

Innovate Reconciliation Action Plan

February 2018–February 2020



Community
Legal Centres
NSW



RECONCILIATION
ACTION PLAN

INNOVATE

Community Legal Centres NSW



Artwork and Artist

'Seven Sister Increase Song Cycle' by Anthony Walker, Yiman/Gurreng Gurreng.

This painting depicts the Seven Sisters star constellation being "sung up" by Yiman men. By singing to the stars, men would receive secret information in their dreams.

About this document

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Painting: Anthony Walker
Design: ARMEDIA

CLCNSW acknowledges the Gadigal people of the Nation, the Traditional Owners of the land on which the CLCNSW State Office is located.

About Community Legal Centres NSW:

Community Legal Centres NSW (CLCNSW) is the peak representative body for almost 40 community legal centres in NSW. Our team supports, represents and advocates for our members, and the legal assistance sector more broadly, with the aim of increasing access to justice for people in NSW.

CLCNSW represents the views of community legal centres to the government and broader community, advocates on key law reform and policy issues, and supports community legal centres to improve the efficiency and quality of services they deliver to the community.

About community legal centres:

Community legal centres (CLCs) are independent non-government organisations that provide free legal services to individuals and communities, at times when that help is needed most, and particularly to people facing economic hardship and discrimination.

Working predominantly in the areas of civil and family law, community legal centres use the knowledge gained from providing direct services to improve the legal system, by advocating to change laws and policies which discriminate against or disadvantage groups of people or communities.

Acknowledgements

CLCNSW acknowledges the contribution of its Aboriginal Advisory Group and stakeholders in the development of the Reconciliation Action Plan.

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Foreword

Community Legal Centres NSW (CLCNSW) recognises that Aboriginal and Torres Strait Islander peoples face significant barriers in access to justice. The second CLCNSW Reconciliation Action Plan (the RAP) has been developed to build on our previous work, and to provide our organisation and our member community legal centres (CLCs) with a clear plan to develop and implement strategies that will enable us to address these barriers as they relate to our work.

CLCs have a history of striving for a fair and just society for all, particularly for those who are most vulnerable and disadvantaged. We are committed to working alongside Aboriginal and Torres Strait Islander peoples and communities to assist in the development of social and legal rights for all.

The growth and maintenance of strong relationships between Aboriginal and Torres Strait Islander and other CLC staff within the CLC sector symbolically and practically represents the relationships at large between Aboriginal and Torres Strait communities and community legal centres throughout NSW. CLCNSW is committed to supporting CLCs to employ and retain Aboriginal and Torres Strait Islander staff, as well as maintaining and increasing meaningful engagement between CLCs and their local Aboriginal and Torres Strait Islander communities.

The Reconciliation Action Plan acknowledges the importance of developing strong effective relationships with Aboriginal and Torres Strait Islander peoples to inform the services delivered by CLCs. The RAP demonstrates our commitment to the bringing together of Aboriginal and Torres Strait Islander peoples, their cultures and a broader community understanding in every aspect of the RAP.

We are committed to ensuring that the perspectives, values, and experiences of CLC staff, clients, and stakeholders are valued, respected, and acknowledged in all levels of service delivery for CLCs. As a legal sector, our written policies, and the practices that follow, should enshrine our shared values and achievable goals. In conjunction with our existing Aboriginal Employment Strategy, we continue, through this RAP, to be committed to providing real and meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples at all levels of service delivery. The RAP outlines measurable targets, including how we will report on achievements to our sector and stakeholders.

This is an exciting and challenging period for our communities and our sector. We look forward to the journey ahead as we build stronger relationships with Aboriginal and Torres Strait Islander peoples and communities around New South Wales to work to achieve access to justice for all.

Katrina Ironside, Chairperson
February 2018



Our Vision for Reconciliation

Community Legal Centres NSW Inc. (CLCNSW) vision for reconciliation is to address barriers in access to justice for Aboriginal and Torres Strait Islander peoples through supporting, resourcing, and where appropriate, leading the Community Legal Centre sector in NSW, thereby contributing to increase community strength and resilience, and reduce the over-representation of Aboriginal and Torres Strait Islander peoples in the justice system.

CLCNSW recognises, respects and values Aboriginal and Torres Strait Islander peoples and cultures.

CLCNSW endeavours to carry out, in a responsible way, its role in delivering access to justice for Aboriginal and Torres Strait Islander peoples. We aim to develop strategies that meet the specific needs of Aboriginal and Torres Strait Islander communities in NSW. In collaboration with local service providers the CLCNSW Aboriginal Advisory Group assists in informing and guiding the work undertaken by CLCNSW for Aboriginal and Torres Strait Islander peoples, communities and organisations in NSW.

Our Business

Community Legal Centres NSW Inc. (CLCNSW) is the peak body for all community legal centres (CLCs) in NSW. We are a not-for-profit, member driven association, funded predominantly by the NSW Government, with funding administered by Legal Aid NSW.

CLCNSW provides support to, and representation for, our member Centres, in government and community forums.

CLCNSW itself does not provide legal advice to members of the public. The office is able to assist those seeking legal advice by referrals to an appropriate legal service provider.

CLCNSW is part of a state national network of Community Legal Centres, all of which aim to promote an agenda of social justice, and to work towards fairer legal and social outcomes for those most vulnerable in our community.

As of November 2017, CLCNSW employs a total of nine staff, including one Aboriginal staff member. CLCNSW also has a volunteer program whereby volunteers assist with the Aboriginal Legal Access Program (ALAP) (in partnership with the Aurora Program) and assist with administrative tasks in our office. These staff are based out of our office in Sydney.

The CLCNSW Board is a skills-based board consisting of seven members, and includes a representative of

the CLCNSW Aboriginal Advisory Group (AAG). The membership of the AAG consists of Aboriginal and Torres Strait Islander staff from the 38 community legal centres (CLCs) across NSW. These CLCs are located across the state. Specialist services with Aboriginal and Torres Strait Islander staff are located in the Sydney metropolitan area, some of which provide state-wide services. They are: Warringa Baiya, the Tenants Union NSW, Women's Legal Services NSW, Arts Law Centre of Australia, Financial Rights Legal Centre, Justice Connect, and the Public Interest Advocacy Centre. The generalist centres with Aboriginal and Torres Strait Islander staff are located at Lismore, Central Coast, Windsor, Liverpool, Nowra, Campbelltown, Moree, and the Sydney metropolitan area. You can find more information about Community Legal Centres at www.clcnsw.org.au

Our RAP

CLCNSW has a strong commitment to improving access to justice for Aboriginal and Torres Strait Islander peoples. We know that a crucial step for this goal is firstly acknowledging the dispossession of Aboriginal and Torres Strait Islander peoples from their lands, languages and cultures. We also know that a non-Indigenous organisation such as CLCNSW, that wishes to contribute towards improving the lives and futures Aboriginal and Torres Strait Islander peoples, can only do so by working under guidance and in partnership with Aboriginal and Torres Strait Islander peoples. It is critical that we consult, engage, and design our services, and our work, in a way that encourages Aboriginal and Torres Strait Islander peoples to work with us. A RAP is a crucial part of working towards this goal.

Through the implementation of this Reconciliation Action Plan (RAP), CLCNSW reaffirms our commitment to growing and maintaining strong relationships with Aboriginal and Torres Strait Islander communities, and to continuously develop partnerships that strengthen and empower Aboriginal and Torres Strait Islander peoples and communities

Our RAP Champions are;

- Tim Leech (CLCNSW Executive Director)
- Zachary Armytage (Kuku Thaypan/Wiradjuri/ Coordinator Aboriginal Legal Access Program Coordinator), and
- Katrina Ironside (Chair CLCNSW Board).

Our RAP Working Group consists of:

- Tim Leech (CLCNSW Executive Director)
- Zachary Armytage (Kuku Thaypan/Wiradjuri/ Coordinator Aboriginal Legal Access Program Coordinator), and
- Katrina Ironside (Chair CLCNSW Board).

CLCNSW has an Aboriginal Advisory Group (AAG) comprising of Aboriginal and Torres Strait Islander staff from CLCs across NSW which provide advice on the RAP.

Key achievements under our first RAP include the development, distribution and associated training for the CLCNSW Aboriginal Cultural Safety Workbook, which exceeded the NSW CLC sector and found adoption and adaption nationally in CLCs, large law firms through our pro bono relationships and state based Law Societies. Our systemic work for increasing access to justice for Aboriginal and Torres Strait Islander peoples was further enhanced through supporting CLCs in NSW to meet the National Accreditation Standard – Cultural Safety Criteria, by providing training sessions at the CLC Quarterly meetings, providing one-on-one assistance to CLCs and assisting the Accreditation program in its evaluation methods. CLCNSW grew stronger relationships with Aboriginal community leaders and organisations by, for example, engaging Traditional Elders to deliver Welcome to Country at our Quarterly meetings, a Yarn Up, and our Annual CLC Aboriginal Family Law Day. We also brought Generalist and Specialist CLCs together with Aboriginal peak-bodies, like Aboriginal Legal Service NSW/ ACT and NSW Aboriginal Lands Council to discuss barriers and opportunities for collaboration. CLCNSW successfully lobbied Governments against funding cuts, and in doing so, protected funding to numerous Aboriginal CLC programs.

Together with the Tenants Union of NSW, we've hosted a NRW morning tea for the past four years. In 2017, Justice Connect and the National Association of Community Legal Centres joined us in hosting the morning tea, with a Welcome to Country again provided by a Gadigal Elder. The turnout has now outgrown our venue – which is a great indicator of a range of factors, including our effective advocacy and relationship growth with regards to reconciliation.

SECTION 1

Relationships



CLCNSW acknowledges the importance of developing strong effective relationships based on mutual respect and trust. Furthermore, we recognise that Aboriginal and Torres Strait Islander peoples' values, beliefs, and cultures need to inform the services delivered by CLCNSW and the CLC sector, in order to maintain working relationships, and to fulfil the future goals and ambitions of the Sector, the community and other stakeholders. The CLCNSW RAP will support our organisation's commitment for the inclusion of Aboriginal and Torres Strait Islander peoples and cultures, as well as supporting a broader community understanding.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> Oversee the development, launch, tracking and progress of the RAP. 	Feb/May/Sep/Nov 2018 & 2019	ALAP Coordinator
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	February 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Meet four times per year to monitor and report on the RAP implementation. 	Feb/May/Sep/Nov 2018 & 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within CLCNSW sphere of influence. 	March 2018	ALAP Coordinator
	<ul style="list-style-type: none"> Draw on the CLCNSW Aboriginal Advisory Group to provide cultural advice and guidance. 	Feb/May/Sep/Nov 2018 & 2019	Executive Director and ALAP Coordinator
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Promote and host at least one NRW event for all CLCNSW employees to attend, and in doing so, extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories: <ul style="list-style-type: none"> Hold internal CLCNSW NRW event, and Continue and expand the current CLCNSW and Tenants Union NRW morning tea with additional partnerships. 	May 2018, 2019	Executive Director, ALAP Coordinator, Advocacy and Communications Coordinator, and RWG
	<ul style="list-style-type: none"> Provide the opportunity for CLC employees to attend and support local NRW events. 	May 2018, 2019	Executive Director
	<ul style="list-style-type: none"> Register CLC's NRW event on Reconciliation Australia's website to capture participation and support. 	May 2018, 2019	Executive Director
	<ul style="list-style-type: none"> Promote NRW to all CLCs in <i>Off The Record</i>. 	May 2018, 2019	Administrator
	<ul style="list-style-type: none"> Circulate RA's NRW resources to all CLCNSW employees, stakeholders, and membership prior to NRW. 	May 2018, 2019	Research Communications Officer
	<ul style="list-style-type: none"> Support an external NRW event. 	May 2018, 2019	Executive Director, ALAP Coordinator, Advocacy and Communications Coordinator, Research Communications Officer, and RWG
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	May 2018, 2019	Executive Director, ALAP Coordinator, and RWG

<p>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and staff from Aboriginal and Torres Strait Islander organisations.</p>	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders that includes: <ul style="list-style-type: none"> – Encourage and support CLCNSW staff to join committees and attend meetings such as 1) Law Society NSW Indigenous Issues Committee, 2) Just Reinvest NSW 3) Tenants Union Aboriginal Advisory Committee, and 4) Australian Lawyers for human Rights Indigenous Rights Subcommittee. – Consult with local Aboriginal and Torres Strait Islander groups as well as organisations like NSW Local Aboriginal Land Councils, Aboriginal Legal Service NSW/ACT, National Aboriginal Community Controlled Health Organisation, and CLCNSW Aboriginal Advisory Group with the aim of: <ul style="list-style-type: none"> a) providing input to CLCNSW strategic planning; b) developing a Cultural Safety Policy; and c) developing a formal Engagement Strategy that prioritises Cultural Safety development in both CLCNSW and the CLC sector, – Map other relevant peak bodies – Encourage the consulted organisations to discuss the overarching issues facing their communities and investigate how CLCNSW may assist, for example, with regards to policy work that needs to be done or with other capacity issues. • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. • Develop and circulate CLCNSW resources on civil and family law, and other relevant resources, to Aboriginal communities through attendance to community events, hosting the CLC Aboriginal Family Law Day, and resourcing CLCs where possible. • CLCNSW to engage with state-wide Aboriginal and Torres Strait Islander stakeholders to implement the RAP. Start by identifying and listing the relevant organisations and groups in the RAP development/consultation process. • Organise at least four meetings with Aboriginal and Torres Strait Islander groups/organisations within CLCNSW sphere of influence, with the aim of building mutually beneficial relationships. 	<p>May 2018</p> <p>Feb/May/Sep/Nov 2018 & 2019</p> <p>Feb/May/Sep/Nov 2018 & 2019</p> <p>September 2018</p> <p>March 2018</p> <p>May 2018</p> <p>February 2018</p> <p>May 2018</p> <p>June 2018</p> <p>Feb/May/Sep/Nov 2018 & 2019</p> <p>April 2018</p> <p>June 2018</p>	<p>Executive Director, and ALAP Coordinator</p> <p>Executive Director</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director</p> <p>ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p> <p>Research Communications Officer, ALAP Coordinator</p> <p>ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p>
<p>4. Ensure that CLCNSW's governance is guided by and incorporates partnerships with Aboriginal and Torres Strait Islander peoples and communities.</p>	<ul style="list-style-type: none"> • Develop a Terms of Reference between the Aboriginal Advisory Group and CLCNSW. • Advertise an Expression of Interest for the CLCNSW Board to Aboriginal and/or Torres Strait Islander community members. 	<p>May 2018</p> <p>June 2018</p>	<p>ALAPC and AAG Convenor</p> <p>Executive Director</p>



SECTION 1: Relationships (continued)

5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	May 2018	Executive Director, ALAP Coordinator
	• Promote reconciliation through ongoing active engagement with all stakeholders.	Feb/May/Sep/Nov 2018 & 2019	Executive Director, ALAP Coordinator
	• Report on our engagement activities with Aboriginal communities and organisations through our e-bulletin <i>Off The Record</i> .	Feb/May/Sep/Nov 2018 & 2019	ALAP Coordinator

SECTION 2

Respect



Staff, management and board at CLCNSW are committed to ensuring that the perspectives, values and experiences of staff, volunteers, clients and stakeholder organisations are valued, respected and acknowledged in all levels of service delivery stemming from the organisation. We believe that respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories form an important basis to establish a safe and healthy environment that is sensitive towards the needs of Aboriginal and Torres Strait Islander peoples. As the peak body of Community Legal Centres, our written policies, and the practices that follow, enshrine our values and goals. Our policies and procedures function to ensure that respect is symbolic as well as practical.

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples' cultures, histories and achievements.	• Develop and implement an Aboriginal and Torres Strait Islander cultural learning strategy that caters to the different needs of staff throughout the organisation	July 2018	Executive Director, ALAP Coordinator
	• Implement use of the CLCNSW Cultural Safety Workbook as part of staff, volunteer, and Management Committee induction training regarding Aboriginal and Torres Strait Islander cultures, lands, and histories.	March 2018	Executive Director
	• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	March 2018	Executive Director, ALAP Coordinator
	• Hold periodic Aboriginal Cultural Awareness Training, delivered by local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants, which provides opportunities for CLCNSW Management Committee, staff, volunteers, RWG members, RAP champions, HR Managers and other key leadership staff to participate in cultural training.	June 2018, 2019	Executive Director, ALAP Coordinator
	• CLCNSW to develop event calendar, and promote these key dates in <i>Off The Record</i> as well as our own staff calendars.	May/Jun/Jul 2018 & May/Jun/Jul 2019	Research Communications Officer, ALAP Coordinator
• Celebrate and recognise key Aboriginal and Torres Strait Islander significant dates, including but not limited to NAIDOC, Mabo Day, National Aboriginal Children's Week and Sorry Day events.	June 2018, 2019	Executive Director, ALAP Coordinator	

SECTION 2: Respect (continued)

<p>7. Engage employees in understanding and implementing cultural protocols, including Acknowledgement of Country and Welcome to Country ceremonies, to ensure there is a shared meaning.</p>	<ul style="list-style-type: none"> • In consultation with Aboriginal and Torres Strait Islander peoples, develop, implement, and communicate a cultural protocol document that includes protocols on Welcome to Country and Acknowledgement of Country. • Educate staff on the importance of Welcome to Country and Acknowledgement of Country protocols • Invite a Traditional Owner to provide a Welcome to Country at significant events, including Yarn Up, the Quarterlies, conferences and other significant events. • Include, and encourage staff to include, an Acknowledgement of Country at the commencement of all meetings; both internal and external. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. 	<p>June 2018</p> <p>August 2018</p> <p>March 2018</p> <p>Feb/May/Sep/Nov 2018 & 2019</p> <p>April 2018</p>	<p>ALAP Coordinator and AAG</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator</p> <p>Executive Director</p> <p>ALAP Coordinator</p>
<p>8. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities through NAIDOC Week events.</p>	<ul style="list-style-type: none"> • Review the Enterprise Agreement and HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. • CLCNSW to hold an internal NAIDOC event each year. 	<p>July 2018 & 2019</p> <p>July 2018, 2019</p> <p>June 2018, 2019</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Executive Director, ALAP Coordinator</p>
<p>9. Create a culturally welcoming and appropriate environment for Aboriginal and Torres Strait Islander staff and clients.</p>	<ul style="list-style-type: none"> • Review CLCNSW office and make recommendations to improve cultural safety. • Develop policies and procedures to ensure Acknowledgement of Country is included in all promotional and communication material. • Revise current publications to include an Acknowledgment of Country, including: <ul style="list-style-type: none"> - Brochures - Posters - Website - Email signatures. • Display an Acknowledgement of Country plaque. • Commission a piece of Aboriginal artwork for CLCNSW's office/reception area ensuring that the artwork and artist are appropriately acknowledged. • Investigate the incorporation of Aboriginal art in CLCNSW branding – for ALAP or for CLCNSW itself. 	<p>February 2018</p> <p>May 2018</p> <p>March 2019</p> <p>February 2018</p> <p>February 2018</p> <p>March 2018</p>	<p>ALAP Coordinator</p> <p>ALAP Coordinator, Advocacy and Communications Coordinator</p> <p>Executive Director, ALAP Coordinator, AAG</p> <p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p>



SECTION 3

Opportunities



As CLCNSW recognises and respects the wealth of knowledge and experience that Aboriginal and Torres Strait Islander peoples have as First Peoples of Australia, and as CLCNSW understands that their knowledge and experience can contribute significantly to the goals and responsibilities of CLCNSW, CLCNSW is therefore committed to 1) providing real and meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples at all levels of CLCNSW, and, 2) to progressing and achieving individual and community goals. CLCNSW is committed to creating a more inclusive and culturally appropriate environment that may ultimately increase the quality and culturally safety of legal services to Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities within CLCNSW to improve and increase Aboriginal and Torres Strait Islander employment.	<ul style="list-style-type: none"> Review, redevelop, and implement an Aboriginal and Torres Strait Islander employment and retention strategy for Aboriginal and/or Torres Strait Islander staff members that include study leave support, inclusion strategy, and Professional Development Plans. 	June 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Ensure the Aboriginal and Torres Strait Islander employment and retention strategy is used when recruiting new staff into the organisation 	July 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Engage with existing Aboriginal and/or Torres Strait Islander CLC staff on employment strategies. Include professional development objectives which will assist in attracting and retaining Aboriginal and Torres Strait Islander staff and volunteers within the organisation. 	February 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media, and the networks of our stakeholders. 	February 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	May 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities 	June 2018 & 2019	ALAP Coordinator
	<ul style="list-style-type: none"> Monitor, and report on Aboriginal and Torres Strait Islander Employment and Retention Strategy 	Sep/Nov 2018 & Feb/May/Sept/Nov 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment within CLCNSW (this may include training pathways, internships, cadetships, work experience). 	September 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Provide two Professional Development opportunities per year specifically for Aboriginal and Torres Strait Islander CLC staff. Including conference, support academic qualifications, external training 	February 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Implement an Employment target (set as 6% of FTE staff) 	February 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Identify and promote education and leadership opportunities for Aboriginal and Torres Strait Islander staff. 	May 2018	Executive Director and ALAP Coordinator

SECTION 3: Opportunities (continued)

<p>11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.</p>	<ul style="list-style-type: none"> • Review and update procurement policies to identify barriers and opportunities to procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Develop and communicate a list of Aboriginal and Torres Strait Islander businesses CLCNSW can engage to procure goods and services. • Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business. • Investigate becoming a member of Supply Nation. 	<p>May 2018</p> <p>September 2018</p> <p>June 2018</p> <p>June 2018</p>	<p>AAG, Executive Director and ALAP Coordinator</p> <p>Executive Director, ALAP Coordinator, Advocacy and Communications Coordinator, and Research Communications Officer</p> <p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p>
<p>12. Investigate opportunities to support Aboriginal and Torres Strait Islander law students and volunteers through work experience and practical legal training.</p>	<ul style="list-style-type: none"> • Consult with Law Schools and Tranby Aboriginal College to discuss options for attracting Aboriginal law students to undertake placements in CLCs. • Investigate opportunities to work with National Association of Community Legal Centres to support and improve the retention of Aboriginal and Torres Strait Islander staff in CLCs across Australia. • Assist in developing additional Aboriginal and Torres Strait Islander staff networks. 	<p>November 2018</p> <p>November 2018</p> <p>September 2018</p>	<p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p>
<p>13. Work towards access to justice and to meet the legal needs of Aboriginal and Torres Strait Islander peoples and communities.</p>	<ul style="list-style-type: none"> • In addition / conjunction with the Engagement Plan, create ongoing processes to identify, understand, and monitor existing and emerging legal and social needs of Aboriginal and Torres Strait Islander communities, including by: <ul style="list-style-type: none"> – Supporting the CLCNSW Aboriginal Advisory Group. – Undertaking legal needs analysis and other research. – Developing formal and informal relationships with community members and attending relevant meetings where appropriate. 	<p>Jan/May/Jun/Jul 2018, 2019</p> <p>June 2019</p> <p>February 2018</p>	<p>ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p> <p>Executive Director and ALAP Coordinator</p>



SECTION 4

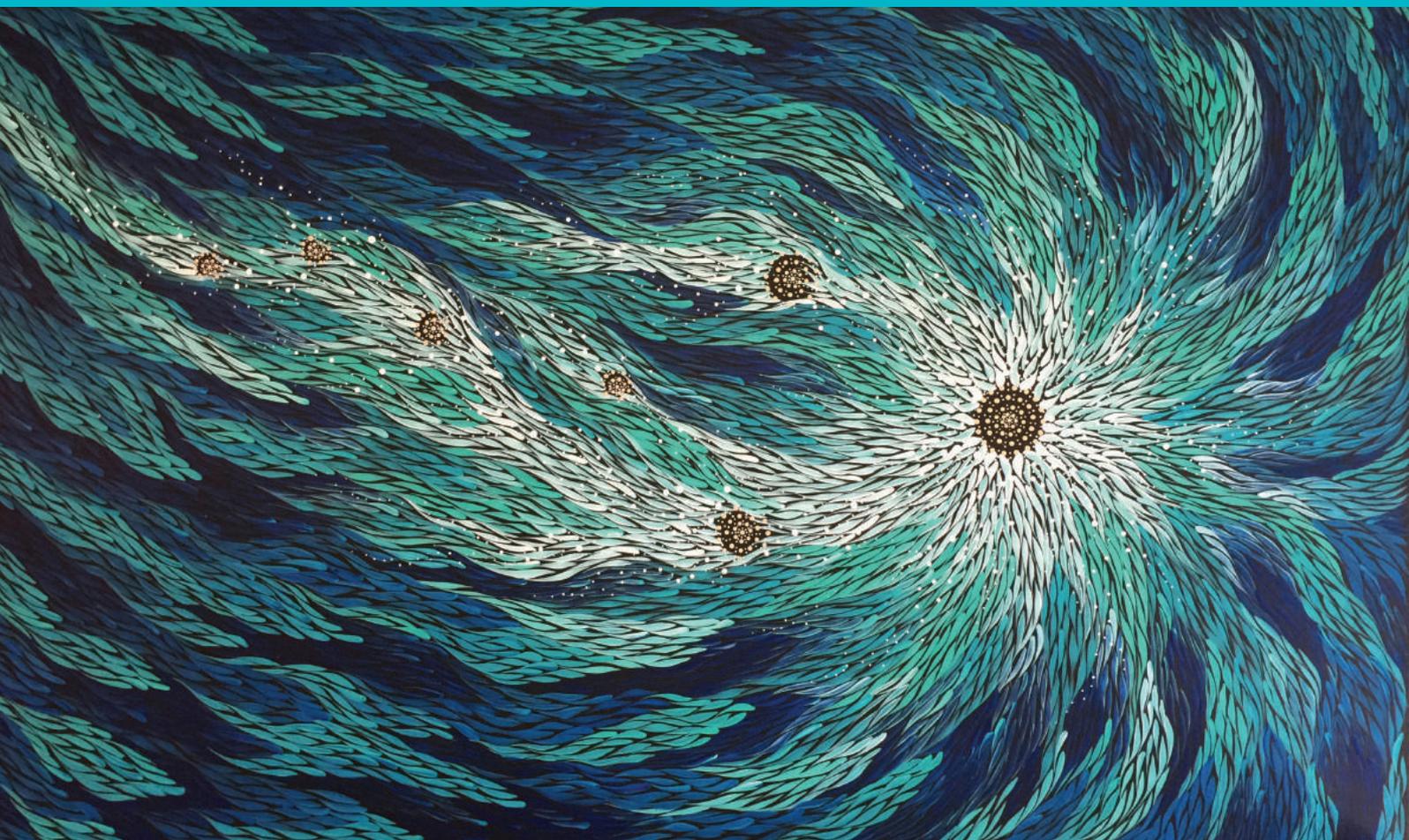
Governance, tracking progress and reporting



Action	Deliverable	Timeline	Responsibility
14. Report achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> Investigate participating in the RAP Barometer. 	May 2018	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Collect data for the RAP Impact Measurement questionnaire. 	July 2018, 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Seek internal approval to submit the RAP I Impact Measurement questionnaire to Reconciliation Australia. 	August 2018, 2019	
	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. 	30 September 2018, 2019	Executive Director and ALAP Coordinator
15. Report achievements, challenges and learnings to internal and external stakeholders.	<ul style="list-style-type: none"> Update managers on RAP progress in Management Committee Staff Report pro forma every six months. 	May/Nov 2018, 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Report on RAP achievements and key learnings in the Annual Report. 	August 2018, 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Report achievements, challenges and learnings to our funding body through our contract reporting requirements. 	Feb/May/Sep/Nov 2018, 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Report achievements through <i>Off the Record</i>. 	Feb/May/Sep/Nov 2018, 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Provide quarterly updates on RAP progress to staff, Board, and volunteers. 	Feb/May/Sep/Nov 2018, 2019	Executive Director and ALAP Coordinator
16. Review, refresh and update CLC RAP.	<ul style="list-style-type: none"> Liaise with Reconciliation Australia and stakeholders to draft a new RAP based on learnings and achievements of our Innovate RAP. 	August 2019	Executive Director and ALAP Coordinator
	<ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback. 	September 2019	ALAP Coordinator
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement. 	August 2019	ALAP Coordinator

Acronyms

RAP:	Reconciliation Action Plan
CLCNSW:	Community Legal Centres New South Wales Inc
CLC:	Community Legal Centre
AAG:	Aboriginal Advisory Group
RAP WG:	Reconciliation Action Plan Working Group
ALAP:	Aboriginal Legal Access Program
CLCNSW ALAP CDW:	CLCNSW Aboriginal Legal Access Program, Community Development Worker
EFT:	Equivalent full-time



**Community
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