



Community
Legal
Centres
Australia

Innovate Reconciliation Action Plan

October 2024 –
October 2026



RECONCILIATION
ACTION PLAN

INNOVATE



Community Legal Centres
Australia

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community. We pay our respects to Elders past, present and emerging.

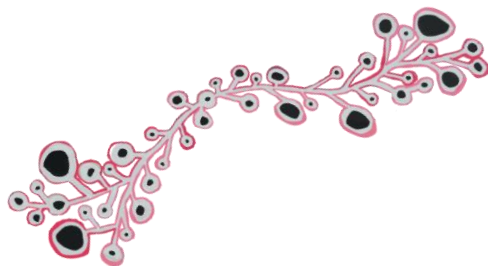


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Foreword

I am very pleased to introduce the Community Legal Centres Australia Innovate Reconciliation Action Plan 2024-26.

CLCs Australia is the national peak body for approximately 170 community legal services (member centres) across Australia. These services include community legal centres, Family Violence Prevention Legal Services (FVPLSs) and Aboriginal and Torres Strait Islander Legal Services (ATSILSs). We recognise the unique opportunities that our organisation and the community legal sector has in working towards reconciliation with Aboriginal and Torres Strait Islander people. As the national peak we are uniquely positioned to contribute to the protection of the human rights of Aboriginal and Torres Strait Islander people and communities and the promotion of fair and equitable treatment of Aboriginal and Torres Strait Islander people and communities before the law, both through our advocacy work, and through our support for the work of community legal services.

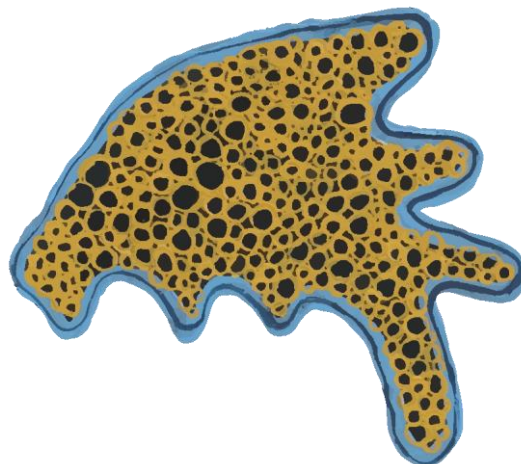


This plan builds upon the foundation established by our first two RAPs. Our focus has been to develop a meaningful and achievable plan that guides and informs our organisational culture, policies, attitudes, and decision making. It gives us a clear and measurable framework for translating our commitment into real action.

Many people have contributed to and supported the development of this RAP, and I acknowledge and thank all those involved in developing it, as well as those who will play a role in implementing it. We will continue to be guided by our Aboriginal and Torres Strait Islander employees, volunteers, colleagues, and other stakeholders in this process, and in the journey toward reconciliation of which it forms a part.

I encourage the boards and staff of the organisations within the community legal sector to review our RAP and to consider how we can continue to work together to achieve Reconciliation, including by developing a RAP if your centre or association does not yet have one.

Arlia Fleming
Chair
CLCs Australia Board



Statement from CEO of Reconciliation Australia

Second Innovate RAP

Reconciliation Australia commends Community Legal Centres Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Community Legal Centres Australia continues to be part of a strong network of more than 2200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

These learnings extend to Community Legal Centres Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

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

Congratulations Community Legal Centres Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



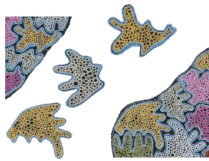
Artwork

Growing as One by Jasmine Craciun



Jasmine Miikika Craciun is a multi-media artist and graphic designer residing on Gadigal land. Her art-making process is informed by her diverse familial background (Barkindji, Malyangapa, Romanian, Austrian) with the goal of celebrating the strength of those who came before her.

At the time of the commissioning of the work, Jasmine made some notes about its creation, indicating that she considered CLCs Australia's values and RAP goals and that she tried to incorporate a shade of each of the colours seen in our logo so that every team within CLCs Australia was represented:



The outer coloured shapes were painted to represent abstract hands. Within each abstract "hand" is groups of circles. These circles represent the many people within each sector of CLCs Australia working together and supporting one another to create a difference in their communities.



The symbol for people and meeting place is used to represent collaboration, showing the many relationships within CLCs Australia gathering and sharing knowledge, resources and expertise.



These meeting place symbols represent the sharing of this collaboration to the organisations and communities that CLCs Australia supports. The ladders that join the meeting places show CLCs Australia being guided by Aboriginal and Torres Strait Islander People, communities and organisations into a better more collaborative future.



The lines represent a feeling of a flow or river and are attributed to CLCs Australia's advocacy work – an uninterrupted flow through the core of what CLCs Australia does.



The plant in the centre of the work represents everyday people across Australia having access to the legal help they require, with the centre stalk as CLCs Australia connecting outwards to all the organisations and communities they support. The plant form indicates that this support, education and leadership continues to grow and further connect across the country for a fairer more respectful legal system.

Our vision for Reconciliation

Our vision for reconciliation is an Australia in which First Nations peoples have access to justice through decolonised legal systems, including a culturally safe community legal sector that respects and protects the rights of First Nations peoples to land, language, culture, and self-determination.

We will enable that vision by:

- Continuing to support and uplift the work of the Aboriginal community-controlled organisations within our membership and the broader community-controlled sector.
- Supporting other organisations within our sector to build relationships of trust and collaboration with First Nations people and communities.
- Actively encouraging people, communities, organisations, and governments to accept the invitation offered by the Uluru Statement to walk together with First Nations peoples towards Treaties, Truth-telling and a Voice.



Our work

CLCs Australia is the national representative voice for the community legal sector. We are an independent, non-profit organisation set up to support the community legal sector to provide high-quality free and accessible legal and related services to everyday people, especially people experiencing financial hardship, discrimination and/or some other form of disadvantage, or who are experiencing domestic or family violence.

We strive to be leaders in good practice, to advocate for justice and the promotion and protection of human rights, to be responsive to the needs of the community legal sector and to maintain and strengthen the collaborative networks that allow our sector to provide holistic support to communities.

Our members are the eight state and territory community legal sector peak bodies. Together we represent 151 community legal centres and women's legal services, eleven Family Violence Prevention Legal Services, and two Aboriginal and Torres Strait Islander Legal Services operating in metropolitan, regional, rural, remote, and very remote communities across Australia.

Our movement's vision is for a fair and equitable society in which:

- Our legal systems and institutions are accessible to all, decolonised, and no longer criminalise poverty, disadvantage, or disability.
- All members of our community have access to the power, tools and means to live safe, secure, and meaningful lives, free from discrimination, violence, exploitation, and abuse.
- We respect and protect the rights of First Nations people and communities to land, language, culture, and self-determination.
- We respect and protect the natural environment for current and future generations.

Our expertise is grounded in the stories of the 200,000 people who engage our sector's services each year and who experience first-hand the barriers to justice that exist in our legal system. Our public advocacy ensures that their voices and experiences drive progressive system reform.

CLCs Australia is a company limited by guarantee and is governed by a volunteer Board of Directors. Our constitution requires that at least one of our directors must be an Aboriginal or Torres Strait Islander person.

As of May 2024, CLCs Australia employs seventeen staff in total, including one First Nations person. We operate from one office on Gadigal land in the Sydney CBD.

CLCs Australia's strategic objectives

We are a strong voice to, and for, the community legal sector.

- We advance a shared vision for the community legal sector.
- We lead and support national advocacy that facilitates access to justice and the protection of human rights for all people in Australia.
- We collect and communicate compelling data to ensure a strong understanding of the importance and impact of community legal services.

We increase the resources available to the community legal sector.

- We advance the financial sustainability of the community legal sector.
- We adapt the range of services we provide to support the changing needs of the community legal sector.
- We share employment policies and practices designed to nurture the wellbeing and personal growth of staff, including our own.

We strengthen our communities through enhanced collaboration.

- We are guided by and support the perspectives of Aboriginal and Torres Strait Islander people, communities, and organisations.
- We enhance coordination and collaboration within the community legal sector.
- We enhance strategic and collaborative partnerships with stakeholders external to the community legal sector.

We facilitate the provision of high-quality community legal services.

- We provide a framework for the community legal sector to provide greater and improved services that best meet the needs of their communities.
- We provide a robust National Accreditation Scheme to ensure continuous quality improvement.

CLCs Australia's core values

- **Member focus** – We assist and enhance the capacity of our members and individual community legal centres and support their independence and autonomy.
- **Leadership** – We work with our members to lead a strong, independent, and innovative community legal sector.
- **Fairness** – We believe in equity, social justice and human rights and work towards alleviating systemic advantage.
- **Collaboration** – We build quality relationships to leverage combined resources, expertise, and knowledge for the benefit of the organisations and communities that we collectively serve.
- **Quality** – We strive to develop and support high standards and quality in our own work and across the sector.

Our RAP

This is CLCs Australia's third RAP. The first (Reflect) RAP was developed in 2012 for a three-year period, and our second (Innovate) RAP was introduced in 2017 and ran to 2019.

One of the key achievements of our first RAP was to develop and include mandatory cultural safety standards into CLCs Australia's National Accreditation Scheme, which requires all centres across Australia to demonstrate that they are actively working to create a culturally safe organisation for staff and clients, are well connected to local Aboriginal and Torres Strait Islander communities and are responding to the identified needs of Aboriginal and Torres Strait Islander people.

We worked hard to implement all the actions in our first RAP, and those that were not fully implemented were carried over to our second RAP.

Key achievements from our second RAP include a greater focus on cultural awareness and training across the organisation, with staff forming a cultural awareness book club and resource centre and organisational purchase of artworks and posters that celebrate Aboriginal and Torres Strait Islander cultures and reinforce our commitment to social justice for Aboriginal and Torres Strait Islander people.

We also increased our focus on supporting and seeking advice from our Aboriginal and Torres Strait Islander networks and advisory bodies and on building relationships and collaborating with external Aboriginal and Torres Strait Islander bodies and service providers both in the community legal sector and outside of it.

Our new website has enabled us to better present resources, submissions, and information of interest to Aboriginal and Torres Strait Islander peoples.

The development of our third RAP has evolved over several years. The challenge of rapid sector change and high staff turnover has meant that while the spirit of our RAP has remained strong, our documentation and formal processes need to be a focus area. So too, our efforts to support and encourage our Sector in increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development will be a point of focus moving forward.

We recognise the strength, leadership, and expertise of Aboriginal and Torres Strait Islander people within the sector. We are committed to building on the strength of our relationships through more focused collaboration and engagement with individuals and organisations aligned with our RAP actions. Finally, we will further embed cultural safety and appropriateness into CLCs Australia's work, culture, attitudes, policies, and activities.

This RAP was developed and driven by the CLCs Australia RAP Working Group. The working group operated over several years and its membership changed from time to time. The following people are the current members of this group:

- Tim Leach – Chief Executive Officer, CLCs Australia/**RAP Champion**
- Bobbi Murray – First Nations Cadetship Administrator, CLCNSW; First Nations Justice Advisor, CLCs Australia/**Aboriginal and Torres Strait Islander representative**
- David Herrero – Operations Officer, CLCs Australia/**Co-Chair**
- Kim Hunter – Capacity Building Coordinator, CLCs Australia/**Co-Chair**
- Emily Hamilton – Advocacy and Communications Manager, CLCs Australia
- Liz Wells – National Capacity Building Coordinator and Pro Bono Advisor, CLCs Australia

The Aboriginal and Torres Strait Islander Women's Network is a national network of Aboriginal and Torres Strait Islander women who work in member centres across Australia. CLCs Australia is very

committed to and grateful for this network, and this RAP seeks to build on our relationship with this network.

The actions and focus areas contained in our RAP draw on input from CLCs Australia's RAP Working Group as well as other individuals, member centres and networks across the sector.

In compiling our RAP, we also considered the results of our most recent State of the Sector survey, which uses data covering the 2022-23 financial year. Among other things, this survey compiled responses to questions about First Nations workforce and programs from 102 of 165 Community Legal Centres across Australia, which represents 62% of our sector.

The responses to this survey revealed, among other things, that of those 102 centres:

- 35 centres (34%) have developed and implemented a RAP, a further 24 centres (23%) are currently developing a RAP, and another 19 centres (19%) are planning for a RAP in the next year.
- 4 centres are Aboriginal community-controlled organisations (ACCO's). Of the rest, 42 centres (41%) partner with or provide support to ACCO's to deliver services to Aboriginal and Torres Strait Islander people in their community.
- 30 centres (30%) have at least one Aboriginal and Torres Strait Islander identified position, with over 70% of these paid through dedicated or core funding.
- 26 centres (25%) deliver specialist programs for Aboriginal and Torres Strait Islander people, such as Elder law, family violence prevention, financial abuse, race discrimination, social security, tenancy, and women's programs. In 20 of these centres (77%), some or all the staff employed for these programs are Aboriginal and Torres Strait Islander people.

With regards to cultural safety:

- 14 centres (14%) have established an Aboriginal and Torres Strait Islander reference or advisory group.
- 72 centres (71%) hold regular cultural safety training for all staff including on Country cultural immersion.
- 40 centres (39%) implement community engagement and participation programs such as regular outreach visits to rural and remote communities, attendance at cultural events and collaboration with local organisations to develop events / workshops.

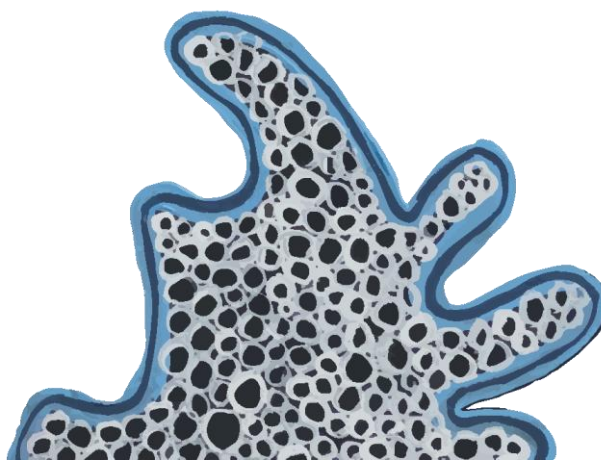
In working to improve access to justice for Aboriginal and Torres Strait Islander peoples in their communities:

- 43 centres (42%) deliver targeted programs or outreach for Aboriginal and Torres Strait Islander people and communities.
- 36 centres (35%) deliver targeted community legal education (CLE) for Aboriginal and Torres Strait Islander people.
- 33 centres (32%) provide systemic advocacy in areas such as law reform, social security, cultural safety, child protection and youth justice.

The Board and staff of CLCs Australia are committed to this RAP and to ongoing and active implementation of the actions included within the indicated timeline, including through ongoing monitoring, and reporting and incorporation of the actions into the CLCs Australia office workplan.

Relationships

As the national peak for a sector that has community at its heart, building strong and meaningful relationships with our stakeholders is vital to the success of our work. Our vision of a society that respects and protects the rights of First Nations people and communities can only be achieved through close collaboration with Aboriginal and Torres Strait Islander individuals and organisations, forming partnerships that guide and enrich our work.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement, including: <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander Women’s Network proposed Aboriginal and Torres Strait Islander Staff Network National Aboriginal and Torres Strait Islander Legal Services (NATSILS) First Nations Advocates Against Family Violence SNAICC (Secretariat of National Aboriginal and Islander Child Care) Change the Record. 	November 2024	Advocacy Manager
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2024	Advocacy Manager
	<ul style="list-style-type: none"> Send a notification and invitation to all Aboriginal and Torres Strait Islander stakeholders of our NRW and NAIDOC events each year. 	May and June 2025, 2026	Operations Officer
	<ul style="list-style-type: none"> Engage with local Aboriginal organisations when organising our National Conference, seeking permission to hold our event from the relevant cultural authority. 	October 2024	Conference Lead

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review and update our Connecting and Working with Aboriginal and Torres Strait Islander Communities, Organisations and Clients document (2017). 	October 2024	Advocacy Manager
	<ul style="list-style-type: none"> Explore further relationships with National Aboriginal Community Controlled Health Organisation (NACCHO), Empowered Communities and Ngalaya, and with other Aboriginal and Torres Strait Islander stakeholders and organisations. 	November 2024, 2025	Advocacy Manager
	<ul style="list-style-type: none"> Develop and maintain a list of the Aboriginal-controlled organisations with whom we connect and work and acknowledge these relationships in our Annual Report. 	October 2024, 2025	Operations Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff. 	27 May – 3 June 2025, 2026	Operations Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June 2025, 2026	Chair of RAP Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. - Attendance at such an event will be undertaken as part of paid employment. 	27 May - 3 June 2025, 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Organise at least one NRW event each year and all staff will be invited to attend. 	27 May - 3 June 2025, 2026	Operations Officer
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website 	May 2025, 2026	Operations Officer

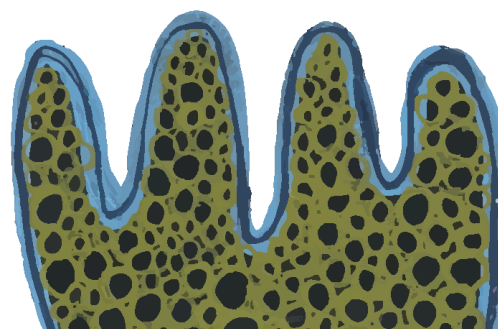
Action	Deliverable	Timeline	Responsibility
3. Promote Reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	January 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. <ul style="list-style-type: none"> - Publish on our website our vision for Reconciliation Statement and up-to-date information on the implementation of our RAP. 	October 2024	Communications Officer
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes 	July 2025, 2026	Advocacy Manager
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	July 2025, 2026	Advocacy Manager
	<ul style="list-style-type: none"> Hold bi-annual webinars on reconciliation for our staff, member centres and stakeholders - where possible adhering to the current year's theme/s and utilising guest speakers and training sessions. 	July 2025, 2026 and November 2024, 2025	Advocacy Manager
	<ul style="list-style-type: none"> Investigate developing a CLCs Australia uniform, to be worn at Aboriginal and Torres Strait Islander community and cultural events to increase our visibility. 	February 2025	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	November 2024	Finance and Operations Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	November 2024	Chief Executive Officer
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	December 2024	Chief Executive Officer
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	November 2024, 2025	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
5. Increase collaboration on reconciliation initiatives within our sector through collection and dissemination of information and resources and facilitating opportunities for centres to connect with, learn from, and support each other.	<ul style="list-style-type: none"> Commit to always including a First Nations plenary at our national conference, to be developed in conjunction with our First Nations stakeholders. 	August 2025	Conference Lead
	<ul style="list-style-type: none"> Include within the next conference in 2025 a conference session around development and implementation of RAPs: <ul style="list-style-type: none"> - Invite Reps from centres that have implemented a RAP to share their stories. - Invite Reconciliation Australia to send a representative to participate if they wish. - Showcase examples of achievements made possible through RAPs. 	August 2025	Conference Lead
	<ul style="list-style-type: none"> Investigate what RAP data is already collected by our jurisdictional peaks and, focusing on those jurisdictions that have gaps, build a map of the RAP status of centres. Publish this data to facilitate collaboration and support between centres in completing and implementing a RAP. 	October 2025	Research and Conference Officer
	<ul style="list-style-type: none"> Include questions within our planned 2025 workforce survey to collect data that provides a better sector picture of the employment of First Nations workers and their employment experience. Develop this data into a report for the sector. 	October 2025	Research and Conference Officer

Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge, and rights is fundamental to our organisation and our work. We continually seek to grow in our learning and understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights. We appreciate the significance of and observe cultural protocols.

Through our programs and activities, we seek to affirm the right of Aboriginal and Torres Strait Islander peoples to choose how their lives are governed, to participate in the decisions that affect them and to have control over their lives and personal development.

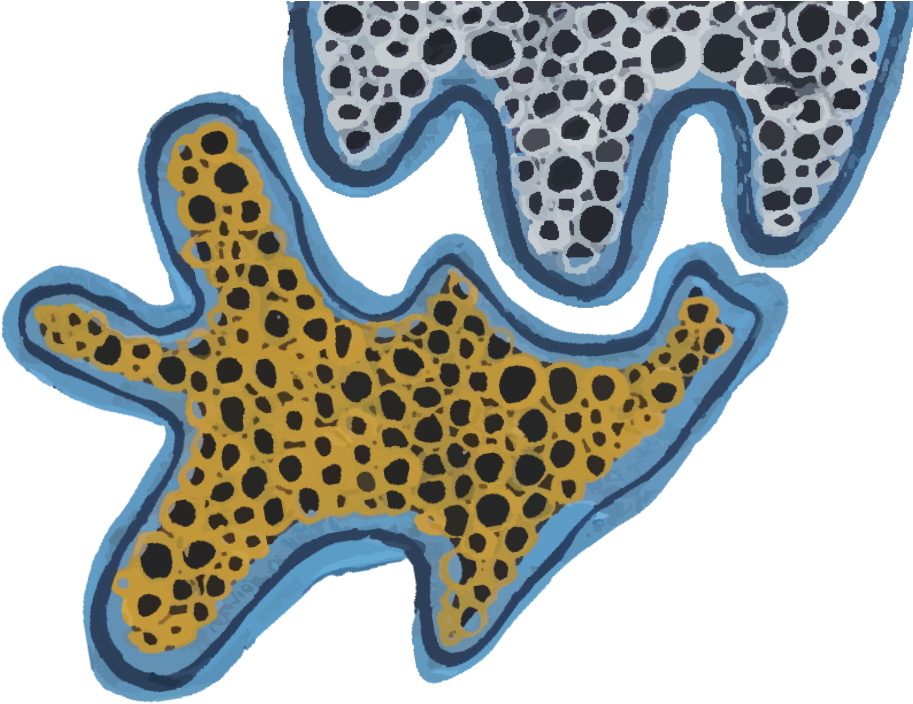


Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	March 2025, 2026	Finance and Operations Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	April 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Review, update, implement and communicate a cultural learning strategy document for staff. 	May 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Draft and include a policy statement outlining our commitment to ongoing cultural learning in our induction and staff training documents. 	June 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, managers, and other key leadership staff to participate in formal and structured cultural learning. 	May 2025, 2026, and December 2024, 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Investigate providing specific training for managers and for an all-staff group. 	May 2025, 2026, and December 2024, 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Prominently display Aboriginal and Torres Strait Islander artwork and posters in the CLCs Australia office that celebrate our appreciation of First Nations cultures and our commitment to First Nations social justice. 	January 2025, 2026	Finance and Operations Manager

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue to build our library of books and resources relating to Aboriginal and Torres Strait Islander cultures, histories and experiences as part of our cultural book club and make these available to all staff. 	July 2025, 2026	RWG Chair
	<ul style="list-style-type: none"> Include cultural sessions in conferences 	August 2025	Conference Lead
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	March 2025, 2026	Finance and Operations Manager
	<ul style="list-style-type: none"> Invite someone from our local Land Council to talk about the distinction between Acknowledgements and Welcomes and how to develop wording that is appropriate for our organisation and sector. 	March 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Review induction processes for new staff to ensure they include appropriate content and training on the purpose and significance of cultural protocols. 	February 2025, 2026	Finance and Operations Manager
	<ul style="list-style-type: none"> Review, update, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	April 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Conduct a review of the use of terms like Aboriginal and Torres Strait Islander, Indigenous, and First Nations within current HR policies and procedures to ensure appropriateness and consistency of usage 	April 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Ensure that conferences and events organised by CLCs Australia are culturally safe and an appropriate space for Aboriginal and Torres Strait Islander people through consultation with First Nations stakeholders both prior to and post events. 	August 2025	Conference Lead

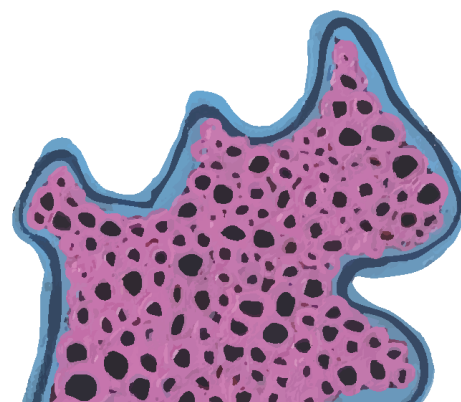
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	February 2025	Operations Manager
	<ul style="list-style-type: none"> Consider arranging a smoking ceremony at each National Conference, when new staff join and at the start of team building events and team training. 	February 2025	Operations Manager
	<ul style="list-style-type: none"> Review our process for organising a Welcome to Country at our National Conference to ensure we follow appropriate protocol. 	April 2025	Conference Lead
	<ul style="list-style-type: none"> Engage with the local Aboriginal Land Council on planning of Aboriginal and Torres Strait Islander plenaries and speakers at our conferences and events 	April 2025	Conference Lead
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings, including acknowledging any Aboriginal or Torres Strait Islander people attending and the land they are from. 	February and August 2025, 2026	Operations Officer
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country in outgoing communication such as emails, mail and publications and on our website. 	January 2025, 2026	Policy and Communications Coordinator
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	March 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> As part of the current Enterprise Agreement review, ensure that appropriate leave for significant cultural events is included in the log of claims. 	March 2025	Finance and Operations Manager

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. - Attendance at these events will be on paid time. 	First week in July 2025, 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025, 2026	Communications Manager
	<ul style="list-style-type: none"> Participate in a local community event, or partner with Sydney-based community legal centres and Community Legal Centres NSW to co-host a NAIDOC week event for the community legal sector. 	First week of July 2025, 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Support staff to attend the flag raising during NAIDOC week 	First week of July 2025, 2026	Chief Executive Officer



Opportunities

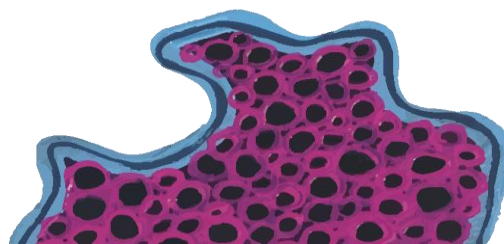
We are committed to increasing employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples at all levels of our organisation and throughout our sector, acknowledging that our vision of a culturally safe community legal system cannot exist without their knowledge and experience. We will encourage the growth of opportunities within our sector through the development of national standards, and by promoting and supporting collaboration with First Nations people, organisations and communities.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	October 2025	Advocacy Manager
	<ul style="list-style-type: none"> Identify opportunities to create workplace culture that supports Aboriginal and Torres Strait Islander people entering the sector. 	October 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Identify opportunities for career development for Aboriginal and Torres Strait Islander people in the sector. 	October 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Ensure that Aboriginal and Torres Strait Islander people are supported to participate in our conferences and events as speakers and attendees. 	August 2025	Conference Lead
	<ul style="list-style-type: none"> Establish a First Nations identified position (titled Director of Aboriginal Programs and Engagement or similar), with responsibility for coordinating the sector's work in Aboriginal and Torres Strait Islander justice. 	September 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on the review of our recruitment, retention, and professional development strategy. 	May 2025	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review and update the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. 	May 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	May 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2025	Chief Executive Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Review and update the Aboriginal and Torres Strait Islander procurement strategy. 	December 2024	Finance and Operations Manager
	<ul style="list-style-type: none"> Consider Supply Nation membership. 	December 2024	Finance and Operations Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	February 2025, 2026	Finance and Operations Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	January 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Update operations manual and financial management policies to prioritise use of local Aboriginal organisations for venue hire and catering for events 	January 2025	Finance and Operations Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2025, 2026	Finance and Operations Manager

Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	October 2024	RWG Chair
	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	January, April, July 2025, 2026 and October 2024, 2025	Chief Executive Officer
	<ul style="list-style-type: none"> The RWG will meet at least four times per year to drive and monitor RAP implementation and report back to staff in the next staff meeting. 	January, April, July 2025, 2026, and October 2024, 2025	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	October 2024	RWG Chair
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	January 2025, 2026	Operations Manager
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	January, April, July 2025, 2026, and October 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	January, April, July 2025, 2026, and October 2024, 2025	Chief Executive Officer
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> 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 2025, 2026	RWG Chair
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August 2025, 2026	RWG Chair
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September 2024, 2025	RWG Chair

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly, including the Board. 	March, June 2025, 2026, September, and December 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings annually. 	October 2024, 2025	Communications Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2026	RWG Chair
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	September 2026	RWG Chair
14. Continue our Reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2025	RWG Chair

Enquiries

For enquiries about our RAP, please contact:

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