

Innovate Reconciliation Action Plan

2020 – 2022



Cover art

Mimih Spirits Hunting

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Artist: Larry Bangarr

Skin name: Nakamarrang

Language: Kunwinjku Dreaming: Yirridjdja

Clan: Marririn

Date of birth: 25 November 1973

From: Kurrukurr Community Oenpelli, Northern Territory

The artist has painted Mimih spirits hunting. According to the Kunwinjku people of West Arnhem Land, Mimihs were the original spirit beings and taught Aboriginal people many of the skills they needed to survive in the bush along with ceremonies, dance and song. These spirits continue to live in rocks, trees and caves but are rarely seen by humans. They are frequently depicted in the rock art of Arnhem Land as small, dynamic figures, often shown with a range of hunting tools such as mankole (spears), borndok (spear throwers), djerrh (dilly bags), karramalk (hafted stone axes) and kundjakkorl (fire sticks). Also often depicted are some of the spoils of the day – kangaroo, file snake, long yams, cheeky yams, and bush potato.

Injalak Arts

Artwork by Larry Bangarr is available from Injalak Arts.

The Art Centre

Injalak Arts is a non-profit Aboriginal-owned social enterprise. The Art Centre in Gunbalanya was officially opened in late November 1989. Prior to 1989 its origins were in a small shed used for screen printing. The building that houses the various functions of the Art Centre is long and flanked on either side by covered verandahs. The artists and weavers work on either side of the building.

Indigenous community art centres play an important role in the artistic and cultural life of traditional Aboriginal artists living in remote communities. Injalak Arts is an outstanding example of a community organisation that is 100% Aboriginal owned and delivers positive social, economic and cultural outcomes for its members.

Artists

Injalak Arts has around 200 active members – artists and weavers from Gunbalanya and surrounding outstations. Any Kunwinjku speaking person over the age of 18 is eligible for membership. Although the Arts Centre is located in Gunbalanya, it also services those members who choose to live at their outstations (homelands) thereby generating livelihoods for many individuals and families. The outstations regularly visited are Manmoyi, Mamadawerre and Kabulwarnamyo.



Photo: Dujan, of the documentary *In My Blood It Runs*, travelled to the UN to address the Human Rights Council on behalf of the Human Rights Law Centre with his grandmother and father to share his experiences with the youth justice system. Credit: Maya Newell.

Our vision for reconciliation

The Human Rights Law Centre's vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander peoples can fully realise their right to self-determination. It is of an Australia in which Aboriginal and Torres Strait Islander peoples' human rights are respected, and Aboriginal and Torres Strait Islander peoples can expect equal and equitable opportunities to thrive.

The Centre believes reconciliation means that all Australians have a deep respect for Aboriginal and Torres Strait Islander peoples and cultures, and understand the impact historical and continuing colonial violence has on Aboriginal and Torres Strait Islander peoples. All Australians should understand their role in supporting Aboriginal and Torres Strait Islander peoples in their efforts to achieve self-determination, in a way that is culturally safe and respectful.

Our business

The Human Rights Law Centre exists to transform our laws and our governments to better protect human rights. We exist to work with communities to stand up for human rights. We exist to ensure accountability and redress when human rights are violated.

Our vision is an Australia where everyone – including Aboriginal and Torres Strait Islander peoples – can lead a decent, dignified life, where our laws, policies and institutions promote fairness and equality and where people and communities have the power to ensure that governments always act in the public interest.

The Centre uses an integrated strategic combination of legal action, advocacy, research, capacity building and UN engagement to protect and promote human rights across Australia and in Australian activities overseas.

We work from offices in Melbourne and Sydney, however our work is at the international, national and state/territory levels.

The Centre works in partnership with Aboriginal and Torres Strait Islander peoples, primarily through their representative organisations, particularly in relation to the racial injustice in criminal justice and social security systems. Some of the Centre's other strategic focus areas intersect with Aboriginal and Torres Strait Islander peoples' rights, such as the campaign for a federal charter of human rights and advocacy to advance democratic freedoms, such as protest rights.

The Centre employs approximately 20 staff and often has one or two lawyers working on secondment from private law firms for three to six months. The Centre is governed by a Board of Directors.

The Centre currently employs one Aboriginal staff member in a senior lawyer role and values the guidance and experience of board member Tim Goodwin who was appointed to the Board in 2018. Tim is a member of the Yuin people of the South East Coast of New South Wales.

Photo: Human Rights Law Centre's Shahleena Musk with Antoinette Braybrook, Roxanne Moore and Tammy Solonec.



Our RAP

The Human Rights Law Centre is deeply committed to the realisation of Aboriginal and Torres Strait Islander peoples' human rights in Australia, as a vital component of our broader mission to protect and promote human rights in Australia.

The Centre is committed to doing its work in a way that supports reconciliation and the full realisation of the right to self-determination. In advancing these aims, the Centre is committed to the development of respectful and empowering partnerships and solidarity approaches to working with Aboriginal and Torres Strait Islander peoples, primarily through their representative organisations.

The Centre is committed to being a culturally responsive and respectful organisation and to developing a culturally safe work environment. The development of a Reconciliation Action Plan is integral to these goals and provides the framework for our contribution to truth telling and reconciliation in Australia.



Photo: Human Rights Law Centre's Shahleena Musk, and Apryl Watson, the daughter of Tanya Day – a proud Yorta Yorta grandmother who died in custody in 2017.

The Centre has partnered and collaborated with Aboriginal and Torres Strait Islander led organisations since its establishment in 2006. From 2012, the Centre has had a dedicated Aboriginal and Torres Strait Islander peoples' rights team. The team is both responsive and proactive, receiving requests for assistance as well as working with Aboriginal and Torres Strait Islander led organisations to identify significant and systemic human rights issues. A central aspect of the team's work has been building long-term relationships with Aboriginal and Torres Strait Islander organisations to pursue shared goals. These partnerships are underpinned by:

- deep respect for Aboriginal and Torres Strait Islander peoples' diverse experiences and cultures;
- strong support for Aboriginal and Torres Strait Islander led organisations and initiatives; and
- an acknowledgement that the historical and continuing forces of colonisation and discrimination contributes to ongoing power and resource imbalances between Aboriginal and Torres Strait Islander and non-Indigenous peoples and organisations.

In 2018 the Centre established a Reconciliation Action Plan Working Group, with an Aboriginal staff member and members from across the organisation's different work areas, including a mixture of legal and non-legal staff and at different levels of seniority. Current RAP Working Group members are Shahleena Musk, Adrienne Walters, Monique Hurley, Ruth Barson, Freya Dinshaw, Michelle Bennett, Anna Fordyce, Alice Drury and Josephine Langbien. Together with the Centre's Executive Director, Hugh de Kretser, the Working Group will continue to champion our Reconciliation Action Plan and monitor whole-of-organisation implementation.

This is the Centre's second Reconciliation Action Plan, crystallising our ongoing support for reconciliation and reflective of our ongoing work to promote and protect Aboriginal and Torres Strait Islander peoples' rights.

We continue to be guided by and are privileged to work in partnership with Aboriginal and Torres Strait Islander organisations to challenge unjust laws and policies that jeopardise the rights and wellbeing of Aboriginal and Torres Strait Islander peoples in Australia. Through our partnerships we have forged strong relationships and crucial alliances, including playing a key role in the establishment of a national Aboriginal-led coalition, Change the Record, focused on reducing over-imprisonment and violence rates.

We continue to learn and grow as an organisation and have committed to ongoing Aboriginal and Torres Strait Islander cultural awareness training. We value the guidance and wisdom of our Aboriginal and Torres Strait Islander partner organisations and use their feedback to inform our continual development.

Our reconciliation journey has and continues to be a shared responsibility that does not end with a written commitment. We are opening our minds and our hearts through education, collaboration and participation including through shared advocacy efforts, litigation, media, campaigns and community events on issues impacting the rights of Aboriginal and Torres Strait Islander peoples.

Photo: Josie Douglas, Valerie Patterson, Mickey Wunungmurra, Georgia Stewart, Maimie Butler, Liam Flanagan and Josh Rankine.



The work done thus far in support of Aboriginal and Torres Strait Islander peoples' rights has established a strong foundation for our reconciliation journey. Our Reconciliation Action Plan will continue to provide the framework to progress our commitment to reconciliation into the future.

In celebrating key milestones on our "reconciliation journey", we start with 1 June 2018, the official launch of our first Reconciliation Action Plan in collaboration with Justice Connect. This event was well attended by staff, board members, key partners including representatives from Aboriginal Community Controlled organisations and peak bodies and involved a heartfelt Welcome to Country from Aunty Georgina Nicholson.

Since this memorable launch, our RAP Working Group has continued to meet regularly and been proactive in sharing information and creating opportunities to hear and learn from Aboriginal and Torres Strait Islander peoples on issues impacting on their wellbeing and rights. We have introduced monthly staff lunches to support informed debate on key issues or events occurring during the month, such as Invasion Day and the Closing the Gap report to Parliament. In addition we have developed a list of key historical and cultural events and encouraged staff participation and commemoration in solidarity with Aboriginal and Torres Strait Islander peoples, such as Invasion Day, National Reconciliation Week, Sorry Day, NAIDOC week and National Aboriginal and Torres Strait Islander Children's Day.



Photo: Thomas Mayor (back row, centre) visited the Human Rights Law Centre to speak about the Uluru Statement.

One key event was organising for Thomas Mayor to present to our staff and staff at Justice Connect on the Uluru Statement from the Heart and the work being done to progress calls for a First Nations Voice in Parliament and a Makarrata Commission to supervise a process of agreement-making and truth-telling.

In terms of steps we are taking to improve how we do Aboriginal and Torres Strait Islander peoples' rights work, we launched Partnership Principles to guide our Aboriginal and Torres Strait Islander peoples' rights work alongside our first RAP. We are also taking steps to ensure we retain and promote Aboriginal and Torres Strait Islander peoples' participation as staff members and within governance structures.



Photo: Djirra's Amanda Bresnan and Antoinette Braybrook and Human Rights Law Centre's Adrienne Walters and Monique Hurley.

Our partnerships/current activities

The Centre has worked with Aboriginal and Torres Strait Islander peoples and organisations since establishment in 2006. The Centre has a dedicated Aboriginal and Torres Strait Islander Peoples' Rights team which focuses on ending the mass-imprisonment of Aboriginal and Torres Strait Islander peoples and the oppressive targeting of Aboriginal and Torres Strait Islander peoples through the social security system.

Partnership with Aboriginal and Torres Strait Islander led organisations is central to the Centre's Aboriginal and Torres Strait Islander peoples' rights work. The Centre has collaborated closely with Aboriginal and Torres Strait Islander organisations on specific projects, such as litigation and advocacy against unjust laws, legal research and advice on systemic issues, and as an active member of NGO coalitions, such as Change the Record. Our partnerships are primarily with Aboriginal and Torres Strait Islander leaders, legal services, family violence prevention legal services, land councils and peak bodies.

Examples of our work in partnership with Aboriginal and Torres Strait Islander peoples' organisations

Imagining a better justice system for Aboriginal and Torres Strait Islander children: the Centre and Victorian Aboriginal Legal Service (VALS), with extensive pro bono support, successfully challenged the legality of the Victorian Government's decision to transfer Aboriginal and Torres Strait Islander children from an age-appropriate youth justice facility to Barwon maximum security adult prison.

Raising the age of criminal responsibility: the Centre is working in conjunction with the Aboriginal-led Change The Record (CTR) Coalition to reduce the over-representation of Aboriginal and Torres Strait Islander children in the youth justice system by raising the age of criminal responsibility from 10 to 14.

Ending mandatory sentencing: the Centre is currently working on a piece of strategic litigation with the Aboriginal Legal Service of WA (ALSWA) to challenge the mandatory sentencing of young people in Western Australia.

Fair wages for work and strong remote communities: Aboriginal and Torres Strait Islander peoples in remote communities are being denied fair pay for work as a result of the Federal Government's racially discriminatory remote Community Development Program. We are partnering with a number of organisations, led by the Aboriginal Peak Organisations NT (APONT), to draw attention to the harms caused by the program and to promote an alternative Aboriginal-led model.

Fairness in the social security system for Aboriginal parents: we have worked in partnership with the National Family Violence Prevention Legal Services Forum and SNAICC – National Voice for our Children to advocate for the end of the discriminatory and paternalistic parenting program, ParentsNext, and for investment instead in Aboriginal-led family and employment support services.

Photo: Carol Roe, the grandmother of Ms Dhu.



Relationships

Building strong, positive relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities is critical to the work of the Human Rights Law Centre. We have a dedicated Aboriginal and Torres Strait Islander Peoples' Rights team, working to end the mass-imprisonment of Aboriginal and Torres Strait Islander peoples and the oppressive targeting of Aboriginal and Torres Strait Islander peoples through the social security system. In particular, we promote the rights of Aboriginal and Torres Strait Islander women, children and young people. The team is committed to working in partnership with existing and new Aboriginal and Torres Strait Islander partner organisations and to amplifying the voices of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish, maintain and build upon mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review, update and implement Partnership Principles, including engagement plan for staff working outside the team.	July 2020	Aboriginal and Torres Strait Islander Rights Senior Lawyer
	Meet and consult with Aboriginal and Torres Strait Islander stakeholders and organisations as part of reviewing existing Partnership Principles.	July 2020	Aboriginal and Torres Strait Islander Rights Director
	Review engagement with Aboriginal and Torres Strait Islander partner organisations biannually and evaluate implementation of the Partnership Principles.	July 2021	Aboriginal and Torres Strait Islander Rights Senior Lawyer
	Organise an annual, shared event with a partner Aboriginal and Torres Strait Islander organisation.	July 2020	Aboriginal and Torres Strait Islander Rights Lawyer
2. Develop best practice human rights based partnership and solidarity approaches.	Embed reflective practices in our work, with a focus on how we engage with Aboriginal and Torres Strait Islander partner organisations, to learn ways to work more collaboratively in future.	July 2020 and July 2021	Aboriginal and Torres Strait Islander Rights Director

Action	Deliverable	Timeline	Responsibility
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2020 and April 2021	Operations Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2020 and 2021	RAP Working Group 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 2020 and 2021	RAP Working Group Chair
	Organise at least one NRW event each year.	27 May - 3 June 2020 and 2021	RAP Working Group Chair
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2020 and 2021	Operations Coordinator
4. Promote reconciliation through our sphere of influence.	In furthering the opportunity to engage our staff in reconciliation, organise quarterly reconciliation themed lunches.	Review April 2020 and April 2021	RAP Working Group Chair
	Communicate our commitment to reconciliation publically.	Ongoing, but particularly during 27 May - 3 June 2020 and 2021	Digital producer
	Explore opportunities to positively influence our external stakeholders, such as pro bono law firms, to drive reconciliation outcomes.	Review July 2020 and 2021	RAP Working Group Chair
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Ongoing, review June 2020 and 2021	RAP Working Group Chair
5. Promote reconciliation through our sphere of influence.	Conduct a review of HR policies and procedures to identify any gaps in current policies and if there is any need for additional policies. In particular, review and communicate existing Equal Opportunity and Non-Discrimination policy to all staff.	January 2021	Executive Director

Action	Deliverable	Timeline	Responsibility
	Engage with Aboriginal and Torres Strait Islander staff and board members (Aboriginal and Torres Strait Islander advisors if appropriate) to consult on how Aboriginal and Torres Strait Islander people's rights to equal opportunity and non-discrimination could be better reflected in the Centre's Equal Opportunity and Non-Discrimination policies.	January 2021	Executive Director
	Explore training options to improve the understanding of staff, senior leaders and board members on the effects of racism and what we can do to combat it.	July 2020 and July 2021	Executive Director and Director of Communications

Respect

Developing a greater understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to staff at the Human Rights Law Centre, as it forms the basis of our work through the Aboriginal and Torres Strait Islander Peoples' Rights team, detailed above. But beyond this work, respect and appreciation for Aboriginal and Torres Strait Islander cultures and histories across all staff is vital to ensuring we achieve our broader purpose of defending against systemic human rights abuses and injustice across Australia. Without centring Aboriginal and Torres Strait Islander peoples experience in our understanding of Australian history, we cannot understand the intersection of our other work with the rights of Aboriginal and Torres Strait Islander peoples, be it exclusion from democratic processes, surveillance through data-collection, the involvement of business in facilitating discriminatory policies, or the impact of a Charter of Rights.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult with staff to find specific areas they would like to learn more about with respect to Aboriginal and Torres Strait Islander cultures, histories and achievements.	Ongoing, review June 2020 and 2021	Senior Lawyer, Democratic Freedoms

Action	Deliverable	Timeline	Responsibility
	Consult Aboriginal and Torres Strait Islander advisors and partner organisations on the development and implementation of a cultural learning strategy.	Ongoing, review June 2020 and 2021	Senior Lawyer, Democratic Freedoms
	Develop, implement and communicate a cultural learning strategy for our staff.	April 2020 and 2021 review	Senior Lawyer, Democratic Freedoms
	Foster a culturally safe working environment by providing opportunities for all staff, including RAP Working Group members, Directors and other staff to participate in structured cultural learning.	October 2020 and 2021	Senior Lawyer, Democratic Freedoms
	Organise for all staff to engage with local Traditional Owners (for example, spend a morning or afternoon on the lands and waters in which we live and work organised through Koorie Heritage Trust or through activities in partnership with Aboriginal organisations).	July to October 2020 and 2021	Senior Lawyer, Democratic Freedoms
	Promote a culturally safe board environment by encouraging all Board members to participate in cultural competency training (for example, we will offer bi-annual training session with staff or hold a specific board session).	November 2020 and 2021	Executive Director / Aboriginal and Torres Strait Islander Rights Director
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.	June 2020 and refresh 2021	Operations Coordinator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2020 and refresh 2021	Operations Coordinator

Action	Deliverable	Timeline	Responsibility
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing, review June 2020 and 2021	Operations Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing, review June 2020 and 2021	Operations Coordinator
	Include an Acknowledgement of Country and acknowledgement of the prior and continuing work undertaken by Aboriginal and Torres Strait Islander communities in all external-facing reports published by the Human Rights Law Centre.	Ongoing, review June 2020 and 2021	Operations Coordinator
	Include a consistent, organisation-wide footer in all staff email signatures that reads: I acknowledge and pay my respects to the people of the Kulin/Eora Nation on whose unceded land I work.	Ongoing, review June 2020 and 2021	Operations Coordinator
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information with the Centre's staff on the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	First week in July 2020 and 2021	Digital Producer
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2020 and 2021	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2020 and refresh 2021	Executive Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2020 and 2021	Executive Director

Opportunities

The Human Rights Law Centre wants to attract and retain Aboriginal and Torres Strait Islander employees and help build the capacity of our Aboriginal and Torres Strait Islander partner organisations by sharing professional development opportunities, legal and communications assistance and other support. We recognise that we work on stolen land and operate within legal and political systems that have oppressed and disempowered Aboriginal and Torres Strait Islander peoples and that this contributes to the resource and power imbalances that often exist between Indigenous and non-Indigenous peoples and organisations.

Action	Deliverable	Timeline	Responsibility
9. 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.	October 2020	Executive Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2020	Executive Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2020	Executive Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples, such as advertising new job vacancies in Aboriginal and Torres Strait Islander media.	Review July 2021	Operations Coordinator
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review July 2021	Executive Director
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Review July 2020 and 2021	Executive Director

Action	Deliverable	Timeline	Responsibility
	Provide Aboriginal and Torres Strait Islander staff with additional paid leave for cultural obligations as part of Enterprise Bargaining Agreement.	August 2020	Executive Director
	Share legal and non-legal training and professional development opportunities with staff working in Aboriginal Community Controlled partner organisations.	Review April 2021 and 2022	Professional Development Coordinator
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Raise awareness and share information with the Centre's staff on the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	May 2021	Operations Coordinator
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2021	Operations Coordinator
	Investigate Supply Nation membership.	June 2020	Operations Coordinator
	Review and update procurement practices to remove any barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review in June 2020 and 2021	Operations Coordinator
	Aim to develop three commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2021	Operations Coordinator
	Designate amount allocated in the Centre's budget to be spent supporting Aboriginal and Torres Strait Islander businesses.	June 2021	Executive Director
11. Increase briefing of Aboriginal and Torres Strait Islander barristers.	Scope process for equitable briefing of barristers who identify as Aboriginal and/or Torres Strait Islander with relevant seniority and expertise, experience or interest in relevant practice areas.	Ongoing, review in October 2020	Pro Bono Coordinator

Action	Deliverable	Timeline	Responsibility
12. Investigate training opportunities for Aboriginal and Torres Strait Islander law students.	Investigate and progress internship program possibilities for Aboriginal and Torres Strait Islander law and non-law students, including potential partnership with a law firm.	Ongoing, review in March 2020	Aboriginal and Torres Strait Islander Rights Senior Lawyer / Communications Director
13. Investigate opportunities for secondments or placement opportunities.	Investigate secondment opportunities within the Human Rights Law Centre, for Aboriginal and Torres Strait Islander lawyers employed by law firms, community legal services and Aboriginal legal services.	December 2020	Aboriginal and Torres Strait Islander Rights Director / Pro Bono Coordinator
	Investigate the possibility of lawyers from the Human Rights Law Centre undertaking secondments or placements in Aboriginal and Torres Strait Islander community controlled organisations.	December 2020	Aboriginal and Torres Strait Islander Rights Director / Pro Bono Coordinator
14. Increase opportunities to undertake joint projects with Aboriginal Community Controlled Organisations.	Investigate opportunities to undertake joint projects with Aboriginal Community Controlled Organisations, and the potential to make joint funding applications (for example, collaborations on UN engagement and reporting processes).	Ongoing, review June 2021	Aboriginal and Torres Strait Islander Rights Director
	Identify ways to strengthen partnerships with Aboriginal and Torres Strait Islander partner organisations and, advocate for systemic change to address injustices within the Centre's strategic priority areas.	Review annually in July	Aboriginal and Torres Strait Islander Rights Director
	Explore opportunities to partner with new Aboriginal and Torres Strait Islander organisations, especially non-legal organisations, that bring an alternative perspective and multidisciplinary expertise on areas identified in the Centre's strategic plan.	Review annually in July	Aboriginal and Torres Strait Islander Rights Senior Lawyer

Action	Deliverable	Timeline	Responsibility
	Explore expanding work and partnerships with Aboriginal and Torres Strait Islander organisations in other strategic priority areas, such as democratic freedoms, business and human rights, and as part of UN advocacy.	Review annually in July	Senior Lawyer, Democratic Freedoms
	Share expertise and networks with Aboriginal and Torres Strait Islander partner organisations where possible (including legal, operations and communications assistance).	Review annually in July	Aboriginal and Torres Strait Islander Rights Director and Communications Director
15. Challenge and advocate against unjust laws, policies and practices in partnership with Aboriginal and Torres Strait Islander organisations.	Develop an organisational framework to examine the impact of systemic racism, on all areas of the Centre's work.	July 2020	Aboriginal and Torres Strait Islander Rights Senior Lawyer

Governance

Action	Deliverable	Timeline	Responsibility
16. 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.	April 2020	RAP Working Group Chair
	Review Terms of Reference for the RWG.	July 2020	Aboriginal and Torres Strait Islander Rights Lawyer
	Meet at least four times per year to drive and monitor RAP implementation.	Set four meetings each year commencing February 2020	RAP Working Group Chair
17. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for Innovate RAP implementation.	April 2020	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2020	RAP Working Group Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2020	RAP Working Group Chair
	Appoint and maintain an internal RAP Champion from senior management.	April 2020	RAP Working Group Chair
18. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020 and 2021	Aboriginal and Torres Strait Islander Rights Senior Lawyer / Lawyer
	Report RAP progress to all staff and senior leaders.	July 2020 and 2021	RAP Working Group Chair
	Publically report our RAP achievements and learnings, annually (including reporting in the Centre's annual report).	Annually, December 2020, 2021	Development Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2020	RAP Working Group Chair / Operations Coordinator
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Investigate increasing Aboriginal and Torres Strait Islander representation on our Board.	July 2021	Executive Director
	Consider potential Aboriginal advisory body or consultant to provide guidance on the strategy and direction of our work as it relates to Aboriginal and Torres Strait Islander peoples' rights.	May 2021	Aboriginal and Torres Strait Islander Rights Director
20. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2021	RAP Working Group Chair

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