



INNOVATE RECONCILIATION ACTION PLAN

For the years March 2019 - March 2021





**MID NORTH COAST COMMUNITY
LEGAL CENTRE ACKNOWLEDGES
THE BIRPAI, BIRIPI AND DUNGHUTTI
PEOPLE AS THE TRADITIONAL
OWNERS OF THE LAND ON WHICH
WE WORK.**

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MESSAGE FROM CHAIRPERSON OF THE BOARD OF MANAGEMENT

I welcome the creation of our organisation's first Reconciliation Action Plan (RAP).

The process of developing our RAP has involved significant engagement with the local Aboriginal and Torres Strait Islander community. This engagement has provided a unique opportunity to gain an appreciation of the ways in which our organisation may better provide services to our Aboriginal and Torres Strait Islander clients.

This development process has assisted us in establishing a platform for ensuring better access to, and delivery of, our services in the future.

The RAP concept sits well with the values and objectives of our organisation. In particular, our objective of directly assisting our disadvantaged clients to access the same rights and benefits reasonably expected by other citizens.

We now need to move forward with implementation, as well as the regular review of our RAP in consultation with the Aboriginal and Torres Strait Islander community.

On behalf of the Board, I wish to thank all those who have been involved in the development

process, particularly those from outside our organisation.

Gayle Brown



MESSAGE FROM THE CEO

I am proud to launch Mid North Coast Community Legal Centre's (MNCCLC) RAP which marks an important milestone as we continue on our journey towards reconciliation.

This Innovate RAP demonstrates MNCCLC's readiness to develop and test innovative approaches to reconciliation and to champion it at every level of the organisation. The commitments in this RAP stand MNCCLC in good stead to progress reconciliation through developing relationships, respect and opportunities.

Since opening its doors in 2011, our

organisational journey has seen us develop more effective systems and processes. The establishment of our Aboriginal and Torres Strait Islander Advisory Group has been a significant first step. This group brings a range of different perspectives and voices to the table, informing our work and challenging us to continue to do better.

A RAP reflects an important aspect of an organisation's culture. In line with Advocacy Law Alliance's vision; *'All people experiencing disadvantage have a right to equality, fairness, and a good quality of life'*, we pledge to advocate for equal opportunities and access to

justice for Aboriginal and Torres Strait Islander people through the implementation of our RAP.

I would like to acknowledge and thank our internal RAP Champions and Working Group Members for their input and influence in helping to develop this RAP. This is an exciting milestone for MNCCLC. I am excited about extending our existing partnerships and developing new initiatives that will support our staff and the communities in which we work, now and into the future.



MESSAGE FROM RECONCILIATION AUSTRALIA'S CEO

Reconciliation Australia is delighted to welcome Mid North Coast Community Legal Centre to the RAP program by formally endorsing its inaugural Innovate Reconciliation Action Plan (RAP).

As a member of the RAP community, Mid North Coast Community Legal Centre joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build

higher trust, lower prejudice, and increased pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Mid North Coast Community Legal Centre with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Mid North Coast Community Legal Centre will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Mid North Coast Community Legal Centre well as it explores and establishes its own unique approach to reconciliation. We encourage Mid North Coast Community Legal Centre to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be

essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Mid North Coast Community Legal Centre on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

**Chief Executive Officer
Reconciliation Australia**

ARTIST BRENTYN LUGNAN

Brentyn Lugnan is a Gumbaynggirr artist and Coffs Harbour identity. Originally from Urunga, he returned to the Mid North Coast after living in Sydney's inner city, where he worked as graphic designer for SBS and an animator at the ABC. Brentyn's public art appears across the interior of the Westpac building at Barangaroo, in Darling Harbour and throughout the foyer of Coffs Harbour Court House.

"As soon as I'm painting on a wall, I feel a connection to my ancestors," he says. "I'm standing in a cave, next to the old mob, doing a painting with them. That's the thrill I get doing my stuff on the walls. It's an extension of my culture, my spirituality. I still get a thrill every time I walk up and start drawing on a wall."

Brentyn explains "This design represents both what the

organisation does and where the services are offered. The three areas of Kempsey, Port Macquarie and Taree are represented by the three community symbols that come together at the MNC Community Legal Centre. The legal centre is symbolised by the circle at the centre which shows people meeting. There is a river running through the design, which represents the freshwater people serviced by the legal centre."



OUR VISION

MNCCLC recognises, respects and values Aboriginal and Torres Strait Islander peoples and their cultures. We acknowledge and respect Aboriginal and Torres Strait Islander peoples as Australia's First People and nations. MNCCLC also acknowledges that Aboriginal and Torres Strait Islander peoples have endured past injustice and dispossession of their traditional lands and waters and the effects of such injustice and dispossession continue today. Our vision for reconciliation, is a culture that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians as well as a culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

MNCCLC is committed to providing high quality and accessible legal services which meet the needs of Aboriginal and Torres Strait Islander

people of the Birpai, Biripi and Dunghutti communities within the local government areas of Port Macquarie-Hastings, Kempsey Shire and the Manning region of MidCoast.

Reflecting our vision for reconciliation, MNCCLC will provide these services in a manner that is equitable, responsive and relevant to Aboriginal and Torres Strait Islander peoples. MNCCLC recognises that building strong, respectful partnerships with Aboriginal and Torres Strait Islander people and communities is fundamental to achieving its goals for reconciliation and its goals for the delivery of appropriate services across our region.

MNCCLC acknowledges the unacceptable over-representation of Aboriginal and Torres Strait Islander peoples as victims and offenders in the justice system and is committed to working with

all Australians to overcome this disadvantage in law and justice.

This vision guides our decision making and our actions on a daily basis. We honour this vision through our Reconciliation Action Plan (RAP) which will document the MNCCLC's commitment to contribute to reconciliation.

Through the implementation of our RAP, we reaffirm our commitment to growing and maintaining strong relationships with Aboriginal and Torres Strait Islander communities in our region, and to continuously developing partnerships that strengthen and empower Aboriginal and Torres Strait Islander people and communities and to reconciliation for all Australians.

OUR BUSINESS

MNCCLC is a not-for-profit community legal service established in 2011. MNCCLC provides legal information, legal education, legal advice and advocacy to people living and working in the local government areas of Port Macquarie – Hastings, Kempsey Shire and the Manning region of MidCoast, New South Wales. MNCCLC believes that improving access to justice for people who experience economic and/or social disadvantage is fundamental to a fair and equitable society.

MNCCLC is funded by Commonwealth and State Governments via our Community Legal Services Program administered by the Legal Aid Commission of NSW. It is part of a 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 July 2018 MNCCLC employs a total of 10 staff, including 1 Aboriginal staff member. MNCCLC also has volunteers assisting with administrative tasks and working with solicitors to gain further experience and legal skills. We will strive to increase the numbers of volunteers who identify as Aboriginal and/or Torres Strait Islander persons, through the implementation of our RAP.

Advocacy Law Alliance Inc. (ALA) is the parent organisation of MNCCLC and Disability Advocacy NSW (DA). The ALA Management Committee has 10 members and is currently seeking ways to ensure Aboriginal and or Torres Strait Islander peoples are included as part of this committee.

OUR RAP

MNCCLC has developed a RAP to reflect its commitment to accessible justice and equitable outcomes for current and future Aboriginal and Torres Strait Islander generations. The RAP aims to identify actions and targets that are equitable, responsive and relevant to Aboriginal and Torres Strait Islander people and communities.

The RAP is championed by the Executive Team including the CEO. Following a request for expressions of interest, a RAP working group was formed consisting of Melanie Kallmier (Legal Services Coordinator and Solicitor), Jane Titterington (Principal Solicitor), Catherine Peek (Executive Officer), Sarah Dahlenburg (Senior Solicitor), Angela Marr-Grogan (Birpai Woman and community member), Felicity Ryan (Wadi Wadi Woman and community member) and Latoya Smith (Aboriginal Engagement Officer and Dunghutti woman).



Our decision to develop a RAP was made following publication of the Community Legal Centres NSW RAP in 2014. MNCCLC realises the need for our Centre and sector to develop and implement a RAP that supports our organisation to champion reconciliation and help to influence our community in becoming more culturally aware. In developing and implementing our RAP, staff at the MNCCLC will make use of resources developed by state and national bodies in our sector.

MNCCLC understands the need for the RAP to strengthen its existing policies and procedures and to assist in developing an overarching framework to contribute to reconciliation in Australia. MNCCLC publicly acknowledges the importance of reconciliation to our service and demonstrates our commitment to progressing reconciliation through our RAP. MNCCLC aims to further

strengthen our relationships with local communities and increase our focus on identifying opportunities for collaboration with, and support of, Aboriginal and Torres Strait Islander peoples. Our focus will be on identifying new approaches and better ways of working together to progress reconciliation.

MNCCLC has a longstanding commitment to our local Aboriginal and Torres Strait Islander communities and to reconciliation prior to the development of our RAP.

MNCCLC ensures:

- All staff attend annual cultural awareness training;
- Engagement with Aboriginal and Torres Strait Islander organisations through attendance at cultural events and involvement through identified inter-agencies;
- An established Aboriginal and Torres Strait Islander

- Employment Strategy, and
- Strategies and targets to increase Aboriginal and Torres Strait Islander clients accessing the service.

MNCCLC's outreach to Aboriginal and Torres Strait Islander communities involves attending three separate communities at Taree, South West Rocks and Kempsey . The Port Macquarie and Wauchope communities are serviced directly from MNCCLC. To complement the advice clinics, MNCCLC holds regular Community Legal Education talks at a number of Aboriginal Men's and Women's Groups from Kempsey, Taree, Purfleet, Saltwater (Old Bar), and Port Macquarie.

On average MNCCLC assists 124 Aboriginal and Torres Strait Islander clients annually, which represents approximately 17% of its total client base. We prioritise service to Aboriginal and Torres Strait Islander clients, and this is borne out by MNCCLC representing an annual average of 52 Aboriginal and Torres Strait Islander clients which represents 23.67% of its total annual representation services.

MNCCLC also has a long record of participation in NAIDOC Week events with our local Aboriginal and Torres Strait Islander communities and other community events. We actively seek opportunities to promote our services and network with local Aboriginal and Torres Strait Islander communities through our Aboriginal legal access initiatives. Recent examples are our stalls at the 2018 NAIDOC Week community days in each of local Aboriginal and Torres Strait Islander communities. We also regularly participate in cultural days and special celebrations, for example at Saltwater Aboriginal Women's Camp, Biripi AMS Christmas Party and NDIS Ready Mob Day.

These actions and more are organised and built upon in our RAP.

During development stage the RAP was circulated to stakeholders for feedback, including Birpai Land Council, Dunghutti Elders Council, NSW Health, Port Macquarie-Hastings Council, Werin AMS, Goorie Galbans Aboriginal Corporation, Kempsey ALS and Mid

North Coast Indigenous Financial Counselling Service.

The Executive Officer champions our RAP within the wider ALA organisation and promotes its importance with the CEO and the Board of Management. The working group also has an important role in promoting the RAP within the organisation, identifying actions that MNCCLC can take to progress implementation of RAP goals and reporting against RAP outcomes. The group is deeply committed to implementing the actions identified in our plan and are proud to present our plan to the public.



A vertical decorative border on the left side of the page featuring a black and white Indigenous dot pattern, including a stylized eye and a butterfly at the bottom.

RELATIONSHIPS

MNCCLC acknowledges the importance of developing strong effective relationships with our local Aboriginal and Torres Strait Islander communities based on mutual respect and trust. Furthermore, MNCCLC recognises that Aboriginal and Torres Strait Islander peoples' values, beliefs and cultures need to inform the services delivered by us in order to maintain working relationships, and to fulfil our future goals and ambitions with the community and other stakeholders.

Our RAP will support MNCCLC's commitment for the inclusion of Aboriginal and Torres Strait Islander peoples, their cultures and a broader community understanding.



RELATIONSHIPS

RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting.

Deliverable	Timeline	Responsibility
01 Oversee the development, endorsement and launch of the RAP.		
02 Establish terms of reference for the RAP Working Group.	May 2019	Principal Solicitor
03 Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group.		
04 Meet four times per year to monitor and report on the RAP implementation.	Mar, Jun, Sep, Dec 2019, 2020	Principal Solicitor
05 Invite an external Aboriginal and Torres Strait Islander person to join the RAP Working Group.	Mar, Jun, Sep, Dec 2019, 2020	Aboriginal Engagement Officer
06 Extend invitations to other guests to attend RAP Working Group meetings, as appropriate.		

Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

Deliverable	Timeline	Responsibility
01 Support an external National Reconciliation Week event.	May 27th - 3rd Jul 2019 2020	
02 Ensure RWG participates in external event to recognise and celebrate NRW.	2019, 2020	
03 Promote and host at least one National Reconciliation Week event for all MNCCLC employees to attend.		
04 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	May 27th - 3rd Jun 2019, Jun 2020	Aboriginal Engagement Officer
05 Provide the opportunity for MNCCLC employees to attend and support local National Reconciliation Week events.		
06 Register MNCCLC's National Reconciliation Week event on Reconciliation Australia's website to capture participation and support.	Apr 2019, Apr 2020	



RELATIONSHIPS

Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Deliverable	Timeline	Responsibility
01 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Jan, Jul 2019, 2020, 2021	Principal Solicitor
02 Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Mar, Jun, Sep, Dec 2019, 2020	Aboriginal Engagement Officer
03 Encourage and support MNCCLC staff to attend and report on participation in meetings such as 1) the Aboriginal Community Interagency Meeting, 2) Police Aboriginal Consultative Committee, 3) NSW Families Network of Aboriginal Workers and 4) Aboriginal Justice Committee (AGD).	Jun 2019, 2020	Principal Solicitor
04 Consult with local Aboriginal and Torres Strait Islander organisations including Local Aboriginal Lands Councils and Aboriginal Medical Services, to: <ul style="list-style-type: none">■ provide guidance to MNCCLC's strategic planning for outreach and service delivery■ develop a Cultural Safety Policy, and■ develop a formal Engagement Strategy that prioritises Cultural Safety development in MNCCLC, employment and development of Aboriginal and Torres Strait Islander staff and MOUs and/or Statements of Cooperation with Aboriginal and Torres Strait Islander Organisations to increase engagement with those organisations.	Mar, Jun, Sep, Dec 2019, 2020	Principal Solicitor
05 Establish a database (for internal use) of Aboriginal and Torres Strait Islander workers in legal and associated services within MNCCLC's catchment area.	Dec 2019	Aboriginal Engagement Officer
06 Ensure that Aboriginal and Torres Strait Islander clients of MNCCLC are referred to culturally appropriate services.	Dec 2019, 2020	
07 Circulate legal resources to Aboriginal and Torres Strait Islander Community organisations.	Dec 2019, Dec 2020	
08 Undertake Client Satisfaction Surveys monthly with an emphasis on receiving an adequate proportion of responses from Aboriginal and Torres Strait Islander clients to inform the appropriateness of services.	Jan-Dec (monthly) 2019, 2020, 2021	Principal Solicitor



RELATIONSHIPS

Build relationships with local Aboriginal and Torres Strait Islander peoples, communities and organisations to enhance MNCCLC's reconciliation journey.

Deliverable		Timeline	Responsibility
01	Engage with local Aboriginal and Torres Strait Islander stakeholders within catchment and outreach areas so MNCCLC can seek support from local communities for the implementation of the RAP.	Jul, Dec 2019, 2020	Aboriginal Engagement Officer
02	Organise at least four meetings with Aboriginal and Torres Strait Islander organisations within MNCCLC sphere of influence to build mutually beneficial relationships.	Dec 2019	
03	Develop a locally focused cultural events calendar to ensure MNCCLC participation in local events where appropriate.	Oct 2019	
04	Organise an annual community event, like a touch football fun day or an art competition for a new poster for MNCCLC, to build and maintain relationships with the Aboriginal and Torres Strait Islander communities and organisations.	Dec 2019, Dec 2020	

Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.

Deliverable		Timeline	Responsibility
01	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	Dec 2019	Legal Services Coordinator
02	Promote reconciliation through ongoing active engagement with all stakeholders.	Jul, Dec 2019, 2020	Aboriginal Engagement Officer





RESPECT

MNCCLC is 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. 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.

MNCCLC policies and procedures reflect our values and goals to ensure that respect for Aboriginal and Torres Strait Islander peoples is practical as well as symbolic.



RESPECT

Engage employees in continuous cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples’ cultures, histories and achievements.

Deliverable		Timeline	Responsibility
01	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	Sep 2019, Sep 2020	Executive Officer
02	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Sep 2019, Sep 2020	Principal Solicitor
03	Provide opportunities for RAP working group members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	Sep 2019, Sep 2020	CEO
04	Implement use of the Community Legal Centres NSW Cultural Safety Workbook as part of staff and volunteer induction training regarding Aboriginal and Torres Strait Islander cultures, lands and histories.	May 2019	Aboriginal Engagement Officer
05	Ensure Management Committee receives cultural awareness training as part of their induction.	Sep 2019, Sep 2020	CEO
06	Participate in culturally specific events. For example; Survival Day, Mabo Day and Sorry Day.	Jul, Dec 2019, 2020	Principal Solicitor



**OUR VISION FOR
RECONCILIATION
IS A CULTURE
THAT EMBRACES
UNITY BETWEEN
ABORIGINAL
AND TORRES
STRAIT ISLANDER
PEOPLES
AND OTHER
AUSTRALIANS.**

RESPECT

Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is shared meaning.

Deliverable		Timeline	Responsibility
01	In consultation with Aboriginal and Torres Strait Islander peoples, develop and implement a cultural protocol document that includes protocols on Welcome to Country and Acknowledgement of Country.	Jun 2019	Legal Services Coordinator
02	Educate staff on the importance of Welcome to Country and Acknowledgement of Country protocols.	Jun 2019	Aboriginal Engagement Officer
03	Invite a Traditional Owner to provide a Welcome to Country at a significant event, for example the all of Service meeting held each year in November.	May 2019, May 2020	Legal Services Coordinator
04	Include an Acknowledgement of Country at the commencement of important internal and external meetings, e.g. staff meetings, training and development days.	May 2019	
05	Encourage all staff to include an Acknowledgement of Country at the commencement of all meetings - build into agenda template and give training.	May 2019	Aboriginal Engagement Officer
06	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	Jun 2019	



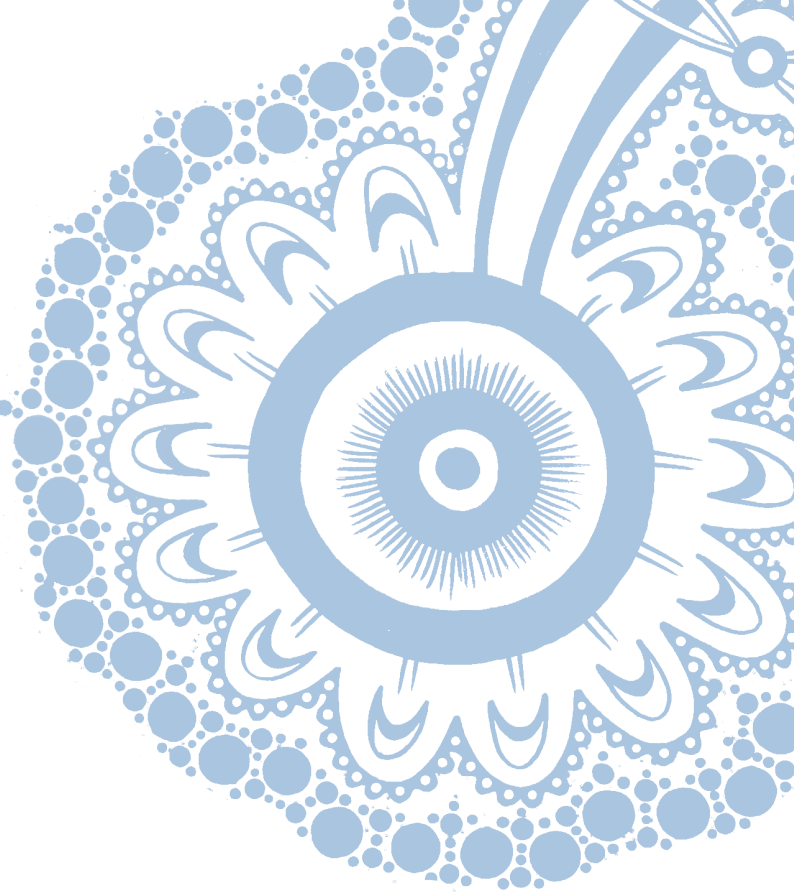
RESPECT

Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
01 Ensure that there are no HR policies and procedures which provide barriers to staff participating in NAIDOC Week.	Mar 2019, Mar 2020	Executive Officer
02 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	First week in Jul 2019, 2020	Principal Solicitor
03 Encourage all staff to participate in NAIDOC Week celebrations.	Active involvement in NAIDOC Jul 2019, 2020	

Create a culturally welcoming and appropriate environment for Aboriginal and Torres Strait Islander staff and clients.

Deliverable	Timeline	Responsibility
01 Review office sites and make recommendations to improve cultural safety. Develop policies and procedures to ensure Acknowledgement of Country is included in all promotional and communication material.	Jun 2019, 2020	Aboriginal Engagement Officer
02 Revise current publications to include an Acknowledgement of Country, including: <ul style="list-style-type: none">■ Brochures.■ Posters.■ Website.■ Email signatures.	May 2019, May 2020	Aboriginal Engagement Officer and Legal Services Coordinator
03 Create and display an Acknowledgement of Country plaque in the MNCCLC office.	May 2019	Aboriginal Engagement Officer





OPPORTUNITIES

MNCCLC recognises and respects the wealth of knowledge and experience that Aboriginal and Torres Strait Islander peoples have as First Peoples of Australia. We are committed to providing real and meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples to progress and achieve individual and community goals because we understand that this knowledge and experience contributes significantly to the goals and responsibilities of MNCCLC. We are committed to creating a more inclusive and culturally appropriate environment for Aboriginal and Torres Strait Islander peoples in our region.



OPPORTUNITIES

Identify opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.

Deliverable	Timeline	Responsibility
01 Review Aboriginal and Torres Strait Islander employment and retention strategy implemented in February 2017.	Aug 2019	Executive Officer
02 Ensure the National Association for Community Legal Centres Aboriginal employment guide is used when recruiting new staff into the organisation.	Jul, Jan 2019, 2020, 2021	
03 Engage with existing Aboriginal and/or Torres Strait Islander MNCCLC staff on employment strategies, including professional development objectives which will assist in attracting and retaining Aboriginal and Torres Strait Islander staff and volunteers within the organisation.	Jul, Jan 2019, 2020, 2021	Principal Solicitor
04 Collect information on and engage with the experiences of our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Aug 2019	
05 Pilot different approaches to increase Aboriginal and Torres Strait Islander employment (this may include training pathways, internships, cadetships, work experience).	Jul, Jan 2019, 2020, 2021	Executive Officer
06 Advertise all vacancies in Aboriginal and Torres Strait Islander media.	May 2019	
07 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.	Aug 2019	Principal Solicitor
08 Facilitate regular access by Aboriginal and Torres Strait Islander staff to CLCNSW Aboriginal Legal Access Program support and mentoring opportunities.	Mar, Jun, Sep, Dec 2019, 2020	
09 Develop, implement, monitor, and report on Aboriginal Employment Strategy: Employment target (set as 6% of FTE) and retention strategies for Aboriginal and/or Torres Strait members of staff that include study leave support, inclusion strategy and Professional Development Plans to provide for future employment opportunities.	Jul, Jan 2019, 2020, 2021	Executive Officer

OPPORTUNITIES

Support and promote professional development opportunities for Aboriginal and Torres Strait Islander staff.

Deliverable		Timeline	Responsibility
01	Provide two professional development opportunities per year specifically for Aboriginal and Torres Strait Islander staff.	Jul, Jan 2019, 2020, 2021	Principal Solicitor
02	Identify and promote education and leadership opportunities for Aboriginal and Torres Strait Islander staff.	May 2019	Executive Officer
03	Investigate providing, or sourcing, assistance for course fees for Aboriginal and Torres Strait Islander staff.		
04	Ensure Aboriginal and Torres Strait Islander staff participation at two face-to-face meetings each year, to provide professional development and networking opportunities. (Meetings may include Community Legal Centre NSW (CLCNSW) Yarn Up days, Quarterly Community Legal Centre Aboriginal Legal Access Program meetings, catch-up with the CLC NSW Aboriginal Legal Access Program Manager or Annual Community Legal Centre Conferences).	Dec 2019, Dec 2020	Principal Solicitor
05	Enable Aboriginal and Torres Strait Islander employees to apply for study leave to assist with professional development opportunities.	Jul, Jan 2019, 2020, 2021	



**RESPECT FOR
ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLES,
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AND HISTORIES
WHICH FORM AN
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ENVIRONMENT
THAT IS SENSITIVE
TOWARDS THESE
PEOPLES.**



OPPORTUNITIES

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.

Deliverable		Timeline	Responsibility
01	Review and update procurement policies and procedures to identify barriers and opportunities for procuring goods and services from Aboriginal and Torres Strait islander businesses.	May 2020	Principal Solicitor Legal Services Coordinator
02	Develop, communicate and maintain a list of Aboriginal and Torres Strait Islander businesses MNCCLC can engage to procure goods and services.	May 2020	
03	Develop at least two commercial relationships with an Aboriginal and/or Torres Strait Islander business.	May 2020	
04	Investigate Supply Nation Membership.	May 2019	

Support MNCCLC’s accessibility by, and support of, Aboriginal and Torres Strait Islander community members.

Deliverable		Timeline	Responsibility
01	Advertise an expression of interest when the next vacancy arises for an Aboriginal and/or Torres Strait Islander community member to join the Management Committee.	Sep 2019	Executive Officer

OPPORTUNITIES

Investigate opportunities to support Aboriginal and Torres Strait Islander students and volunteers through work experience, education and practical legal training.

Deliverable	Timeline	Responsibility
01 Consult with Law Schools and Tranby Aboriginal College to discuss options for attracting Aboriginal and Torres Strait Islander law students to undertake placements at MNCCLC.	Establish relationships Sep 2019	Legal Services Coordinator
02 Establish a relationship with the Aboriginal Pathways providers at local TAFE.	Jun 2019	Aboriginal Engagement Officer

Deliver Community Legal Education to Aboriginal and Torres Strait Islander communities.

Deliverable	Timeline	Responsibility
01 Deliver Community Legal Education to Aboriginal and Torres Strait Islander communities within the MNCCLC catchment area, and ensure it is followed-up with advice and/or warm referrals.	Jun 2019	Aboriginal Engagement Officer

Improve legal service provision for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
01 Establish an annual meeting of Aboriginal and Torres Strait Islander workers in legal and associated services to discuss unmet legal needs of Aboriginal and Torres Strait Islander people in our region.	Jun 2019	Aboriginal Engagement Officer
02 Consult with local Aboriginal and Torres Strait Islander Elders to identify gaps in service provision.	Aug 2019	
03 Promote our services to Aboriginal and Torres Strait Islander peoples, organisations and stakeholders in our region at significant events.	Jul, Jan 2019, 2020, 2021	
04 Create processes to identify, understand and monitor existing and emerging legal and social needs of Aboriginal and Torres Strait Islander communities within the catchment area by: <ul style="list-style-type: none">■ Undertaking updated legal needs analysis.■ Understanding the demographics within catchment area.	Aug 2019	



RAYLENE BALLANGARRY

Nominated by Melanie Kallmier Mid North Coast Community Legal Centre.

Raylene Ballangarry is a Gumbayngirr woman from Macksville/Nambucca who has been nominated for working for more than 20 years to improve access to justice for Aboriginal people, and in particular for her work with inmates.

For the past seven years, she has provided guidance and mentoring to more than 200 male and female Aboriginal inmates at the Mid North Coast Correctional Centre, assisting them to attend funerals, engage with Family and Community Services and access legal assistance services.

Raylene is proactive in seeking opportunities for cultural support and enrichment for inmates, including advocating for the teaching of the Gumbayngirr language. She presented at the Community Legal Centres NSW's

RRR roadshow in Port Macquarie, promoting cultural awareness and safety when working with Aboriginal inmates.

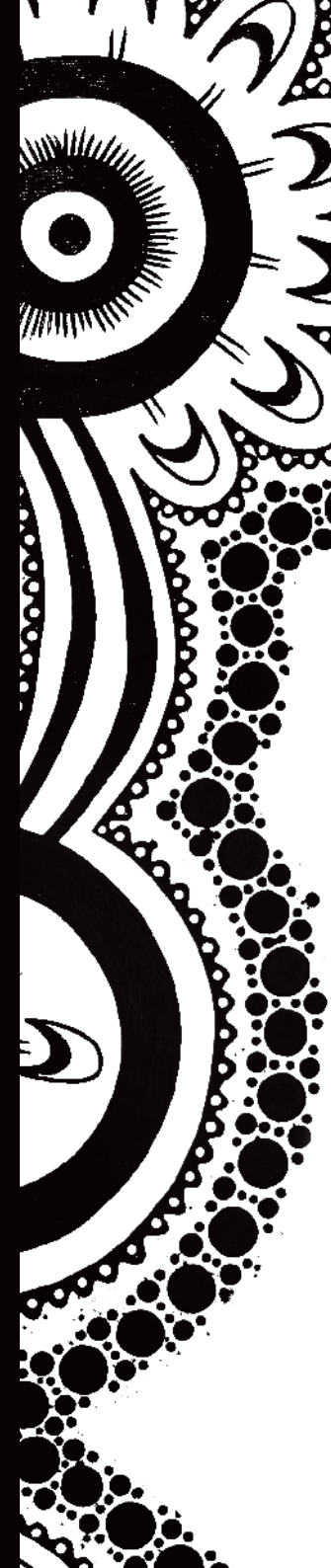
Raylene is also Chair of the Gaagal Wanaggaan (South Beach) National Park, a park managed under the Aboriginal Joint Management Custody model. Since 2004, Raylene has served as a volunteer and chairperson for the MiiMi Mothers in Bowraville, a referral agency for Aboriginal young people to appropriate support services.

Between 1997 and 2004, Raylene was on the Board of the Cairns & District Aboriginal and Torres Strait Islander Women's Corporation. She helped establish the Aboriginal & Torres Strait Islander Women's Legal Service North Queensland, serving as the Vice Chair in the late 1990s.





**GOVERNANCE,
TRACKING PROGRESS
AND REPORTING**



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Report achievements, challenges and learnings to Reconciliation Australia.

Deliverable	Timeline	Responsibility
01 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 Sep 2019, 2020, 2021	Executive Officer
02 Investigate participating in the RAP Barometer.	May 2020	

Report achievements, challenges and learnings to internal and external stakeholders and public.

Deliverable	Timeline	Responsibility
01 Provide quarterly updates on RAP progress to staff and volunteers.	Mar, Jun, Sep, Dec 2019, 2020	18 Executive Officer
02 Update managers on RAP progress in Management Committee Staff Report proforma every four months.	Mar, Jun, Sep, Dec 2019, 2020	
03 Report on RAP achievements and key learnings in the Annual Report.	Oct 2019, 2020	
04 Report achievements and challenges to our funding body through our contract reporting requirements.	Jul, Jan 2019, 2020, 2021	
05 Publicly report our RAP achievements, challenges and learnings on our website.		

Review, refresh and update MNCCLC RAP.

Deliverable	Timeline	Responsibility
01 Liaise with Reconciliation Australia and stakeholders to draft a new RAP based on learnings and achievements of our Innovate RAP.	Nov 2020	Executive Officer and RAP Working Group
02 Send draft RAP to Reconciliation Australia for review, feedback and formal endorsement.	Feb 2021	



