



INNOVATE Reconciliation Action Plan

June 2018 – June 2020



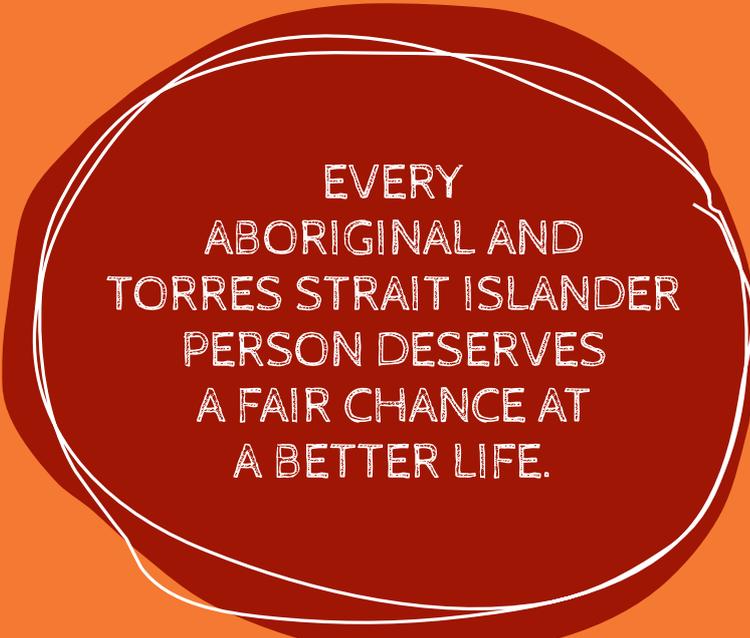
Our vision

FOR RECONCILIATION

Justice Connect's vision for reconciliation is for a fair and just Australia built in partnership with Aboriginal and Torres Strait Islander peoples and communities. Every Aboriginal and Torres Strait Islander person deserves a fair chance at a better life.

We believe in a society in which legal systems are accessible and accountable, rights are respected and advanced, and laws are fairer for Aboriginal and Torres Strait Islander peoples. We are committed to ensuring that we are an organisation that is culturally safe, respectful and welcoming of Aboriginal and Torres Strait Islander peoples.

Justice Connect recognises the richness and depth of Aboriginal and Torres Strait Islander cultures, the custodianship of Aboriginal and Torres Strait Islander peoples over the world's oldest surviving cultures, and the strength and resilience that Aboriginal and Torres Strait Islander peoples have shown in the centuries since European occupation. We also acknowledge the deep value that participation in the reconciliation journey brings to all Australians.



EVERY
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A FAIR CHANCE AT
A BETTER LIFE.



What we do

Many people's and community groups' everyday problems have legal solutions, but a complex and unfair legal system stands in the way.

We help by providing lawyers and legal help where they're needed, by empowering people and communities with the tools and knowledge they need, and by challenging and changing unfair laws and systems. In all these things, the people we help are at the centre of all we do. We design solutions hand-in-hand with the people we help, and it's by telling their stories that we identify areas laws that need to be challenged.

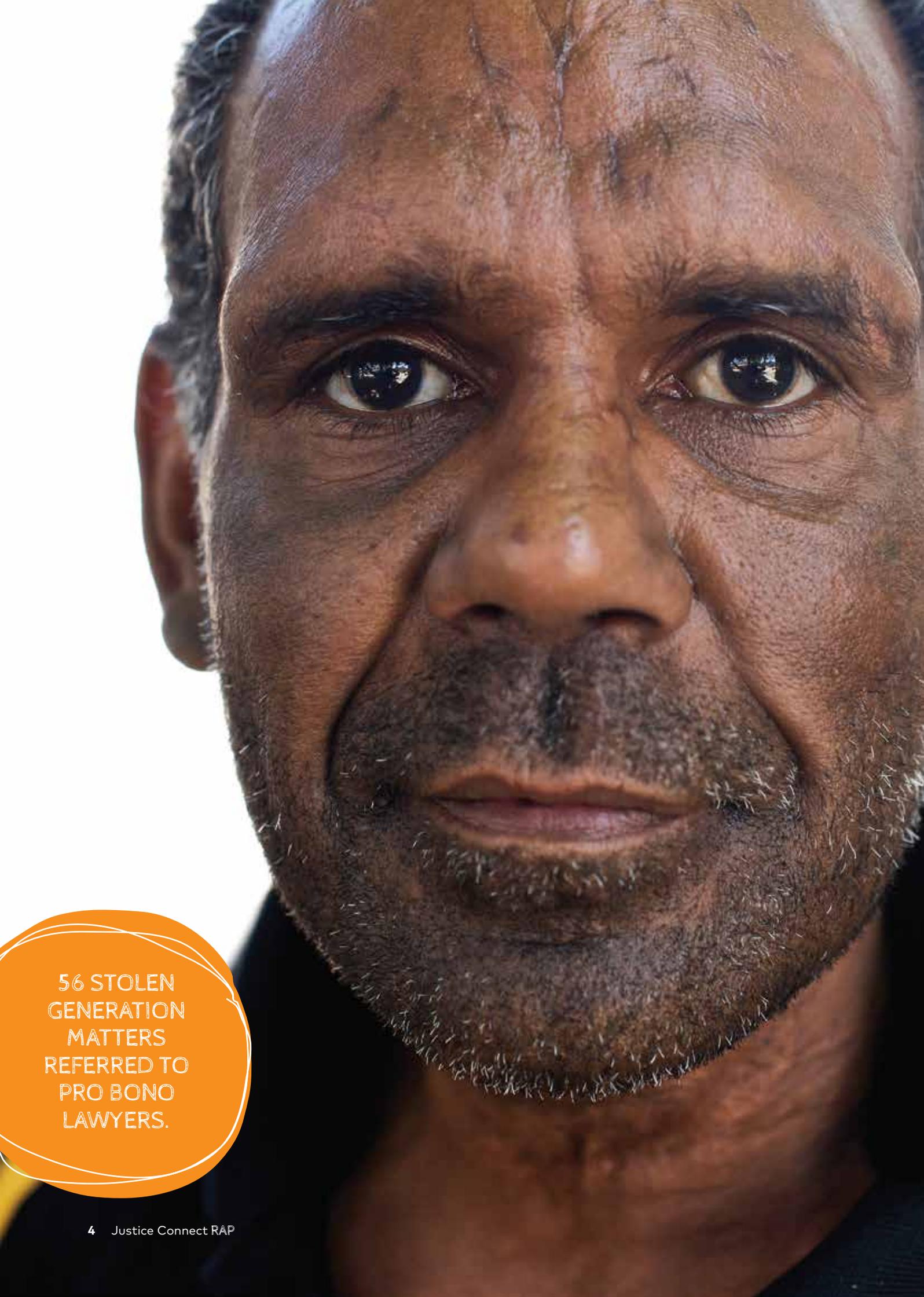
Justice Connect provides legal help to people and organisations that can't get it elsewhere. For some, legal help simply never gets to them. We reach out to make sure that people who are homeless and older people are able to access help to address legal issues that impact their home, health and family relationships. We also help the 'missing middle' - people who are locked out of legal help. They are on low incomes, can't access legal aid, but can't afford a lawyer.

As well using the law to help individual people with their real-world problems, we help community groups to strengthen and build up the organisations that make our community thrive. Our not-for-profits need to spend their time building vibrant, connected communities, not worrying about whether they comply with complicated rules and regulations.

Justice Connect has a 25 year history of connecting people with legal help. We were formed when the Public Interest Law Clearing House New South Wales and the Public Interest Law Clearing House Victoria merged in 2013. As well as providing legal advice and information ourselves, we work with thousands of pro bono lawyers, including those from 70 Justice Connect member law firms, and hundreds of barristers.

WE HAVE SEVERAL PROGRAMS THAT PROVIDE LEGAL HELP WHERE IT IS NEEDED FOR SPECIFIC CLIENT GROUPS:

- **Not-for-profit Law** – A specialist legal service established to provide free and low cost legal assistance to not-for-profit community organisations across Australia. Not-for-profit Law ‘helps the helpers’ by providing tailored legal information, advice and training to not-for-profit community organisations. By relieving the burden of legal issues, organisations can better focus their time and energy on achieving their mission - whether that’s supporting vulnerable people, delivering community services, enhancing diversity or bringing together the community. We are focused on improving access to legal help for not-for-profit community organisations, and on improving the legal landscape in which they operate. Our policy and law reform work is focused on reducing red tape for the not-for-profit sector, helping not-for-profits be more efficient and better run, and ensuring that reform takes into account impacts on the not-for-profit sector;
 - **Homeless Law** - Justice Connect’s specialist service providing legal and non-legal help to people experiencing or at risk of homelessness. Working with over 400 pro bono lawyers from our eight member firms, along with our in-house social workers, Homeless Law provides holistic support to hundreds of clients while engaging in evidence-based advocacy to change laws which cause or perpetuate homelessness;
 - **Seniors Law** - Providing a dedicated focus on legal issues affecting vulnerable older Victorians through a Health Justice Partnership model by embedding lawyers into health care teams in Hospital and community health settings. Our Health Justice Partnerships assist older people who are at risk of exploitation, including by their own family, and raise awareness of these issues through extensive stakeholder engagement, particularly with health and community workers, aiming to provide access to justice and better health outcomes for people experiencing disadvantage;
 - **Self Representation Service** – Providing legal assistance to people experiencing disadvantage who cannot access legal representation in the Federal Court and Federal Circuit Court. The Self Representation Service assists with bankruptcy, Fair Work, human rights, discrimination and judicial review matters in NSW, Victoria, Tasmania, and the ACT. Unrepresented litigants are provided with discrete task-focused assistance through appointments with pro bono lawyers, empowering the litigants to conduct their own matters, helping them resolve their legal issues and reducing anxiety and stress usually involved in being unrepresented in litigation; and
 - **Domestic Building Legal Service** - Providing assistance to unrepresented Victorian homeowners involved in disputes with their builders. The Domestic Building Legal Service aims to ensure homeowners understand their rights and responsibilities, and to empower them to take the best course of action to present their case and resolve their dispute.
- Our **Public Interest Law** program connects people experiencing disadvantage and the community organisations that support them with pro bono solicitors and barristers who will assist for free. It also administers the pro bono programs of the Victorian bar and the Law Institute of Victoria, and is uniquely placed to access a large pool of lawyers across Victoria and NSW.
- Justice Connect operates state-wide in both New South Wales and Victoria. The Self Representation Service also assists clients in the ACT and Tasmania. The Not-for-profit Law program operates nationally.
- Justice Connect employs 58 staff members (51 full time equivalent) across two sites in Sydney and Melbourne. Although none of Justice Connect’s current staff have indicated that they identify as Aboriginal or Torres Strait Islander peoples, a key focus of our Reconciliation Action Plan is to create opportunities for Aboriginal and Torres Strait Islander people to work at Justice Connect.



56 STOLEN
GENERATION
MATTERS
REFERRED TO
PRO BONO
LAWYERS.

Our RAP

Justice Connect has been resolute in its commitment to providing legal services to Aboriginal and Torres Strait Islander people and community groups. However, the small number of Aboriginal and Torres Strait Islander people currently accessing Justice Connect's services does not reflect the great need for civil law services in Aboriginal and Torres Strait Islander communities. In developing our first RAP, we acknowledge the need to strengthen our engagement with Aboriginal and Torres Strait Islander communities and service providers to identify how best to make our services accessible to Aboriginal and Torres Strait Islander peoples.

OUR PREVIOUS AND ONGOING WORK WITH ABORIGINAL AND/OR TORRES STRAIT ISLANDER CLIENTS AND ORGANISATIONS

Justice Connect and its predecessor organisations have previously provided targeted legal services to Aboriginal and/or Torres Strait Islander people and community groups. We have also collaborated with Aboriginal specific organisations to promote relationship building and better access to our services for Aboriginal and/or Torres Strait Islander clients. Below are some examples of our previous and ongoing work in this area, along with stories of some of the people we've assisted.

STOLEN GENERATIONS PROJECT

In 2007, in consultation with the Public Interest Advocacy Centre (PIAC), we developed referral pathways to assist members of the Stolen Generations.

Recognising that Aboriginal and Torres Strait Islander children were forcibly removed all over the country and that lawyers providing assistance need to hold expertise in the relevant jurisdiction, clients have been referred to lawyers in Victoria, New South

Wales and Queensland. The referrals fit into two separate but related categories: document collection, review and collation; and the provision of advice on the merits of a claim against the State or others for harm suffered as a result of a person's forced removal and/or time in care.

This project led to Victoria's first ever compensation payment to a member of the Stolen Generations.

To date, Justice Connect has received around 70 Stolen Generations' enquiries and made 56 referrals to lawyers (32 to law firms and 24 to barristers) for pro bono legal assistance.

In Victoria, we also refer clients to Connecting Home, Link-Up and the Koorie Heritage Trust for assistance with tracing and connecting with family and country, accessing counselling and health services and obtaining copies of records documenting their removal and time in care. In New South Wales, we refer clients to Link-Up NSW for similar assistance.

Justice Connect provides referral assistance to organisations like Connecting Home to further their advocacy for members of the Stolen Generations including in relation to the Royal Commission into Institutional Responses to Child Sexual Abuse. The scope of this inquiry encompassed the experiences of many members of the Stolen Generations. We therefore asked clients whether they were aware of the Royal Commission and

STEVEN'S* STORY

Steven is an Aboriginal man who had been made a ward of the state at a young age, and was then shuttled between various State care agencies for 16 years despite repeated requests from his biological mother for information on his whereabouts. In 2007, Steven contacted Justice Connect for advice, and was referred to a member firm for pro bono legal assistance on his right to claim compensation. Four years later in June 2011, Steven obtained an out of court monetary settlement and a formal apology from the State of Victoria for his removal and mistreatment in care, as well as the harm he had suffered.



linked clients to knowmore, a community legal service providing free legal information, advice and representation to those interested in telling their stories to the Commission.

We had previously made a submission to the federal Inquiry into the Stolen Generations' Compensation Bill in 2008 and continue to conduct research on this topic.

Justice Connect also produced a tool kit "Stolen Generations External Tool Kit for member firms (in Freedom of Information templates)" for its pro bono lawyers assisting in the Stolen Generations matters in Victoria. The tool kit covers a broad range of issues and was produced with assistance from member firms that had previously assisted Stolen Generations clients.

The tool kit includes:

- Practical guide for firms
- Stolen Generations Referral Guide for clients
- Flow chart of the early stages of a Stolen Generations enquiry
- Potential further information sources for documents
- Pro forma application and document request forms
- Copy of the "Finding your story" resource manual produced by Stolen Generations Victoria (now "Connecting Home")
- Ombudsman Victoria, Investigation into the storage and management of ward records by the Department of Human Services, March 2012.

ABORIGINAL CREDIT AND DEBT CLINIC

In 2010, we collaborated with the Victorian Aboriginal Legal Service (VALS) to create and pilot the Aboriginal Credit and Debt Clinic (ACDC). The ACDC involved a series of outreach legal clinics in rural areas, targeted at Aboriginal and/or Torres Strait Islander people with credit and debt issues. ACDC lawyers provided clients with free legal assistance, and collected important data on the nature and extent of unmet legal need amongst these rural and regional communities. The ACDC assisted 60 clients across 4 regions with a range of legal issues.

ROBERT'S* STORY

Robert is hearing impaired and in prison and sought assistance with a number of debts. Robert first thought his debt to the Department of Housing (DOH) was approximately \$175, however was shocked to find out it was in fact almost \$5,000. The DOH had taken the unusual step of instructing debt collectors to pursue the debt. Whilst the DOH refused to waive, write off or reduce the debt, Robert's ACDC project lawyer successfully negotiated with the DOH to at least cease collection activity until Robert was released from Prison.



“THE WAY I’VE THOUGHT OF MY WHOLE SITUATION IS LIKE JUSTICE CONNECT COMING IN WITH BIG OPEN WINGS. YOU FEEL LIKE YOU’RE DOWN AND THEN SOMEONE COMES IN SCOOPS YOU UP TO PROTECT YOU.”

- Justice Connect client

BLAKE'S STORY

Blake is an Aboriginal man in his twenties with multiple complex issues including mental illness and substance dependence. He initially attended the ACDC appointment for help with a large number of outstanding infringements. Blake's lawyer took steps to have his fines revoked due to his circumstances and obtained support material from a drug and alcohol counsellor. When the Court subsequently requested medical documents also, Blake's lawyer made him an appointment with a doctor. However, Blake but was not comfortable discussing the medical issues relevant to his legal proceedings, and despite the lawyer obtaining a further extension from the Court and offering to make additional doctor's appointments, Blake eventually fell out of contact and his application had to be withdrawn. This was despite his having a very strong case for the fines to be revoked.

As Blake's story highlights, a key challenge faced by the ACDC was engagement and ongoing contact with the target client group, something Justice Connect has identified as a key learning from the project.

Blake's story demonstrates the critical importance of developing culturally appropriate services that are part of the community. Specifically, legal services supporting Aboriginal and Torres Strait Islander clients must first develop a sense of trust between pro bono lawyers, partner service providers and our clients. Justice Connect hopes that challenges like this can be addressed through the implementation of a Reconciliation Action Plan by developing a clear roadmap for building strong relationships with Aboriginal and Torres Strait Islander people, community groups and organisations to provide holistic support to facilitate positive outcomes for our clients. To ensure that our services are delivered in a culturally sensitive way, Justice Connect employees and volunteers have attended Indigenous cultural awareness training. It is important that our service delivery to Indigenous clients continues to be informed by best practice approaches in the community legal sector.

COLLABORATION WITH KEY STAKEHOLDERS IN RESPONSE TO ISSUES AFFECTING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Justice Connect engages with key stakeholders at Aboriginal and Torres Strait Islander organisations in response to specific legal issues affecting Aboriginal and Torres Strait Islander people, such as those raised by the Royal Commission into Institutional Responses to Child Sexual Abuse (2014) and the Australian Indigenous Legal Needs Project's report, 'The civil and family law needs of Indigenous people in Victoria' (2013).

The Law and Justice Foundation's *Legal Need* in Australia report confirms that civil legal assistance with housing is a key area of need for many Aboriginal and Torres Strait Islander communities. In response, Justice Connect has been engaging with key Victorian legal services, including the Victorian Aboriginal Legal Service and the Aboriginal Family Violence Prevention and Legal Service, to set up warm referral pathways for clients at risk of homelessness who these services can't assist.

WORKING GROUP AND STEERING COMMITTEE MEMBERSHIP

Justice Connect has been involved in a number of working groups and steering committees relating to legal services for Aboriginal and/or Torres Strait Islander peoples. Some examples of these groups and the work they are doing include:

- The Victorian Legal Assistance Forum Indigenous Working Group, comprised of representatives from a range of generalist community legal centres, Aboriginal specific legal services, and Victoria Legal Aid, which aims to better co-ordinate legal assistance to Aboriginal and/or Torres Strait Islander communities, and promote awareness of relevant issues in these communities. The aims of the Working Group are to map the services currently providing civil and family law assistance to Aboriginal and Torres Strait Islander peoples in Victoria to then work out how to improve service access and delivery.
- The Stolen Wages Working Group, 'Wampan Wages'. The Working Group consists of representatives from organisations, including Aboriginal and Torres Strait Islander organisations, and various trade unions. We are also a partner in an Australian Linkage grant obtained by Andrew Gunstone of Monash University to do research and respond to the Victorian Government's paper

'History Matters, Indigenous Stolen Wages Preliminary Investigation: Final Report to Aboriginal Affairs Victoria & Public Record Office Victoria', September 2009. In its role as committee member on the Wampan Wages working group, Justice Connect considers such assistance vital to the ongoing struggle for formal recognition and appropriate reparation of Stolen Wages in Victoria.

- The Legal Profession Reconciliation Network, which brings together members of the legal profession, including law firms, public interest organisations, Aboriginal and Torres Strait Islander legal services and regulatory bodies, to collaborate on reconciliation initiatives and to facilitate a coordinated response from the legal sector to reconciliation in Australia.
- The Community Legal Centres New South Wales (**CLCNSW**) Aboriginal Legal Access Program & Aboriginal and Torres Strait Islander Rights Working Group, which is convened by the CLCNSW Aboriginal Legal Access Program Coordinator to provide a network to support community legal centre staff working on Aboriginal and Torres Strait Islander legal assistance programs by sharing experience and knowledge.

ASSISTANCE TO LOCAL ABORIGINAL LAND COUNCILS IN NSW

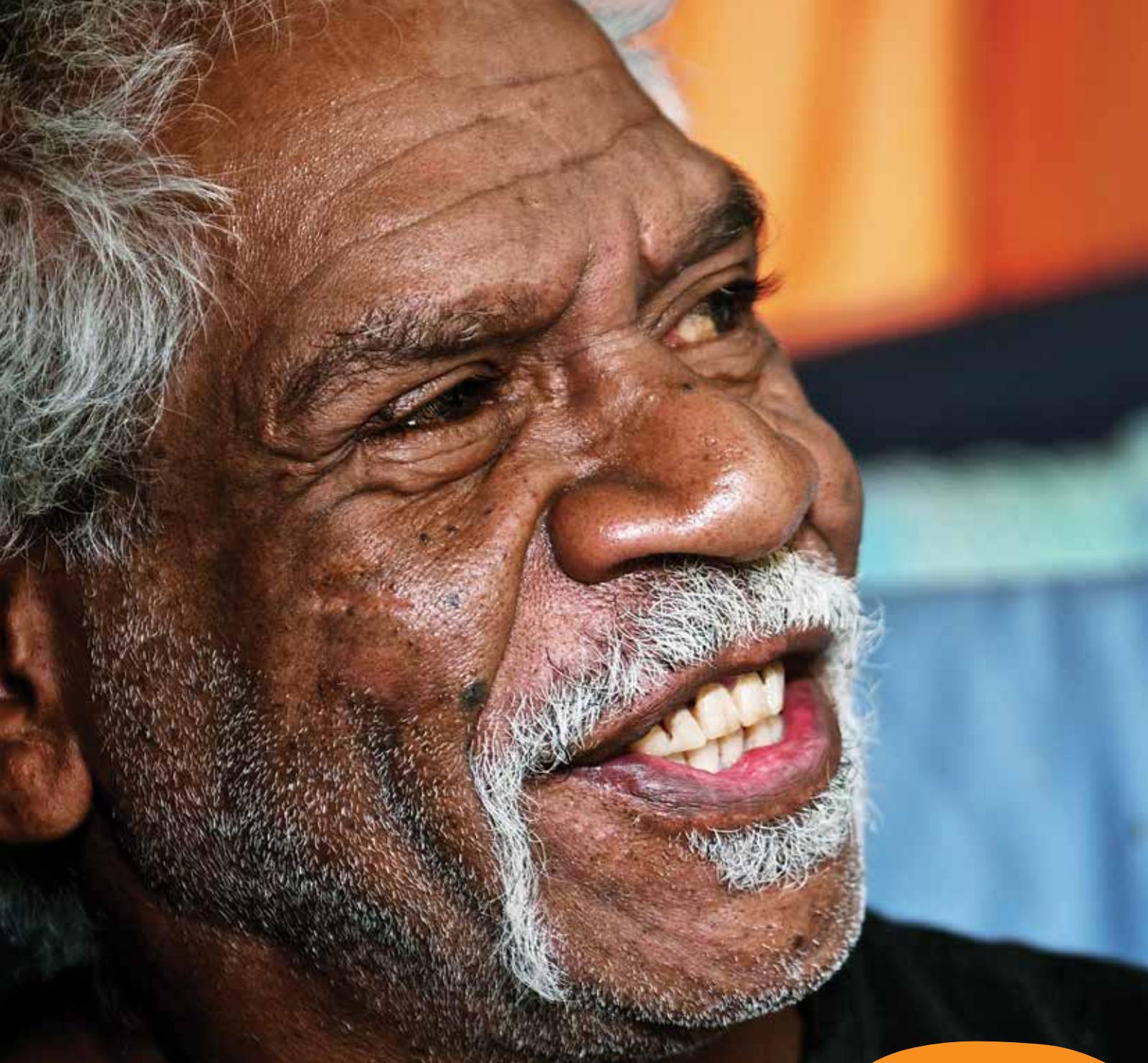
In recent years, Justice Connect has built a successful collaboration with the New South Wales Aboriginal Land Council (**NSWALC**), the NSW peak representative body for Aboriginal affairs and Local Aboriginal Land Councils (**LALCs**). Between 2014 and 2016, our Not-for-profit Law service provided pro bono legal advice and referrals to Justice Connect member law firms to LALCs referred by NSWALC on a wide range of matters, including land dealings, legislative compliance and advice on legal documents such as contracts and leases.

In late 2016, Justice Connect received funding from NSWALC to expand this collaboration through the commencement of the LALC Project, a two year pilot project which employs a dedicated LALC Project Lawyer 3 days per week to provide tailored, culturally-responsive free legal information, advice and training to further build the capacity of the network of 120 LALCs across NSW. The LALC Project supports LALCs to better understand their legal and governance obligations and facilitates access to pro bono legal assistance from specialist law firms as needed.

ADVICE TO LALC ON LAND CONTAMINATION ISSUES IN LAND CLAIMS

One such example of the assistance Justice Connect has provided to a LALC concerned a LALC that required advice on a proposed land claim it had made over land which had historically been used as a petrol station. Due to the past use of the land, there were serious concerns about the risk of contamination from fuel that had previously been stored on the land.

The LALC approached Justice Connect and sought advice about the risks of taking on the land given the potential environmental contamination. Justice Connect was able to refer the LALC to a law firm which provided advice to the LALC on the legal risks involved in taking on the land. As a result of the advice provided, the LALC was able to undertake a risk-benefit analysis which ultimately led to the withdrawal of the land claim.



JUSTICE CONNECT'S 'HUMAN RIGHTS AND HOUSING' TRAINING

Justice Connect lawyers have provided training on human rights in housing to over twenty staff at both the Victorian Aboriginal Legal Service, and Victorian Family Violence Prevention and Legal Service. These training sessions have enhanced these Aboriginal specific organisations' ability to identify potential human rights issues affecting their clients in public and community housing, and have also helped to establish clear referral pathways between these organisations, and the development of an information resource for our pro bono lawyers who are working with Aboriginal and/or Torres Strait Islander clients.

We acknowledge the need to further strengthen our engagement with Aboriginal and Torres Strait Islander communities and service providers to identify how best to make our services accessible and relevant to Aboriginal and/or Torres Strait Islander peoples. For more information about our RAP journey in this area, see below.

* Clients' names changed.

Our RAP WORKING GROUP

Justice Connect sees the development of our Reconciliation Action Plan as an important step in embedding a targeted, systematic and strategic organisational approach to build our work with Aboriginal and Torres Strait Islander clients and Aboriginal and Torres Strait Islander communities, and to publicly demonstrate our commitment to reconciliation in Australia.

The Reconciliation Action Plan is championed internally by Justice Connect's Chief Executive Officer, Chris Povey, and has the full support of Justice Connect's Senior Leadership Team and Board of Directors. A Reconciliation Action Plan Working Group (**RAP Working Group**) has been established to guide the development, implementation and monitoring of the Reconciliation Action Plan and to monitor progress towards our

Reconciliation Action Plan goals. The Working Group is made up of representatives from Justice Connect, the Aboriginal Family Violence Prevention and Legal Service Victoria (**FVPLS Victoria**), Community Legal Centres NSW and the Human Rights Law Centre. The Working Group has included a number of external stakeholders who identify as Aboriginal or Torres Strait Islander over time.

THE JUSTICE CONNECT STAFF RAP WORKING GROUP MEMBERS ARE:

- **Chris Povey**
Chief Executive Officer
- **Sophie Gordon-Clark**
Chief Operating Officer
- **Tina Turner**
Director, Public Interest Law and Self Representation Service
- **Ed Butler**
Manager, Communications
- **Savi Manii**
Manager of Advice (NSW), Not-for-profit Law
- **Tori Edwards**
Head of Pro Bono Partnerships
- **Anna Lyons**
currently on secondment from Justice Connect to Victorian Aboriginal Legal Service
- **Zoe Chan**
Lawyer, Domestic Building Legal Service
- **Alessandra Di Natale**
Lawyer, Public Interest Law

JUSTICE CONNECT IS FORTUNATE TO HAVE HAD THE SUPPORT AND PARTICIPATION OF A NUMBER OF KEY EXTERNAL STAKEHOLDERS ON ITS RAP WORKING GROUP DURING THE DEVELOPMENT OF THE RAP, INCLUDING:

- **Jill Prior**
Principal Legal Officer, Law & Advocacy Centre for Women
- **Paula Stewart**
Programs Executive Officer, FVPLS Victoria
- **Zachary Armytage**
Coordinator, Aboriginal Legal Access Program, Community Legal Centres New South Wales
- **Laura Wilson**
Lawyer, Indigenous Rights Unit, Human Rights Law Centre
- **Jannali Jones**
Program Manager and Lecturer, Tranby National Indigenous Adult Education and Training

WE THANK EACH OF THESE PEOPLE FOR THEIR TIME, AND FOR SHARING THEIR EXPERTISE IN DEVELOPING THIS INAUGURAL JUSTICE CONNECT RAP.



RELATIONSHIPS

Building and deepening relationships with Aboriginal and Torres Strait Islander peoples and communities is at the core of Justice Connect's Reconciliation Action Plan. We believe that building stronger relationships will strengthen our ability to provide culturally safe and appropriate legal services. We are committed to developing collaborative partnerships with other organisations working with Aboriginal and Torres Strait Islander peoples and to learning from their knowledge and expertise. We are also committed to giving our staff opportunities to engage in reconciliation activities and to deepen their understanding of Aboriginal and Torres Strait Islander histories and cultures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting.	1. RAP Working Group oversees the development and endorsement of the RAP.	June 2018	Head of Pro Bono Partnerships
	2. Ensure Aboriginal and Torres Strait Islander People are represented on the RAP Working Group.	March 2018	
	3. Meet at least twice per year to monitor and report on RAP implementation.	June and December 2018, 2019, 2020	
	4. Establish Terms of Reference for the RAP Working Group.	June 2018	
2. 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.	<ul style="list-style-type: none"> Organise at least one internal event in both NSW and Victoria for National Reconciliation Week each year. Invite Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories at our National Reconciliation Week events. 	27th May- 3rd June, 2018, 2019, 2020	Lawyer, Domestic Building Legal Service Manager, Health Justice Partnerships (NSW)
	<ul style="list-style-type: none"> Support and participate in an event in NSW and Victoria for National Reconciliation Week each year in partnership with an Aboriginal and Torres Strait Islander community organisation in each state. Investigate opportunities to host an information stall at a NRW event. 	27th May- 3rd June, 2018, 2019, 2020	Administrator, Public Interest Law (NSW) Administrator, Seniors Law (Vic)
	<ul style="list-style-type: none"> Register all National Reconciliation Week events via the Reconciliation Australia website. Remind Managers to put a discussion about 'reconciliation' on the agenda of every Justice Connect team meeting held during NRW, to stimulate discussion amongst staff around the meaning of reconciliation and the NRW events taking place. Arrange production of a discussion paper for managers to use during team meetings to guide discussions about reconciliation during NRW. 	May 2018, 2019, 2020	Executive Assistant

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations (legal and non-legal) to support positive outcomes.	1. Identify Aboriginal and Torres Strait Islander peoples and communities that Justice Connect could approach to enhance our reconciliation journey and to partner with on reconciliation initiatives.	Meet by June 2018	Chief Executive Officer
	2. Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	December 2018	Director, Self Representation Services Lawyer, Public Interest Law (NSW) Lawyer, Public Interest Law (Vic)
	3. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	September 2018	Manager, Homeless Law Lawyer, Public Interest Law (NSW)
4. Raise internal and external awareness of our RAP to promote reconciliation within our organisation and within the legal assistance and pro bono sectors.	1. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	June 2018	Communications Manager
	2. Lead ongoing engagement with identified stakeholders to support the actions in the RAP.	May 2018, 2019, 2020	Chief Executive Officer
	3. Communicate quarterly updates on RAP progress to staff.	March, June, September, December, 2018, 2019, 2020	Communications Manager
	4. Engage staff in reconciliation initiatives through promotion of new opportunities and trainings, and sharing of stories of reconciliation activities.		
5. Explore opportunities to join campaigns that are established to empower Aboriginal and Torres Strait Islander peoples and efforts to reform laws or policies that create barriers to justice for Aboriginal and Torres Strait Islander peoples.	1. Investigate how Justice Connect can contribute to policy or law reform initiatives, including justice reinvestment initiatives and campaigns.	June 2019	Criminal Lawyer, Homeless Law LALC Project Lawyer, Not-for-profit Law (NSW)
	2. Maintain our participation on forums including the Victorian Legal Assistance Forum Indigenous Working Group, the Legal Profession Reconciliation Network and the Community Legal Centres New South Wales Aboriginal Legal Access Program & Aboriginal and Torres Strait Islander Rights Working Group.	December 2018, 2019, 2020	Criminal Lawyer, Homeless Law LALC Project Lawyer, Not-for-profit Law (NSW) Lawyer, Public Interest Law (Vic) and LALC Project Lawyer, Not-for-profit Law (NSW)



RESPECT

Justice Connect believes that its culture can only be enriched by weaving a formal and clearly stated appreciation of Aboriginal and Torres Strait Islander cultures, histories and rights into its core activities. As an organisation whose central work is improving access to justice, formalising cultural learning opportunities and protocols will better equip Justice Connect staff to play an active role in providing a positive legal experience and outcomes for Aboriginal and Torres Strait Islander peoples and to engage with Aboriginal and Torres Strait Islander communities in a culturally sensitive and respectful manner.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Engage Justice Connect staff and pro bono lawyers in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	1. In consultation with Aboriginal and Torres Strait Islander peoples, source appropriate training providers to deliver cultural awareness training for Justice Connect staff, volunteers and pro bono lawyers.	June 2018, 2019	Manager, Public Interest Law (Vic)
	2. Identify opportunities for Justice Connect staff to participate in 3 cultural events per year such as Yabun Festival, Wominjeka Festival, and Yalukit Wilum Ngargee.	April, August, December 2018, 2019, 2020	Lawyer, Seniors Law (Vic) Lawyer, Not-for-profit Law (NSW)
	3. Ensure that Aboriginal and Torres Strait Islander cultural competency is addressed in the induction of all staff, and the induction of volunteers that have direct contact with clients and applicants for pro bono assistance.	December 2018	Chief Operating Officer
2. 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 a shared meaning.	1. In consultation with Aboriginal and Torres Strait Islander peoples, develop and implement a cultural protocol document for Welcome to Country and Acknowledgement of Country.	April 2018	Administrator, Public Interest Law (NSW)
	2. Encourage staff in each Justice Connect office site to meet the Traditional Owners of the lands of their local area.	May 2018, 2019, 2020	Manager, Self Representation Service
	3. Develop a list of key contacts for organising a Welcome to Country and maintain respectful partnerships with these providers.	June 2018	Head of Pro Bono Partnerships
	4. Invite a Traditional Owner to provide a Welcome to Country at significant events each year, such as gala dinners or major fundraising events.	December 2018, 2019, 2020	Fundraising Manager and Fundraising and Database Officer
	5. Display an Acknowledgment of Country plaque in each of our offices.	June 2018	Office Manager (NSW) Receptionist (Vic)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	1. Review Human Resources policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2018	HR Officer
	2. Provide opportunities for all staff to participate in a local NAIDOC Week event.	July 2018, 2019, 2020	Graduate Lawyer, Self Representation Service (NSW) Paralegal, Self Representation Service (Vic)
	3. Support Aboriginal and Torres Strait Islander staff to engage with cultures and communities by allowing 2 cultural days off per year.	July 2018	Chief Operating Officer
	4. Contact our local NAIDOC Week Committee to discover events in our community.	June 2018, 2019, 2020	Lawyer, Homeless Law
4. Explore opportunities to create a culturally welcoming environment for Aboriginal and Torres Strait Islander staff and visitors.	1. Purchase and display Aboriginal and Torres Strait Islander flags to display in our offices.	June 2018	Senior Criminal Lawyer, Homeless Law Lawyer, Not-for-profit Law (NSW)
	2. Purchase or commission an Aboriginal and Torres Strait Islander artwork to be displayed in our offices.	July 2018	Manager of Advice, NFP Law (Vic)
	3. Display NAIDOC posters in our offices.	June 2018, 2019, 2020	Paralegal, Domestic Building Legal Service (Vic) Lawyer, Not-for-profit Law (NSW)
	4. Consult with Aboriginal and Torres Strait Islander peoples and organisations about enhancing cultural safety at Justice Connect and engage staff in discussions about cultural safety at Justice Connect.	December 2018	Lawyer, Homeless Law Manager, Self Representation Service
	5. Display David R Horton's AIATSIS Map of Indigenous Australia in our offices.	December 2018	Office Manager (NSW)
	6. Subscribe to Koori Mail for JC's Melbourne and Sydney offices and make available in staff spaces such as lunch rooms.	June 2018, 2019, 2020	Executive Assistant
	7. Identify case studies and positive news stories featuring Aboriginal and Torres Strait Islander partner organisations and clients and with consent, feature those stories and relevant images in our media, including on our website, in our quarterly reports and newsletters.	July 2018, 2019, 2020	Communications Manager

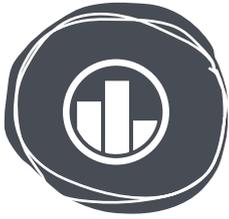


OPPORTUNITIES

Justice Connect believes that building employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples will both enrich our organisation and contribute to our core mission to improve access to justice. By strengthening our capacity to recruit and retain Aboriginal and Torres Strait Islander staff members and trainees, Justice Connect will be better placed to increase its capacity to deliver culturally responsive services to Aboriginal and Torres Strait Islander clients and community groups, and to allow for deeper engagement with Aboriginal and Torres Strait Islander service providers.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes and pathways (for example, through work placements) within our workplace.	1. Capture data on current Aboriginal and Torres Strait Islander staff numbers to inform future employment opportunities.	June 2018, 2019, 2020	HR Officer
	2. Consult with Aboriginal and Torres Strait Islander staff and stakeholders on employment strategies, including professional development.	July 2018	Chief Operating Officer
	3. In consultation with Aboriginal and Torres Strait Islander members of the RAP Working Group, review human resources and recruitment procedures and policies, to identify potential barriers to Aboriginal and Torres Strait Islander.	July 2018	HR Officer and Chief Operating Officer
	4. Engage with Aboriginal and Torres Strait Islander People and/or consultants to evaluate human resources recruitment procedures and policies.	December 2018	
	5. Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.	December 2018	
	6. Advertise all vacancies in Aboriginal and Torres Strait Islander media.	June 2018, 2019, 2020	
	7. Include in all job advertisements wording that encourages applications from Aboriginal and Torres Strait Islander people.	March 2018, 2019, 2020	
2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	1. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be approached to procure goods and services.	June 2018	Manager, Digital Innovation Strategies (Vic.) Lawyer, Public Interest (NSW)
	2. Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	June 2018	Finance Manager
	3. Investigate Supply Nation membership.	June 2019	Director National Projects, Not-for-profit Law

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	4. Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy that requires Justice Connect staff to investigate and consider engaging an Aboriginal and Torres Strait Islander business when sourcing goods or services.	December 2018	Finance Manager
	5. Support development of at least one commercial relationship with an Aboriginal and/or Torres Strait Islander business.	August 2019	Director, Not-for-profit Law (Vic)
3. Establish partnerships with Aboriginal and Torres Strait Islander organisations to enhance legal services for Aboriginal and Torres Strait Islanders Peoples.	1. Identify potential partnership opportunities for innovative legal service delivery with organisations providing services to Aboriginal and Torres Strait Islander peoples.	July 2018, 2019, 2020	Director, Self Representation Services (Vic) Manager, Public Interest Law (NSW)
	2. Investigate opportunities for Justice Connect staff members to partner with Aboriginal and Torres Strait Islander legal services to support their development.	June 2018	Manager, Education, Not-for-profit Law (Vic) Manager, Public Interest Law (NSW)
	3. Develop, promote and monitor pro bono referral pathways between Aboriginal and Torres Strait Islander legal services and Justice Connect, to address unmet legal need.	December 2018, 2019, 2020	Manager, Public Interest Law (Vic) Manager of Advice, Not-for-profit Law (NSW)
	4. Identify opportunities for Justice Connect Not-for-profit Law to provide low-cost training to Aboriginal and Torres Strait Islander services and social enterprises.	June 2018	Lawyer, Not-for-profit Law (NSW) Training Lawyer, Not-for-profit Law (Vic)
4. Explore opportunities to support Aboriginal and Torres Strait Islander law students.	1. Build relationships with universities' Aboriginal and Torres Strait Islander liaison officers and law student representative bodies to promote Practical Legal Training and employment opportunities at Justice Connect to Aboriginal and Torres Strait Islander university students.	December 2018	Paralegal, Public Interest Law (Vic) Lawyer, Not-for-profit Law (NSW)
	2. Collaborate with universities' Aboriginal and Torres Strait Islander liaison officers and law student representative bodies to develop a student internship program.	December 2019	Lawyer, Homeless Law (Vic) Manager, Self Representation Service (NSW)
	3. Collaborate with the Aurora Program, which places legal interns at organisations working with and for Aboriginal and Torres Strait Islander peoples.	December 2018, 2019, 2020	Manager, Seniors Law
5. Increase access to legal services for Aboriginal and Torres Strait Islander peoples and communities.	1. Engage with Aboriginal and Torres Strait Islander legal services and communities to understand gaps in legal services.	August 2018	Manager, Public Interest Law (Vic) LALC Project Lawyer, Not-for-profit Law (NSW)
	2. Investigate barriers for Aboriginal and Torres Strait Islander Peoples to access Justice Connect's legal services.	October 2018	Paralegal, Public Interest Law Paralegal, Not-for-profit Law
	3. Consult with Aboriginal and Torres Strait Islander peoples to review all intake and referral processes to ensure that they are culturally safe and appropriate.	December 2018	Paralegal, Public Interest Law Paralegal, Not-for-profit Law
	4. Ensure that internal referral guides and documents identifying organisations to refer to include options for referral to specialist Aboriginal and Torres Strait Islander support services.	February 2019	



TRACKING PROGRESS AND REPORTING

Justice Connect believes that building employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples will both enrich our organisation and contribute to our core mission to improve access to justice. By strengthening our capacity to recruit and retain Aboriginal and Torres Strait Islander staff members and trainees, Justice Connect will be better placed to increase its capacity to deliver culturally responsive services to Aboriginal and Torres Strait Islander clients and community groups, and to allow for deeper engagement with Aboriginal and Torres Strait Islander service providers.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	1. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2018, 2019, 2020	Head of Pro Bono Partnerships
	2. Investigate participating in the RAP Barometer.	May 2019	
	3. Develop and implement systems and capability needs to track, measure and report on RAP activities.	June 2018	Communications Manager
2. Report RAP achievements, challenges and learnings internally and externally.	1. Publically report our RAP achievements, challenges and learnings.	May 2018, 2019, 2020	Communications Manager
3. Review, refresh and update RAP.	1. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	October 2019	Head of Pro Bono Partnerships
	2. Send draft RAP to Reconciliation Australia for feedback and formal endorsement.	January 2020	

Contact details
 Name: Ed Butler
 Position: Communications Manager
 Phone: 03 8636 4476
 Email: Ed.Butler@justiceconnect.org.au



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Photography | Gary Radler, Anna Carlisle and Tom Clarke

Graphic Design | Mazart Design Studio



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