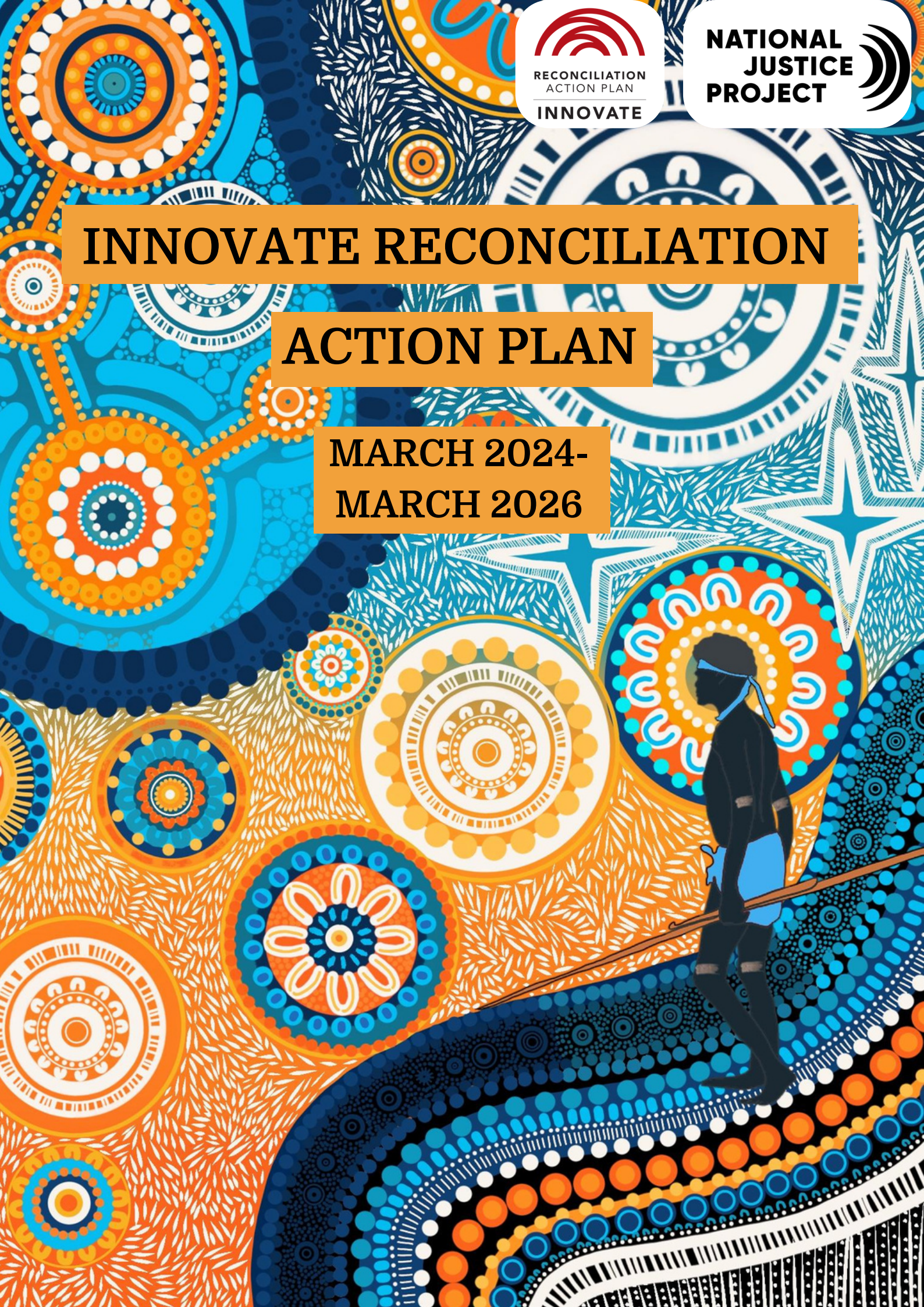




INNOVATE RECONCILIATION

ACTION PLAN

MARCH 2024-
MARCH 2026



ARTWORK CREDIT

Special thanks to Kirsten Gray for the cover artwork. Kirsten is a Muruwari/Yuwalaraay woman, mother, artist and advocate. See Yuluwirribaa: <https://yuluwirribaa.myshopify.com/>

ARTIST'S STATEMENT

This piece is called 'galu mali', which means to care for. It shows ngarrama, whose job it is to look after his country. He stands proudly at ngarran (dawn) overlooking his homelands. It speaks of the role all First Nations people have to care for country and their surroundings, including nurturing their connections to sky, earth and water. Country sustains us and in turn we all have a role to nurture it. This means treading lightly and protecting it from harm as our ancestors have done before us.

ACKNOWLEDGEMENT OF COUNTRY

The National Justice Project acknowledges that we live and work on unceded sovereign Aboriginal land. Our office is on Gadigal Country, with team members working remotely all over Australia on Bundjalung Country, Darkinjung Country, Garigal Country, Wangal Country, Dharug Country, Bidjigal Country, Dharawal Country and Dunghutti Country.

We acknowledge that there were hundreds of different Aboriginal and Torres Strait Islander groups within Australia prior to colonisation, each with their own unique language, customs, law and lore.

We also acknowledge the sorrow and suffering because of the impact of ongoing colonisation.

We particularly recognise the incredible physical and emotional effort that First Nations communities across the country dedicated to this year's Voice Referendum.

At the same time, we recognise the enduring resilience and strength that First Nations Peoples continually demonstrate in the face of adversity.

First Nations Peoples have made, are making, and will continue to make vital contributions to the heritage, cultural identity, and economic and political communities of Australia. We celebrate First Nations' continuation of a living spiritual, cultural and social connection with the land, sea and sky.

We pay respects to all Aboriginal and Torres Strait Islander Elders, past and present, and extend that respect to our First Nations colleagues, clients and collaborators.

FIRST INNOVATE RAP

Reconciliation Australia commends National Justice Project on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for National Justice Project to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, National Justice Project will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. National Justice Project is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations National Justice Project on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

INNOVATE RECONCILIATION ACTION PLAN

MARCH 2024 – MARCH 2026

OUR VISION FOR RECONCILIATION

The National Justice Project is a not-for-profit human rights law firm that fights to end discrimination through the power of strategic legal action, social justice education, fearless advocacy, and collaborative partnerships.

Our mission is to fight for truth, justice, and accountability by eradicating systemic discrimination.

We recognise that First Nations sovereignty over this land has never been ceded. We acknowledge and celebrate the living law, knowledges, cultures, histories, perspectives, and languages which First Nations Peoples hold. We commit to working alongside First Nations communities to create a platform and amplify the sovereign voices of First Nations Peoples.

Our RAP vision is to see a country that meaningfully acknowledges its past. A country that has listened to, and does the work asked of them by, First Nations Peoples. Where self-determined services are properly funded to assist in addressing the intergenerational trauma caused by the actions of non-Indigenous people. Where both the wrongs of the past and current wrongs are acknowledged and actively addressed. Where we move together into the future in a unified way, as non-Indigenous people continue to listen and do the necessary work of reconciliation.

NJP recognises that throughout history the Australian legal system has been an instrument of violence and oppression against First Nations Peoples.

NJP seeks to strengthen and promote dialogue between the Australian legal system and First Nations laws, governance structures and protocols.

By learning, listening, and collaborating with First Nations Peoples, we hope to shape a better understanding of the injustices experienced by First Nations Peoples.

OUR BUSINESS

We work to create systemic change and amplify the voices of communities harmed by government inaction and discrimination. We are fiercely independent, and we don't accept government funding. This allows us to remain bold and courageous. We have long demonstrated that we are not afraid to hold governments to account and fight the system.

We are a not-for-profit charity and in the past year alone provided 15,827 hours of pro bono services.

We are committed to reconciliation and achieving social justice by ensuring everyone has the right to equal access and status under Australian law.

We work collaboratively with our community partners, use the law strategically and provide a platform to amplify the voices of our clients, including our First Nations clients.

LEGAL ACTION

- We take strategic legal action to secure truth, justice, and accountability for our clients. They are people who have suffered life-long harm from systemic discrimination in places like prisons, out-of-home care, policing, and hospitals. Our cases not only help secure justice for our clients but change for the community. Our cases seek to demonstrate harm, uphold a duty of care, expose negligence, and challenge state abuse of human and civil rights.
- We represent our clients at coronial inquests into the deaths of their loved ones. Through our work in coronial inquests, we can put the system under the microscope and push for strong recommendations to drive systemic change.
- We force governments and systems to negotiate fair outcomes for the harm our clients have suffered because of discrimination. Compensation not only helps our clients rebuild their lives, but it helps drive reform – because the system won't change unless there is a price to pay for discrimination.
- We put forward powerful complaints that spell out the negligent, discriminatory, and violent treatment our clients endured at the hands of state institutions. Our complaints help secure fair outcomes for our clients, and they put the system on notice for its disregard of our clients and their communities.

PROJECTS

- We join forces with our partners in collaborative projects that educate the community about their rights, build our shared power to make change, and amplify the impact of our legal action.
- Together with our partners, we create ground-breaking projects that provide communities with the tools and knowledge they need to tackle discrimination, including the Call It Out racism register. Developed by NJP and the Jumbunna Institute for Indigenous Education and Research, it is a simple and secure way for people to report incidents of racism and discrimination toward First Nations Peoples. See: <https://callitout.com.au>
- Our ground-breaking app, website, and training program, CopWatch, educates individuals and communities on their rights when filming police interactions. It aims to be a mechanism to hold police accountable. See: <https://www.copwatch.org.au>
- Tech4Justice facilitates access to information and services to lodge a formal complaint against discrimination, injustice, or harm. By sharing your experience and making an official complaint, you are helping to identify and respond to issues for the benefit of all community members. See: <https://www.tech4justice.org.au>
- NJP is part of the Partnership for Justice in Health (P4JH) - an alliance of Aboriginal and Torres Strait Islander academics, legal experts, and organisations committed to working together to improve Aboriginal and Torres Strait Islander health and justice outcomes through addressing racism. See: <https://www.p4jh.org.au>
- We have partnered with the Aboriginal Health Council of WA and the Health Consumers' Council to develop training for community members and professionals to advocate with Aboriginal people to protect their rights and wellbeing in the health system.
- Our flagship event, Law Hack, brings the legal community together to develop innovative solutions to issues of systemic injustice. Our first hackathon, LawHack 2021 looked at advocacy and legal strategies for disability justice, while LawHack 2023 seeks to protect the rights of First Nations children in youth detention and out-of-home-care.
- In collaboration with Wayside Chapel, we are building a coalition to advocate for appropriate first responders in interactions involving people who require a health or social, rather than punitive response.

ADVOCACY

- We activate our supporter base in petitions, open letters, on social media and at rallies. We have secured the signatures of more than 296,219 people across all our petitions, and we have participated in countless rallies as legal observers to protect the rights of our clients and their communities as they speak out.
- Our clients' most powerful tool for securing justice is their own story. We help our clients tell their stories to the media and in the corridors of power, and we support them to call for change at parliamentary inquiries and ministerial meetings.
- Through our formal submissions to parliaments, inquiries, and international bodies, we make bold proposals that are informed by our clients' experiences, and we hold their commitments to account.

EDUCATION

- We equip the next generation of social justice lawyers with the skills and experience they need to make change. We provide our volunteers and Practical Legal Training (PLT) students with first-hand experience working on major cases, complaints, submissions, and projects.
- We run social justice law clinics at Monash University in Melbourne and Macquarie University in Sydney and have provided practical training to over a hundred law students in the last three years.

ABOUT US



Our office is based in Sydney; however, we have a national reach. NJP is based at the University of Technology Sydney where we are co-housed with our partners at the Jumbunna Institute for Indigenous Education and Research.

We currently employ 20 FTE Staff including 3 First Nations Staff. We are currently assisted by 10 volunteers, including 1 First Nations volunteer.

Our sphere of influence includes both internal and external stakeholders.

Internally, we influence, and are influenced by, our volunteers, staff, executive, board members and advisory committees, in particular our First Nations Advisory Committee (FNAC).

NJP recognises that, as a non-Indigenous organisation working on First Nations land in First Nations communities and as an employer of First Nations staff, we are accountable to working in a culturally appropriate and responsible way. We recognise that we must amplify the sovereign voices of First Nations Peoples. By producing a RAP with the approval of our FNAC, we are formally committing to improving our internal policies and practices to develop an organisational culture that models anti-racist and culturally safe practices and is respectful of First Nations values and principles.

NJP has established a committee to develop and implement the RAP. The RAP Committee members are:

- Karina Hawtrey (Gamilaroi Woman, Solicitor)
- Jacinta Wright (Ngemba Woman, Paralegal)
- Sophie Wenderoth (Solicitor)
- Rosaleen Jeffries (Solicitor)
- Sashka Wickramasinghe (Communications & Office Coordinator)
- Fiona Ivits (Head of Communications and Advocacy)
- Steve Castan (NJP Board Chair)
- Ashleigh Buckett (Principal Solicitor & RAP Committee Chair)

The RAP Committee has achieved the following actions to date:

- Finalised, and had approved by NJP's board, our Cultural Safety Policy and Anti-Racist Ethics of Practice;
- Established a Cultural Safety Complaints procedure with the goal of ensuring a respectful working environment for staff, clients and the communities we work with;
- Arranged annual Cultural Safety training for staff;
- Developed a budget for RAP activities;
- Developed a protocol on informed consent for when clients are telling their stories;
- Arranged an Acknowledgement of Country plaque for the office;
- Updated our email signatures and website to include an Acknowledgement of Country;
- Established which meetings are to start with an Acknowledgement of Country;
- Adopted a policy that staff will work on the 26 January Invasion Day/Survival Day/Day of Mourning public holiday and in lieu celebrate Mabo Day on 3 June by not working on that day;
- Approached First Nations community members to fill roles on the statutory board and the advisory board;
- Established a First Nations Advisory Committee; and,
- Celebrated National Reconciliation Week, NAIDOC Week and other First Nations led events.

Our RAP Champion is: Naomi Lai, Chief Operating Officer (COO)

Since the implementation of NJP's 2022-2023 Reflect RAP we have advanced our organisational commitment to contribute to national reconciliation and to embed anti-racist practices and policies into NJP's workplace.

Our RAP journey has involved a constant listening and learning from First Nations stakeholders, clients, colleagues and board members. Our vision for reconciliation recognises the discrimination, violence and injustice experienced by many First Nations peoples and seeks to contribute to accountability, law reform and equal access to justice. In addition to the actions outlined above, over the past year we have:

- Incorporated NJP's Cultural Safety Policy, Anti-Racist Ethics of Practice, Cultural Safety and Trauma Informed Practice training in new staff/volunteer onboarding;
- Delivered to staff and volunteers Continuing Professional Development lectures relevant to our work with First Nations clients;
- Promoted external events, which were attended by staff and volunteers, during Reconciliation and NAIDOC week;
- Finalised NJP's First Nations Employment Strategy;
- Educated future social justice lawyers involved in Monash and Macquarie University law clinics about Cultural Safety and Trauma Informed Practice;
- Continued the ING Scholar program for First Nations lawyers;
- Sought ongoing guidance from NJP's First Nations Advisory Committee;
- Engaged with other organisations to share knowledge and learnings in relation to RAP principles and implementation; and,
- Proactively supported the Voice to Parliament.

Learnings and challenges arising out of the implementation of our Reflect RAP include:

- Working with a small budget as a not-for-profit charity with very limited resources. For example, there are numerous workshops and events we would like to attend but for the moment we must be selective.
- Our RAP Committee is comprised of legal practitioners, the Chair of our board and members of our communications team- rather than say, a dedicated HR or CSR team. While this means that we occasionally face time constraints due to our limited resources, we benefit from having RAP Committee members integrated within the organisation at different levels and in different fields, proactively implementing RAP principles in practice and guiding the broader team.
- In November 2023, we held our fourth annual Cultural Safety training with an external First Nations provider. This is mandatory for staff, and we have received positive feedback from long-term staff for seeking new training providers and topics for discussion each year.
- Since the launch of our Reflect RAP, we have increased First Nations representation on our statutory board (we now have 2 First Nations directors on a board of 6).
- Undertaking Reflect has affirmed our commitment to reconciliation and the importance of having positive obligations on our workforce to implement the next level of the RAP process.



RELATIONSHIPS

NJP recognises our strong relationships with First Nations communities and people as foundational to our operations. NJP seeks to build, and build upon, strong relationships based on mutual understanding and two-way learning to increase justice outcomes for First Nations Peoples across the country.

Aligns with NJP theory of change pillar: ‘Collaboration with our grassroots partners who inform our work and amplify it at the community level’.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2024	CEO + Head of Projects and Innovation + Solicitor
	Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024	Solicitor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	April 2024 & 2025	Paralegal
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024 & 2025	RAP Committee Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2024 & 2025	NJP Chair + COO + RAP Committee Chair
	Organise at least one NRW event each year.	27 May-3 June 2024 & 2025	Solicitor
	Register all our NRW events on Reconciliation Australia’s NRW website .	2024 & 2025	Solicitor



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2024	Head of Communications and Advocacy + Paralegal
	Communicate our commitment to reconciliation publicly.	April 2024	Head of Communications and Advocacy
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2024	Head of Communications and Advocacy
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2024	Head of Communications and Advocacy + RAP Committee Chair
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2024	COO + Solicitor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	NJP Chair + COO + Solicitor
	Review and update the anti-discrimination policy for our organisation.	August 2024	COO + Solicitor
	Educate senior leaders on the effects of racism.	Nov 2024	NJP Chair + RAP Committee Chair



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
5. Implement processes to allow for trauma informed practices	Continue delivering mandatory trauma informed practice training for all staff.	Nov 2024 & 2025	RAP Committee Chair
	Ensure mandatory trauma training is included for all new staff and volunteers during induction.	March and July 2024 & 2025	Communications & Office Coordinator



RESPECT



NJP recognises that First Nations sovereignty has never been ceded. NJP acknowledges and celebrates the living law, knowledges, cultures, histories, perspectives, and languages Australia's First Nations Peoples hold. NJP seeks to engage with and promote First Nations truth telling by listening to communities and using our platform to amplify our clients' voices.

Aligns with NJP theory of change pillar: 'Using the justice system to identify & remove racism and discrimination from laws, policies and institutions'.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2024	Solicitor + NJP Chair
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2024	NJP Chair + Paralegal
	Consult NJP's First Nations Advisory Committee in relation to key issues	July 2024	NJP Chair + Paralegal
	Review and update the cultural learning strategy document for our staff.	August 2024	Solicitor + NJP Chair
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January and June, 2024 & 2025	COO + RAP Committee Chair
	Substitute Invasion Day/Survival Day/Day of Mourning 26 January public holiday with a day off to celebrate Mabo Day (3 June) and ensure staff are aware of NJP's choice	January and June, 2024 & 2025	RAP Committee Chair + Communications & Office Coordinator



RESPECT

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Solicitor + Head of Communications and Advocacy
	Update, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024	Solicitor + Head of Communications and Advocacy
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Dec (Donor Thank you event, Law Hack), 2024 & 2025	Communications & Office Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, on our website and in our email signatures	Jan 2024	Head of Communications and Advocacy + Solicitor



RESPECT

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024 & 2025	RAP Committee Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024	COO + RAP Committee Chair
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 & 2025	RAP Committee Chair + Head of Communications and Advocacy
9. Continue to implement processes to improve cultural safety in the workplace	Provide mandatory annual cultural safety training for all staff	Nov 2024 & 2025	RAP Committee Chair + Solicitor
	Provide optional annual cultural safety training for board members	Nov 2024 & 2025	RAP Committee Chair + Solicitor
	Proactively seek feedback from staff on ways to improve cultural safety in the workplace	March & August 2024 & 2025	COO + Solicitor



OPPORTUNITIES

NJP acknowledges the importance of supporting First Nations people to be community leaders. NJP seeks out and embraces opportunities to support First Nations communities and amplify First Nations voices, particularly in the fields of law and social justice which are enriched by this input.

Aligns with NJP theory of change goal: ‘A fairer more equitable society’

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2024	COO + Communications & Office Coordinator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2024	COO + Solicitor
	Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	COO + Solicitor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan 2024 & 2025	Communications & Office Coordinator
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2024	COO + Solicitor



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	Seek to continue the ING First Nations junior lawyers' program	March 2024	Head of Philanthropy & Fundraising + Communications & Office Coordinator
	Maintain relationships with First Nations Aurora interns/Indigenous cadetships program and universities to encourage First Nations interns	March 2024	Solicitor + Communications & Office Coordinator
	Identify suitable First Nations community members to fill roles on the statutory board and the advisory board	June 2024 & 2025	NJP Chair
	Approach suitable First Nations community members to fill roles on the statutory board and the advisory board	When vacancies arise	NJP Chair
	Seek funding for annual First Nations targeted paid internship of 2-4 weeks during summer break	Sep 2024	Head of Philanthropy & Fundraising + Communications & Office Coordinator
	Establish or maintain at least one First Nations targeted paid position at each staffing level	Feb 2026	COO + Head of Philanthropy & Fundraising + Solicitor



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	Establish relationships and mentoring opportunities between First Nations staff and Indigenous board and advisory committee members	June 2024	NJP Chair + Paralegal
	Establish paid First Nations cultural leave for attendance at Reconciliation Week activities, NAIDOC Week events or to fulfil cultural obligations	June 2024	COO + Solicitor
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update the Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Communications & Office Coordinator
	Investigate Supply Nation membership.	April 2024	Paralegal
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2024	Solicitor
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2024	COO + Solicitor
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2024	Communications & Office Coordinator
	Maintain NJP's internal database of First Nations business that we engage (for example, local First Nations cafes for office catering)	April 2024	Communications & Office Coordinator



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2024, April 2024, July 2024, Oct 2024, Jan 2025, April 2025, July 2025, Oct 2025	RAP Committee Chair
	Establish and apply a Terms of Reference for the RWG.	March 2024	RAP Committee Chair
	Meet at least four times per year to drive and monitor RAP implementation.	Jan 2024, April 2024, July 2024, Oct 2024, Jan 2025, April 2025, July 2025, Oct 2025	RAP Committee Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and incorporate into NJP's annual budget	May 2024 & 2025	RAP Committee Chair + COO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2024	COO + NJP Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2024	RAP Committee Chair
	Appoint and maintain an internal RAP Champion from senior management.	April 2024	NJP Chair



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Paralegal
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	Paralegal
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	RAP Committee Chair + Solicitor
	Report RAP progress to all staff and senior leaders quarterly.	Jan 2024, April 2024, July 2024, Oct 2024, Jan 2025, April 2025, July 2025, Oct 2025	RAP Committee Chair + NJP Chair
	Publicly report our RAP achievements, challenges, and learnings, annually.	August 2024 & 2025 (to coincide with annual report)	Head of Communications and Advocacy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Solicitor



GOVERNANCE



Action	Deliverable	Timeline	Responsibility
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 2025	RAP Committee Chair + Solicitor
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP.	April 2025	RAP Committee Chair + Solicitor

Contact details:

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