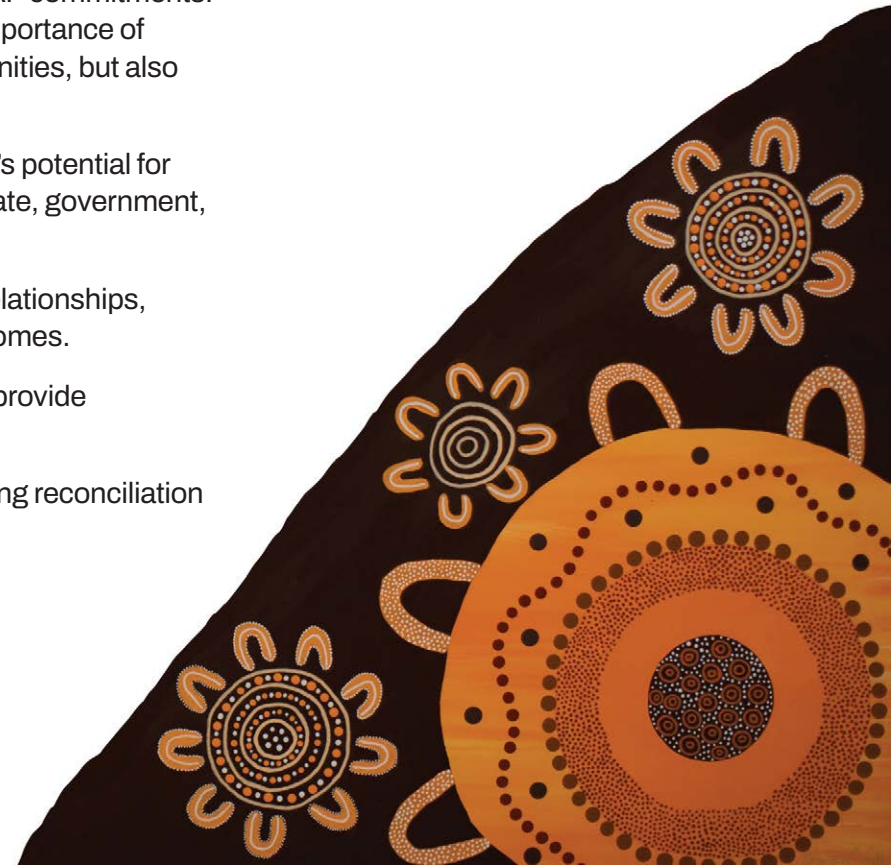
Implementing an Innovate RAP signals Redfern Legal Centre's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Redfern Legal Centre on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia



Foreword from our Chairperson

Access to justice for First Nations peoples is central to our purpose at Redfern Legal Centre (RLC). We work closely with First Nations communities and Aboriginal community-controlled organisations to ensure access to justice for First Nations clients, and identify and respond to systemic issues affecting First Nations people.

RLC provides a priority service to First Nations people across all of our legal practice areas. Our Aboriginal and Torres Strait Islander Legal Access Worker works closely with all staff of the organisation including solicitors to ensure that RLC's services are culturally safe and without barriers to access. Our First Nations service, including a First Nations Solicitor, provides advice and casework to Aboriginal clients and conducts law reform activities and projects in partnership with First Nations people and organisations.

RLC has a long and proud history of advocating for First Nations justice, via submissions to public inquiries, strategic litigation and media engagement. Two of RLC's specialist services, our Health Justice Partnership with the Sydney Local Area Health District and our statewide Police Accountability practice, have a strong focus on service delivery to First Nations clients and on legal issues such as the removal of Aboriginal children from their families and the over-policing of First Nations communities.

RLC supports the Uluru Statement from the Heart in full, and calls for a First Nations Voice to Parliament protected by the Constitution. We see in our daily work how legislation can be repealed and understand the lasting security and certainty that Constitutional protection can provide.

Partnering with First Nations communities, to listen, to understand, to demonstrate respect and to empower, is part of RLC's business as usual work and I am proud, as an Aboriginal lawyer, to support this work as Chair together with the board and staff. I acknowledge community concerns that a Reconciliation Action Plan is only one piece of a complex framework of identifying legal needs, responding to local and state-wide calls for action and actually delivering on promises. This plan builds on RLC's longstanding work with Aboriginal and Torres Strait Islander communities and articulates our commitment to ongoing collaboration between RLC and First Nations organisations and communities as we continue on our shared journey towards reconciliation. We intend to use our Reconciliation Action Plan as a tool of continuous improvement in what we do and how we do it, and how we measure the success of our work with First Nations people.

On behalf of the board, I want to acknowledge the work of our First Nations staff for their personal contributions to this plan, and to our broader staff group for their wholehearted support of the deliverables we have set for ourselves.

Kerry O'Brien

Chairperson, Redfern Legal Centre



Our vision for reconciliation

Redfern Legal Centre's vision of Reconciliation is the realisation of equal access to justice in Australia between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

It is for a society that respects, protects and promotes the rights of all, and in which Aboriginal and Torres Strait Islander peoples and the wider Australian community live and work together with mutual respect and understanding, free from discrimination and harassment, at their workplace, in their housing, in accessing services, in their treatment by police and government and in their lives generally.

We believe it is time for all Australians to acknowledge the atrocities of our history, and the ongoing impact of systemic racism and intergenerational trauma, and to commence a shared journey with First Nations peoples walking towards a better future, one based on truth-telling, equality and trust.

Our Board has endorsed the Uluru Statement from the Heart. It is time for us all to listen to the voices of First Nations peoples. We need action so that the process of Makarrata ('truth-telling') and healing can occur.

'Womens Weaving' by Wiradjuri Artist, Sharon Smith



Artist statement about the work: For Indigenous culture, weaving is an important form of storytelling. Women spent many hours weaving a variety of items used in everyday life making baskets, dilly bags, mats. Doing weaving keeps our culture alive when weaving we are sharing and learning from each other in this painting we have women sitting around weaving and yarnning and telling their stories

Artist background and details: I am inspired by my journey as an Aboriginal woman from the Wiradjuri Nation. I am constantly returning to my heritage and culture and my artwork, in its many forms are a constant affirmation of my identity.

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Our work

In 1977, Redfern Legal Centre (RLC) launched as the first community legal centre in NSW. For over 40 years our team has worked to enhance access to justice and uphold human rights through the provision of holistic and accessible legal support. Since opening our doors in 1977, a significant part of our work has been dedicated to improving legal access for Aboriginal and Torres Strait Islander peoples.

RLC is based in Redfern, situated on the lands of the Gadigal people of the Eora Nation with a rich Aboriginal history. The Gadigal people had a complex association with the non-Indigenous people arriving at their shores. They greeted them, accepted them, befriended them, and were forced to resist them. Despite the ongoing destructive impact of colonisation, Gadigal culture survived. In the twentieth century First Nations peoples gathered in Redfern from many communities looking for work, community and affordable housing. It became the heartland of Inner Sydney urban First Nations activism. Many services were established by and for First Nations peoples including the Metropolitan Land Council, the Aboriginal Legal Service (ALS), Aboriginal Medical Service (AMS), Aboriginal Housing Company, as well as cultural, arts, education, family, and other community and support services.

The following is from a history of Redfern Legal Centre by Fran Gibson, former staff member of RLC:

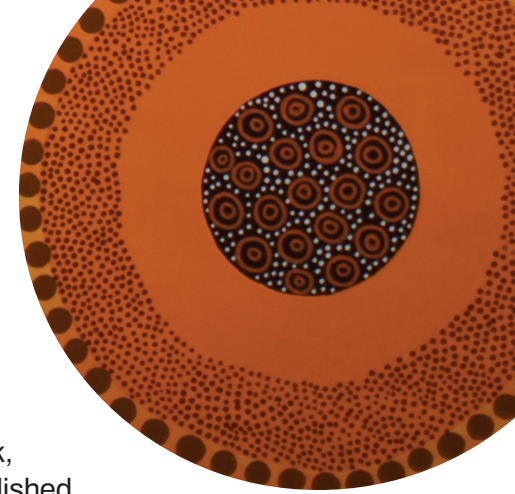
Although legal aid was not at the forefront of issues debated in the 1960s and 1970s, it is clear there was increasing public awareness that a significant proportion of the population lived in poverty, especially single mothers, unskilled recently arrived migrants, the permanently unemployed, the aged and Aboriginal people.¹ This poverty, then as now, led to social problems such as evictions, violence, unscrupulous finance deals, discrimination, family breakdown, imprisonment – all matters in which the law played a major role.²

In 1970, as a response to the ongoing conflict between Aboriginal people and the police, Aboriginal activists and lawyers set up the Aboriginal Legal Service in Redfern. A number of these students and lawyers were associated with the University of New South Wales (UNSW).

As Gibson describes, “a group of legal academics and students at UNSW, politically engaged and inspired by the establishment of the ALS and Fitzroy Legal Service – a free community legal service in Melbourne – resolved in 1976 to set up a free legal centre in Sydney. Redfern was seen as an epicentre of disadvantage – in fact by the late 1960s, Redfern was described as ‘an economically and socially depressed area. Sydneysiders, on the whole, regarded it as a slum, an attitude shared by many of its residents’ and after considering other options, the UNSW group decided that Redfern Town Hall was a good spot for a centre. It was close to the city for volunteer lawyers, was close to a court and the railway station and the council offered free rent. South Sydney Council was interested in a deal – the RLC group was offering to provide free legal advice to people the council felt a responsibility for. Discussions were held with the Aboriginal Legal Service and the Aboriginal Medical Service. The Centre opened on 14 March 1977 operating legal advice and assistance sessions five weeknights and two afternoons a week. UNSW legal academics, volunteer lawyers and law students provided the legal service. In August 1977 the first paid worker was employed by South Sydney Council to staff the Centre.”

1. Frank Crowley, *Tough Times: Australia In the Seventies* (William Heinemann, Australia, 1986) 6.

2. See Ronald Sackville, Commission of Inquiry into Poverty (1975) *Law and Poverty in Australia* (Australian Government Publishing Service, Canberra).





RLC has a long and proud history of running programs focusing on human rights and discrimination, and advocating for First Nations justice. Historically, this has included advocating against First Nations adults and children being targeted and strip searched in public places, representing First Nations clients at high-profile inquests including the family of David Gundy, an Aboriginal man shot by police when his home was raided by the police in April 1989, and establishing NSW's first police accountability practice.

Today, 36% of RLC's casework is provided to Aboriginal and/or Torres Strait Islander peoples (this figure includes all of our services including those that are specifically for other target groups such as migrant workers) and we maintain a priority policy for First Nations peoples to access our legal services. Our Aboriginal and Torres Strait Islander Legal Access worker enhances our culturally appropriate access model by working across the organisation to ensure that all of RLC's services are accessible and culturally safe.

RLC works to redress the multiple forms of disadvantage that many Aboriginal and Torres Strait Islander peoples continue to experience as a result of historical government policy and practice. These historical discriminatory practices have a compounding effect on vulnerability to legal problems for First Nations people: 49% experience financial disadvantage, 35% have low education levels, and a disproportionately high number live in rented or social housing.

Aboriginal and Torres Strait Islander peoples experiencing family violence are often reluctant to seek help for fear of negative repercussions, such as removal of children and incarceration of perpetrators. To help address issues such as this, RLC established an innovative Health Justice Partnership with Sydney Local District Health for Aboriginal and Torres Strait Islander peoples, to help identify legal issues and provide early intervention and timely crisis legal assistance.

Our staff and board

Among our team of 35 legal and non-legal staff members and 8 Board Directors, we have 3 Aboriginal and/or Torres Strait Islander team members, who influence our work with First Nations communities across all levels of the organisation.

Our Board is led by a proud Wiradjuri man. Our Aboriginal and Torres Strait Islander Legal Access Worker is a proud Bundjalung woman who plays a pivotal role in supporting culturally appropriate service access across all of RLC's legal practice areas. Our First Nations Solicitor who runs our newly created First Nations Legal Service is a proud Ngarrindjeri and Adnyamathanha woman. We are also looking to further support the next generation of First Nations legal professionals and have recently employed a First Nations Legal Cadet as well as sign up to the Community Legal Centre's NSW First Nations Cadet program.

Our Services

In addition to providing diverse specialist and generalist legal services which support a high caseload of Aboriginal and Torres Strait Islander peoples among our client mix, we deliver two state-wide services that include a targeted focus on working with Aboriginal and Torres Strait Islander communities.

Health Justice Partnership

Our Health Justice Partnership (HJP) with Sydney Local Health District (SLHD) for Aboriginal and Torres Strait Islander peoples co-locates lawyers in the health system to provide early intervention and support to hundreds of Aboriginal and Torres Strait Islander peoples each year who would not otherwise access legal help.

RLC's HJP supports Aboriginal and Torres Strait Islander peoples in areas including:

- ensuring public housing tenants can get health-harming home repairs addressed, such as the removal of black mould, and getting handrails and other essential safety aids installed
- advising people experiencing family violence or elder abuse, and supporting their healthcare professionals to identify these issues and respond appropriately
- assisting clients struggling with fines or debt, to ensure people can continue to meet essentials costs such as food, utilities, and medical bills
- reduced escalation of child protection issues, ensuring families can stay together
- supporting clients in the criminal justice system to have a voice.

We also work closely with government programs such as Victims Services, the National Redress Scheme, and the National Reparations Scheme to ensure access to justice for First Nations communities.

Care and protection is a major focus of RLC's HJP work. We prioritise early intervention advising mothers and pregnant women about their rights and obligations. Our primary aim is to keep or restore children to family care. We do this with the aid of committed social workers.

We provide assistance preparing for case planning and Family Group Conferencing, facilitating access to the support services to address Department of Communities and Justice child welfare concerns, and provide help identifying alternative avenues to prevent child removals (for example through the Family Court).

Police Accountability Practice

RLC's Police Accountability Practice is the only specialised practice in NSW advising and representing clients in complaints against the NSW Police.

As part of its work, the practice works to address the over-policing of Aboriginal and Torres Strait Islander peoples through casework, law reform submissions, delivering evidence at parliamentary inquiries, and monitoring and releasing police data to highlight systemic policing issues.

In recent years, the practice has worked to address a number of systemic issues evidenced through our case work that are disproportionately impacting Aboriginal and Torres Strait Islander peoples, including young people and children, the policing of fines, and the overuse of strip searches by NSW police.

Our Health Justice Partnership, Police Accountability Practice and other practice area's Theory of Change and Outcomes Measurement Frameworks can be seen at <https://rlc.org.au/resources/annual-reports/theory-change-and-strategic-plan-2020-2025>.

Our RAP

RLC commenced its Reconciliation journey in 2015 when we convened an external Aboriginal and Torres Strait Islander Advisory Group, made up of key stakeholders from across the organisation and within our local community. The advice provided by that group remains relevant to this day: reconciliation is a journey, not a destination. Through a process of research and exploration we set the foundations for our future RAP by ensuring that RLC, as an organisation, understood the history of our local area, learnt more about our Aboriginal and Torres Strait Islander clients and colleagues, and continued to develop culturally appropriate services.

We held a series of interactive staff discussions and undertook research on set topics in small groups, which were presented back to staff and collated over the course of a year to form a compendium of information, research and staff responses. This became RLC's 'Cultural Safety Workbook', a resource which was published internally, and now forms part of the reading required of all new staff and volunteers commencing at our centre.

Since 2015 we have built on a number of initiatives to improve access to justice for Aboriginal and Torres Strait Islander communities that were informed by this process, including:

- the establishment of our Health Justice Partnership
- securing funding to employ an Aboriginal and Torres Strait Islander Legal Access Worker to help build meaningful and trusted connections between the RLC's legal services and local Aboriginal and Torres Strait Islander communities
- commissioning local Boomalli Aboriginal Artists Co-operative member Sharon Smith to create an original artwork to welcome people to our centre
- development of a legal health screening tool and training health workers to help identify legal issues and increase referrals of First Nations patients to our service for help before those issues escalate
- conducting community legal education in areas that are directly relevant or disproportionately affect First Nations people such as policing, the criminal justice system, and the Black Lives Matter movement
- delivering evidence to the NSW parliamentary inquiry: The Select Committee on the High Level of First Nations People in Custody and Oversight and Review of Deaths in Custody'.

This past and ongoing work is informing the next stage of our RAP journey.

Our RAP Working Group

The strategic direction of our RAP is led by our RAP Working Group, which is made up of our CEO, Chief Operations Officer (COO), Principal Solicitor, First Nations Legal Access Worker, Employment Law Senior Solicitor, two Intake Supervisors, Communications & Volunteer Manager, Legal Admin Assistant and our First Nations Cadet. Three members identify as First Nations people. Our COO is our RAP Champion/Sponsor and is responsible for driving and championing internal engagement and awareness of the RAP.



Relationships

As an organisation with deep community networks, and a long-standing history as a legal centre of excellence, RLC holds a unique position of trust among the communities we serve, including Aboriginal and Torres Strait Islander communities.

A high percentage of First Nations clients are experiencing legal issues that have been exacerbated by intergenerational trauma and the inaction of past and present governments to address human rights issues. It is vitally important for us as an organisation to work in partnership with communities and community leaders to amplify the voices of First Nations peoples to create a platform to raise awareness about these experiences as a mechanism to achieve systemic change.

Relationship building is essential to the collaborative service model on which RLC's legal services are delivered. We work holistically with community workers and specialist practitioners to provide holistic wraparound services to our clients, including health workers, clinicians, social workers, financial counsellors, the judiciary, government and industry. We are also able to leverage our connections across the legal sector to maximise our impact by engaging pro bono legal support.

It is our vision to work towards strengthened relationships and true partnerships with First Nations organisations during the time period of this RAP and beyond. Amongst others, this includes the Aboriginal Legal Service (including the Greater Sydney Aboriginal Tenants' Service), the Aboriginal Medical Service, the Metro Land Council and Mudgin-gal Women's Place.

Action	Deliverable	Timeline	Responsibility
1. Strengthen existing and establish new mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations (legal and non-legal) to support positive outcomes.	1. Identify and develop contact list or database for key local and State Aboriginal and Torres Strait Islander stakeholders, leaders, communities and organisations.	March 2023	Chief Operations Officer (COO) Aboriginal and Torres Strait Islander Legal Access Worker (ATSILAW)
	2. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and discuss partnership opportunities.	June 2023	Chief Executive Officer (CEO) ATSILAW
	3. Develop and implement a high-level First Nations stakeholder engagement plan, and integrate as a key component of our organisational stakeholder engagement policy.	July 2023	COO ATSILAW
	4. Develop an annual engagement workplan for engagement with First Nations stakeholders and organisations which includes who we will engage with, how and when.	Dec 2023, 2024	ATSILAW
	5. Participate in Community Legal Centres First Nations networks including Yarn Up, Aboriginal Legal Access Program and Aboriginal and Torres Strait Islander Right Working Group	Review in July 2023	ATSILAW
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff and volunteers.	May 2023, 2024	CEO
	2. RAP Working Group members to participate in an external NRW event.	May 2023, 2024	COO
	3. Encourage and support staff to attend at least one external NRW event including such as Community Legal Centre NSW and Tenants' Union NSW events.	May 2023, 2024	CEO
	4. Organise at least one NRW event each year.	May 2023, 2024	ATSILAW
	5. Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	Communications Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	1. Ensure to include a section in our all-staff meetings that focuses on highlighting First Nations peoples including: > casework trends, policy and law reform > upcoming key events and themes > cultural awareness training sessions > engagement strategies > guest speakers	July 2023	COO ATSILAW
	2. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2023	COO ATSILAW
	3. Communicate our commitment to reconciliation publicly, especially leading up to National Reconciliation week each year.	May 2023, 2024	CEO Communications Manager
	4. Explore opportunities to positively influence our external stakeholders, including volunteers and pro bono partners, to drive reconciliation outcomes.	May 2023, 2024	CEO ATSILAW
	5. Collaborate with organisations with RAPs and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2023, 2024	CEO ATSILAW
4. Promote positive race relations through anti-discrimination strategies.	1. Review and update anti-discrimination policies for our organisation each year including: > equal employment opportunity, equity and diversity policy > cultural safety and wellbeing policy > Aboriginal and Torres Strait Islander engagement strategy, HR, staff entitlement and training policies > client casework and intake, stakeholder engagement, community legal education, law reform and strategic planning policies	Nov 2023, 2024	COO ATSILAW
	2. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policies.	Oct 2023	COO ATSILAW
	3. Ensure staff and volunteers are made aware of policies and procedures during new staff orientation and annually, including anti-discrimination, cultural safety, HR and staff entitlements, as well as all other policies regarding working with First Nations clients and stakeholders including client casework and intake, stakeholder engagement, community legal education, law reform and strategic planning policies.	Nov 2023, 2024	COO Volunteer Manager
	4. Provide training for staff, senior leaders and board on the effects of racism.	Dec 2023, 2024	CEO ATSILAW
	5. Attend interagency network meetings with the Local Area Command (LAC) Police and Department of Communities and Justice (DCJ) to increase understanding of current anti-discrimination policies, practices and future needs within the legal sector.	July 2023	Police Accountability Solicitor Principal Solicitor
	6. Investigate opportunities to work with LAC Police and DCJ to help affect systemic change regarding anti-discrimination policies and practices within the legal sector.	July 2023	Police Accountability Solicitor Principal Solicitor



Respect

RLC is committed to developing a deeper understanding of First Nations histories and cultures and important celebrations, including the local histories of the lands on which we work. By embedding this knowledge and respect across our organisation we hope to continuously improve our services and our connection with First Nations peoples internally and externally. Listening and understanding forms the first step in a true partnership in which we can continue to work together towards our goals of helping to empower and redress imbalances of power in the legal system, providing integrated and effective responses to the needs of people experiencing disadvantage, and to driving innovation and change within the legal system.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Conduct a review of cultural learning needs within our organisation.	May 2023	Chief Operations Officer (COO)
	2. Consult staff annually, during a staff meeting, on specific areas they would like to learn more about with respect to Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	Oct 2023, 2024	COO
	3. Consult local Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2023	COO Aboriginal and Torres Strait Islander Legal Access Worker (ATSILAW)
	4. Develop, implement and communicate a cultural learning strategy for staff that includes: > local history including our local history > legal history – see PIACs database > cultural protocols and respectful language > trauma informed best practice	August 2023	COO ATSILAW
	5. Include cultural awareness training in volunteer inductions.	Nov 2023, 2024	Front desk manager ATSILAW
	6. Provide opportunities for all staff, and volunteers where possible, to participate in formal and structured cultural learning.	Nov 2023, 2024	COO
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2023	ATSILAW
	2. Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	July 2023	COO
	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 2023, 2024	COO
	4. Display an Acknowledgement of Country on website, email footers and publications.	March 2023	Communications Manager
	5. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including staff and board meetings and training sessions.	Ongoing, review May 2023, 2024	COO Community Legal Education Manager (CLEM)



Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant events such as Yabun and NAIDOC Week.	1. Hold a stall in a local NAIDOC Week event such as Redfern Aboriginal Medical Service (AMS) or National Centre for Indigenous Excellence (NCIE).	July 2023, 2024	CLEM
	2. Hold a stall at Yabun Festival.	Jan 2024, 2025	CLEM
	3. RAP Working Group to participate in an external NAIDOC Week event	July 2023, 2024	CLEM
	4. Promote and encourage participation in Yabun and NAIDOC events to all staff and volunteers.	Jan and July 2023, 2024, 2025	CEO
	5. Review HR policies and procedures to remove barriers to staff participating in Yabun and NAIDOC Week.	June 2023, 2024	COO
4. Investigate opportunities to increase respect for and knowledge of Aboriginal and Torres Strait Islander cultures within the wider Redfern community.	1. RAP Working Group to develop a process for naming the rooms at Redfern Town Hall in local First Nations language.	March 2023	COO
	2. Consult with Aboriginal and Torres Strait Islander stakeholders and community members about renaming rooms at Redfern Town Hall in local First Nations language.	March 2023	ATSILAW
	3. Seek permission from the City of Sydney and Heritage Approval to install plaques outside each room with the new name and a short description or explanation of the meaning of the name.	March 2023	COO
	4. Install plaques outside each room and rename rooms on all IT related communications such as the room booking systems.	May 2023	Operations and IT Support Officer
5. Demonstrate respect by providing a visually welcoming and culturally safe place for Aboriginal and Torres Strait Islander peoples.	1. Display Aboriginal and Torres Strait Islander artwork, posters, flags and colours in our reception area.	March 2023	COO ATSILAW
	2. Consider additional symbolic statements to display in the reception area including an Acknowledgement of Country and the Uluru Statement	April 2023	COO ATSILAW



Opportunities

RLC is committed to providing opportunities for Aboriginal and Torres Strait Islander peoples that includes work experience for students, employment, mentoring, learning and professional development for staff and supporting local business in our purchasing. It is only with taking proactive positive steps that we can help to redress imbalances from working and living on stolen land and move towards reconciliation and equality of opportunities for all.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development and wellbeing.	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Sept 2023	Chief Operations Officer (COO)
	2. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sept 2023	COO
	3. Review and update the Aboriginal and Torres Strait Islander Employment Strategy, including for recruitment, induction, retention, mentoring, professional development and exit surveys.	Sept 2023	COO Aboriginal and Torres Strait Islander Legal Access Worker (ATSILAW)
	4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including in OurMob.com.au and Koori Mail.	June 2023, 2024	COO
	5. Include the following statement in all job advertisements: <i>Redfern Legal Centre encourages applications from Aboriginal and Torres Strait Islander peoples.</i>	June 2023, 2024	COO
	6. Review and update the Enterprise Agreement and recruitment procedures to ensure they are inclusive of Aboriginal and Torres Strait Islander staff accessing cultural leave and attending sorry business.	Nov 2023, 2024	COO ATSILAW
	7. Work with Aboriginal employment agencies to increase Aboriginal and Torres Strait Islander volunteering and employment within RLC.	June 2023, 2024	COO ATSILAW
	8. Provide access to a First Nations counsellor for external debriefing, support and counselling for both First Nations staff and other staff as desired.	March 2023, 2024	COO
2. Increase the percentage of Aboriginal and Torres Strait Islander staff and volunteers employed in our workforce.	1. Investigate opportunities and apply for funding for specific Aboriginal and Torres Strait Islander programs and roles within our organisation, including under the Indigenous Advancement Strategy	March 2023, 2024	COO ATSILAW
	2. Continue to seek opportunities to provide paid cadetships for Aboriginal and Torres Strait Islander students	March 2023, 2024	COO ATSILAW
	3. Advertise and encourage participation in our volunteer program at Aboriginal and Torres Strait Islander Law Student Centres	March 2023, 2024	COO Principal Solicitor
	4. Investigate opportunities to provide First Nations training cadetships with partner training organisations such as Tranby College, National Centre for Indigenous Excellence and Tafe NSW Eora	July 2023, 2024	COO ATSILAW

Action	Deliverable	Timeline	Responsibility
3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2023	COO ATSILAW
	2. Investigate Supply Nation membership.	April 2023	COO
	3. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	April 2023	COO ATSILAW
	4. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2023, 2024	COO ATSILAW
	5. Develop a commercial relationship with at least one Aboriginal and/or Torres Strait Islander business.	May 2023	ATSILAW
4. Increase access to legal services for Aboriginal and Torres Strait Islander peoples and communities.	1. Review all client related policies and procedures to ensure they are accessible, culturally appropriate and appropriately prioritising Aboriginal and Torres Strait Islander peoples, including policies for: <ul style="list-style-type: none"> > intake, referral, advice and casework > stakeholder engagement > communications > community legal education > publications > law reform > strategic planning 	Nov 2023, 2024	COO ATSILAW
	2. To ensure we consider and prioritise legal issues that disproportionately effect Aboriginal and Torres Strait Islander peoples, include actions and outcomes for Aboriginal and Torres Strait Islander peoples in Team Workplans and Outcomes Measurement Framework	April 2023	CEO Team Leaders
	3. Increase the number of Aboriginal and Torres Strait Islander staff and volunteers providing intake services to clients	July 2023	COO Intake Manager
	4. Continue to provide on the spot advice to Aboriginal and Torres Strait Islander clients by a solicitor where possible	March 2023, 2024	Principal Solicitor
	5. Continue to provide additional support from our Aboriginal and Torres Strait Islander Legal Access Worker to clients when possible	March 2023, 2024	ATSILAW
	6. Direct bequeaths received in 2021 to a new service for First Nations clients staffed by an Aboriginal or Torres Strait Islander solicitor	March 2023	CEO
	7. Continue to strengthen and grow our Health Justice Partnership service model with Sydney Local Health District (SLHD) for Aboriginal and Torres Strait Islander peoples by: <ul style="list-style-type: none"> > participating in steering group meetings > maintaining a current MOU with SLHD > applying for ongoing funding 	Review May 2023, 2024	CEO Principal Solicitor



Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	1. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jan, April, July, Oct 2023, 2024	Chief Operations Officer (COO)
	2. Establish and apply a Terms of Reference for the RWG.	April 2023	Lead: Chief Executive Officer (CEO) Support: RWG
	3. Meet quarterly to drive and monitor RAP implementation.	Jan, April, July, Oct 2023, 2024	Lead: COO Support: RWG
2. Provide appropriate support for effective implementation of RAP commitments.	1. Define resource needs for RAP implementation.	March 2023	Lead: COO Support: RWG
	2. Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2023	CEO
	3. Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	COO
	4. Appoint and maintain an internal RAP Champion from senior management.	March 2023	Lead: CEO Support: RWG
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 2023, 2024	COO
	2. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2023, 2024	COO
	3. 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 2023, 2024	COO
	4. Report RAP progress to staff and board quarterly.	Jan, April, July, Oct 2023, 2024	COO
	5. Incorporate and report on outcomes for Aboriginal and Torres Strait Islander peoples in our Annual Impact Statement.	May 2023, 2024	CEO COO
	6. Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2023, 2024	CEO Communications Manager
	7. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Sept 2024	CEO COO
	8. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Dec 2024	COO
4. Continue our reconciliation journey by developing our next RAP.	1. Register via Reconciliation Australia's website to begin developing our next RAP.	Aug 2024	COO



Contact details

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