

LEGAL AID WA
STRETCH
RECONCILIATION
ACTION PLAN
JULY 2026 TO JULY 2029





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Acknowledgement of Country

Legal Aid WA affirm our commitment to reconciliation and acknowledge the First Peoples of the land upon which we gather and work across Western Australia. We recognise and respect their cultural heritage, beliefs, and enduring connection to the land. We pay our respects to Elders, both past and present.

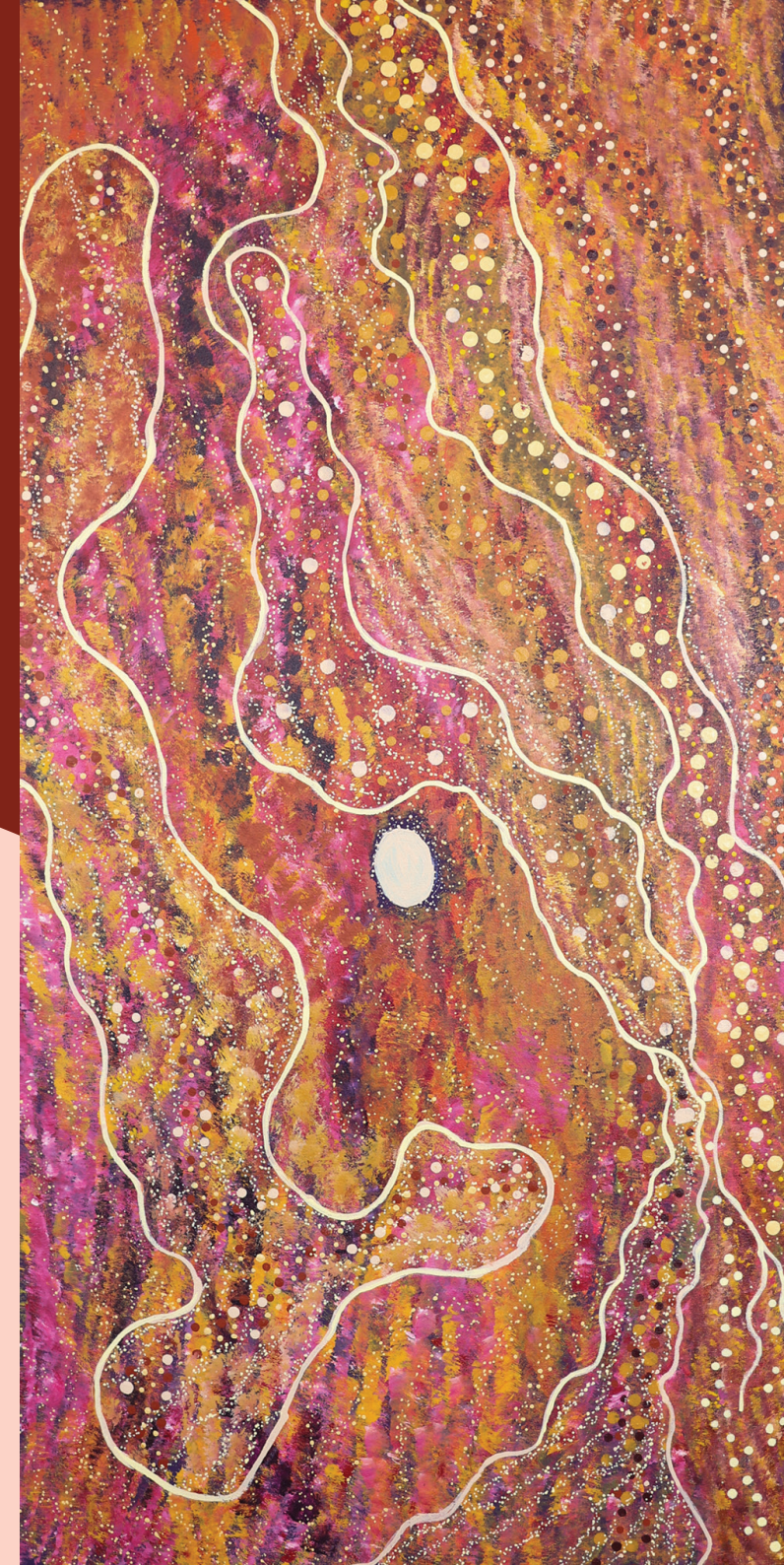


About the art and the artist

Legal Aid WA is pleased to acknowledge Ms Dulcie Nanala of the Balgo region in Western Australia for the artwork used in our Stretch RAP 2026-2029.

Dulcie has painted Karlyapilyirra a site close to Pipaar, south of Balgo in the Great Sandy Desert. Through loose brushwork and fine dotting, Dulcie depicts the claypans, salt lakes, and sandhills of her country. She also paints the many small wildflowers and bushfoods found there. Here, Dulcie represents her family's traditional Country, its heritage, and its life-giving gifts.

Legal Aid WA's First Nations Staff Network chose Karlyapilyirra because the painting is beautiful, there was a desire to promote a traditional artist from regional Western Australia, and her story of the painting reminds us to remember our own Country and family.



Helen De Brito, Director of Legal Aid WA, Statement



*Helen De Brito
Director of Legal Aid WA*

Legal Aid WA takes pride in our long partnership with Reconciliation Australia and the development of our unique Reconciliation Action Plan (RAP). On 4 May 2021, we launched a comprehensive First Nations Strategic Plan that builds upon the solid foundation of our RAP, reinforcing our organisation's commitment to achieving positive outcomes for First Nations communities.

Our First Nations Strategic Plan is integrated into Legal Aid WA's overall strategic planning and operational frameworks. It is overseen by the Executive Management Team (EMT), ensuring it is appropriately resourced, and that progress is tracked. This plan has been shaped by our First Nations staff, with input from Elders and external stakeholders, and it works alongside our RAP, supported by the RAP Working Group.

Legal Aid WA envisions a future where our services are specifically designed to meet

the needs of First Nations clients, focusing on enhancing cultural safety and accessibility.

We are committed to increasing First Nations staffing to better reflect the diversity of our client base and look forward to working closely with First Nations organisations. Through the implementation of this plan, we aim to improve justice outcomes and create positive, lasting impacts for First Nations people in Western Australia.

This Stretch Reconciliation Action Plan further supports this vision, with our RAP Working Group dedicated to advancing the goals of our First Nations Strategic Plan.

I encourage all staff to actively engage with the work of the RAP Working Group and to commit sincerely to the actions and strategies outlined in both our First Nations Strategic Plan and RAP, working together to make meaningful change.

Katy McDougall, RAP Champion, Statement

Every day at Legal Aid WA we see real examples of life-changing outcomes and our work making a difference. I feel fortunate to be part of an agency that is deeply committed to providing culturally safe services and actively working towards Closing the Gap. I recognise the outstanding work that our First Nations staff and members of our RAP Working Group have done over many years to get us to this point and celebrate their achievements. I particularly acknowledge our First Nations Coordinator Vinnie Ugle, his predecessors Shequita Bonney and Michelle Sims, and our First Nations Community Engagement Coordinator Dylan McCarthy, for their work implementing the outgoing RAP and developing the new one. We have come a long way and there is much to be proud of. There is also much more to do.

This plan, our first Stretch RAP, outlines the next steps we will take to continue listening and learning, strengthen our relationships, further embed cultural safety in our work, and build the future we aspire to.

I am proud to champion this RAP and look forward to joining with all my colleagues as we take these next steps together on the journey to reconciliation.

*Katy McDougall
Criminal Law Division Director
RAP Champion*

Dylan McCarthy, First Nations Community Engagement Coordinator, Statement

The work of the RAP Working Group has been an integral driver of change within Legal Aid WA. As a Community Liaison and Education Officer, a role specifically created through advocacy within the RAP Working Group, I am eternally grateful for the opportunities that have come out of the Group. I wouldn't be here working at Legal Aid WA today without their efforts.

Prior to joining Legal Aid WA, I had never been at a worksite where there was a First Nations Staff Network.

I think it is an amazing way for First Nations staff to have a voice and provide input into Legal Aid WA's service delivery through the RAP Working Group. It is also an amazing way for First Nations staff to access support.

I look forward to seeing the gains and changes that the RAP Working Group will continue to make. It is an honour to be part of this amazing team.

*Dylan McCarthy,
First Nations Community
Engagement Coordinator*

Renee Gill, Member of the First Nations Staff Network, Statement

I linked into the First Nations Staff Network within a couple of weeks of joining Legal Aid WA. This really helped me feel welcomed and supported within my work here.

This led to me being introduced to being a part of the RAP Working Group. It has been amazing to watch the work this group of people do. They are all very passionate in ensuring that Legal Aid WA is a culturally safe place for us to work and support the retention of First Nations staff. I feel like I have a voice within the RAP group.

My bosses and colleagues have always let me take the time with the RAP Working Group which I appreciate. Things like this help me feel grounded at work and then help me to continue to support our clients in such a strong way.

I can't wait to see the great work the RAP Working Group continue to do, and love being a part of this group.

Renee Gill
Social Support Worker

Karen Mundine, Reconciliation Australia CEO, Statement

On behalf of Reconciliation Australia, I congratulate Legal Aid WA on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its sixth RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

Legal Aid WA's work combatting economic and social disadvantage in the state, positions it well to drive reconciliation efforts through measures that address equitable access to justice for Aboriginal and Torres Strait Islander peoples.

This Stretch RAP is built upon the considerable experience Legal Aid WA garnered in previous RAPs where it focused on fostering a deep understanding of Aboriginal and Torres Strait Islander peoples and cultures, First Nations staff recruitment and retention,

culturally safe legal services, and supporting First Nations people in remote regions of WA.

With these learnings, Legal Aid WA has built solid foundations upon which to expand and embed its commitments in this RAP. By increasing staff accountability in cultural competency measures and engaging with First Nations community-controlled organisations, peak bodies, and communities, Legal Aid WA is embedding First Nations perspectives in decision making and prioritising actions that advance equality, equity, and cultural safety. This thoughtful approach demonstrates Legal Aid WA's understanding that its sphere of influence extends beyond its offices and that this reach can contribute to systemic change in the broader justice system and how it interacts with and supports First Nations peoples across the State.

Legal Aid WA has the potential to drive considerable reconciliation outcomes

across its sphere of influence. On behalf of Reconciliation Australia, I commend Legal Aid WA on this Stretch RAP and look forward to following its ongoing reconciliation journey.

*Karen Mundine
Chief Executive Officer
Reconciliation Australia*

Our Vision for Reconciliation

At Legal Aid WA, we are dedicated to building stronger relationships, fostering respect, creating opportunities, and driving better outcomes in partnership with First Nations people.

We are committed to advancing reconciliation through meaningful action, working alongside First Nations people in decision making, design, and delivery of our services and reforms. We seek to build respectful and enduring relationships, acknowledge and value cultures and histories, and promote equality, access to justice, and positive societal outcomes for First Nations people across Western Australia.

Our Stretch RAP will support systemic change within Legal Aid WA and the broader justice system by embedding First Nations voices, leadership, and lived experience into how we work.

Our Business

Legal Aid WA is a statutory body set up under the Legal Aid Commission Act 1976 (WA). We provide a range of legal aid services through a network of 11 offices and 104 outreach locations spanning the length and breadth of Western Australia. We employ approximately 484 staff of which 31 are First Nations.

Our focus is upon economically and socially disadvantaged Western Australians. Our aim is to ensure that the most vulnerable people in our community have the protection of the law. In partnership with other agencies, we deliver a wraparound service that helps people turn their lives around. Among our many stakeholders are the Aboriginal Legal Service of Western Australian (ALSWA), Community Legal Centres, Wungening Aboriginal Corporation, and the Aboriginal Family Violence Prevention Legal Services.

Legal Aid WA was Australia's first Legal Aid Commission and is the largest legal assistance service in Western Australia. The Western Australian Government and the Australian Government fund us to deliver legal aid services. Our CEO, supported by an Executive Management Team, sets our operational strategic direction. They are guided by a Board of six non-Executive Commissioners.

Legal Aid WA plays a central role in combating economic and social disadvantage in this State. Our services deliver the protection of the law to people who experience disadvantage. Legal Aid WA also contributes to the economic life of the State. Our services help people resolve their legal issues before they escalate into larger problems with downstream costs to the community. Our services contribute to the efficiency of a court system that would otherwise be overwhelmed by self-represented litigants.



Our Reconciliation Journey

Governance and Leadership

Legal Aid WA's Reconciliation Action Plan (RAP) is governed through a dedicated RAP Working Group (RWG) that plays a central role in guiding, monitoring, and strengthening our reconciliation efforts. The RWG is supported by senior and executive leadership, with active involvement from across the organisation to ensure reconciliation is embedded in decision making, policy development, and service delivery.

The RWG comprises 25 members, with 40% First Nations staff and 60% non-First Nations staff, and includes Perth-based and regional employees, representatives from all divisions, and both frontline and corporate services staff. Our CEO has been a member of the RWG since its inception. Our Director of the Criminal Law Division and the Director of Regions are also members as well as the Managing Solicitor of the Civil Law Division, the Managing Solicitor of the Criminal Law Division, and the Communications Manager.

Our First Nations Services Coordinator chairs and leads the RWG, supported by members of our First Nations Staff Network who come from a number of Aboriginal nations including Ballardong, Bardi, Gija, Goemulgal, Gooniyandi, Malauig Island, Noongar, Naaguja, Wagadagum, Wajarri, Wadjuk, Wardarndi Bibbulum, and Yamaji. This diverse composition ensures that a broad range of

perspectives, expertise, and lived experience informs Legal Aid WA's approach to reconciliation.

Members who work directly with First Nations clients bring firsthand insight into the systemic disadvantage faced by First Nations peoples. The RWG provides a forum for sharing knowledge, perspectives and ideas, and for developing practical strategies to drive meaningful and sustained change in partnership with First Nations people.

The RWG has been a cornerstone of Legal Aid WA's commitment to reconciliation for more than 18 years, meeting monthly to guide and review successive RAPs. Over time, this governance structure has helped shift organisational culture and mindset, encouraging Legal Aid WA to think differently about its work with First Nations communities and to strengthen accountability at all levels of the organisation.

We constantly consult and communicate with First Nations organisations such as the Aboriginal Legal Service of WA and Wungening Aboriginal Corporation. We have a First Nations Board member, the Hon Ken Wyatt AM, who helps to hold us accountable, and we participate in the Reconciliation Industry Network Group (RAP Ring) in Western Australia, a group that supports and learns from each other.

We also have a First Nations Staff Network who meet regularly and provide guidance while holding us accountable. We have

strong relationships with regional areas through our Community Liaison and Education Officers who build a strong level of trust within regional communities. We have staff representatives on the Aboriginal Justice Advisory Committee and Kinship Connections Aboriginal Corporation which assists us in connecting to the First Nations community.

Achievements

Along this journey, we remain unwaveringly committed to tackling systemic barriers faced by First Nations people in WA, with a focus on legal and justice issues, working towards equitable access to justice for all people. We have and will continue to identify opportunities for law and policy reform by advocating on justice issues affecting Aboriginal and Torres Strait Islander communities.

Of the many initiatives, workshops, celebrations, and activities that have marked our RAP journey to date, there are several key moments to highlight:

- Our Blurred Borders Project, which commenced in July 2016, continues to adapt and respond to current issues faced by First Nations people. It was established to support First Nations people in remote cross-border regions of Western Australia and the Northern Territory, to understand and engage with legal processes. Blurred

Borders uses culturally informed visual art, storytelling and plain-language resources to explain key areas of law, including criminal processes, family violence, child protection, fines, and tenancy.

- Our First Nations Strategic Plan Jalba – Coming Together was launched in May 2021 to help improve justice outcomes for Aboriginal and Torres Strait Islander people by tailoring services to cultural and linguistic needs. It focuses on tailored client services such as Legal Yarn, growing the First Nations workforce, strengthening cultural safety, advocating for systemic reform, and building strong partnerships with First Nations led organisations. The development of the plan was led by the First Nations Staff Network in consultation with First Nations staff, community representatives and stakeholders to reflect the lived experience, cultural authority, and needs of First Nations clients.
- Establishing the Community Liaison and Education Officer (CLEO) positions in the East Kimberley, West Kimberley, and Pilbara regions. This has been highly successful, strengthening ties with local organisations, enhancing our ability to deliver accessible and culturally appropriate community legal education, and building trust and community awareness of Legal Aid WA as an active and informed participant in issues impacting First Nations

people in these regional communities. The CLEOs have been instrumental in delivering vital services to First Nations clients in these areas.

- Legal Aid WA has advanced our First Nations recruitment and retention efforts. In 2022, we introduced a register of Aboriginal and Torres Strait Islander people interested in working with Legal Aid WA, widely advertised opportunities under Section 51 of the Equal Opportunity Act WA (1984), and adjusted selection requirements to better suit regional recruitment. We also enhanced support for applicants throughout the process, helping to build a more inclusive and culturally responsive workplace. These changes have resulted in increased interest from First Nations applicants, improved access to employment opportunities in regional locations, and stronger representation of First Nations staff across the organisation. Feedback from applicants and hiring managers indicates that recruitment processes are now more culturally appropriate and accessible, contributing to improved workforce diversity and supporting retention by fostering a more welcoming and supportive workplace environment.
- In June 2023, we proudly launched Legal Yarn, a culturally safe legal information and referral helpline created and led

by Aboriginal staff 'by mob, for mob'. Legal Yarn aims to build trust and early engagement with First Nations clients by providing respectful, accessible legal guidance and helping to prevent legal issues from escalating. Since its launch, Legal Yarn has increased engagement from Aboriginal and Torres Strait Islander clients who may not otherwise seek legal help, strengthened trust in Legal Aid WA services, and enabled earlier intervention in legal matters. Staff feedback indicates that clients are more willing to seek advice through a culturally safe service model, leading to clearer referrals, improved client understanding of their legal options, and more timely support.

- To honour the Traditional Owners of the lands where we work, members of our RAP Working Group planned and installed tailored Acknowledgement of Country plaques at our Perth head office and all regional offices. Each plaque reflects the unique heritage and culture of the local Aboriginal communities and reinforces our commitment to reconciliation and respect for Country.
- A significant event in 2024 was the appointment of the Hon Ken Wyatt AM to our Board of Commissioners. Mr Wyatt brings extensive experience and leadership, having served as the Member for Hasluck from 2010 to 2022. He was the



first Aboriginal Australian elected to the Federal House of Representatives and the first appointed to the Federal Executive Council. His appointment reflects our commitment to ensuring that First Nations voices are represented at the highest levels of decision making within Legal Aid WA.

- Staff across the State can absorb First Nations culture and stories with our Reconciliation and Wellbeing Book Club, an initiative promoting staff engagement with First Nations literature to support ongoing dialogue and personal reflection. Nearly 100 curated titles from biographies, children's books, fiction, and non-fiction works are available to staff in both metropolitan and regional offices. Participation has been strong. Staff feedback shows the Book Club has increased cultural awareness and confidence in talking about First Nations histories and experiences. It has supported personal reflection and encouraged more respectful and informed conversations in the workplace.
- As a significant legal practice in Western Australia, we recognise our role in enhancing the accessibility and experience of our organisation and the legal system for First Nations peoples. To meaningfully contribute to social justice for communities, we acknowledge we must be

culturally responsive, cognisant of the impacts of colonisation, and respectful of First Nations staff, clients, and community voices, skills, and experiences. In 2024, we launched a Cultural Learning Framework - the foundation of Legal Aid WA's commitment to provide comprehensive training and development opportunities to all staff and service partners, fostering a deeper understanding of First Nations cultures and peoples. A list of educational resources was provided to complement the Framework, along with a Cultural Learning Self-Assessment Tool to support staff and service partners in ongoing reflective practice and identify learning needs. Early feedback indicates the Framework has increased staff awareness of First Nations histories and cultures and strengthened confidence in culturally respectful engagement with clients and communities.

- In November 2024, Legal Aid WA officially joined the State Government Reconciliation Action Plan (RAP) Reconciliation Industry Network Group (RING). This significant step aligned us with 17 other State Government agencies and Government Trading Enterprises, creating a stronger collective voice committed to reconciliation. By joining the RAP RING, we have increased opportunities to share knowledge, collaborate, and strengthen the impact of our RAP journey.

Our Stretch RAP

Legal Aid WA's Stretch RAP is designed to strengthen cultural safety, improve access to justice, and advance reconciliation across all five dimensions through long-term, measurable change in our workplace and service delivery.

Our priority actions focus particularly on advancing equality and equity by leveraging our role within the justice system to influence both practice and policy. This includes using our frontline experience and systemic advocacy role to inform law reform and policy development on issues that disproportionately affect First Nations peoples and embedding cultural safety capability across our workforce to ensure services are accessible, respectful, and responsive to First Nations clients and communities.

The RAP was developed by a sub-committee of the RAP Working Group, comprising First Nations and non-First Nations staff, and informed by consultation led by our First Nations Coordinator with First Nations peoples and community organisations. These consultations took place in Perth and in regional areas, wherever engagement was identified as valuable to:

- increase access to legal information for First Nations organisations
- support service providers to understand the diversity of cultures across Western Australia
- engage with language centres to ensure services are accessible, and
- ensure Legal Aid WA services are welcoming, relevant, and responsive to First Nations clients.

Through these targeted consultations, the RAP embeds First Nations perspectives in decision making and prioritises actions that advance equality, equity, and cultural safety. This approach ensures Legal Aid WA's sphere of influence extends beyond our offices, contributing to systemic change in the broader justice system while improving outcomes for First Nations peoples across the State.

The Stretch RAP is championed by the Legal Aid WA CEO and actively supported by the Executive Management Team. Our RWG includes staff in both legal and non-legal roles and has 40% Aboriginal and Torres Strait Islander membership, providing cultural knowledge and leadership. There is a standing RAP agenda item at Executive Management Team (EMT) meetings which is led by our RAP Champion, and regular presentations to the Board on First Nations Services. Our EMT is actively involved in events throughout the year and supportive of staff participation. Our EMT is committed to First Nations employment and opportunities at Legal Aid WA and is focused on professional development opportunities for our First Nations staff. At a national level, we provide representations to National Legal Aid about reconciliation initiatives.

The First Nations Staff Network meets regularly, providing a forum for discussion and advice to Legal Aid WA. The First Nations Services Coordinator has led consultation with First Nations people and community organisations to inform our RAP. The provision of a regular advice service at Wungening Aboriginal Corporation has also provided an opportunity for Legal Aid WA to obtain First Nations perspectives and use these to inform decision making and service delivery. This consultation ensures Aboriginal and Torres Strait Islander voices are heard, respected, and embedded in culturally informed decision making.



Relationships



Legal Aid WA is committed to building and maintaining meaningful, respectful relationships with First Nations communities across Western Australia. We recognise that genuine partnerships are built on trust, reciprocity, and cultural respect. Through ongoing engagement with organisations such as Wungening Aboriginal Corporation, Voice of Hope, Kinship Connections, and the Western Australian Aboriginal Leadership Institute, Legal Aid WA continues to learn from, collaborate with, and support First Nations stakeholders. These relationships guide our work and help ensure that our services are culturally safe, responsive, and community led.

Our guiding principles for engagement include respect for culture and history, prioritising community benefit, co-designing initiatives, and upholding cultural safety and protocols. We are actively working to expand and strengthen our partnerships by establishing formal two-way relationships, providing cultural training to staff, and embedding long-term engagement practices in our operations. Legal Aid WA's vision is for all engagement with Aboriginal and Torres Strait Islander peoples to be grounded in listening, learning, and working together, ensuring justice and legal assistance are accessible and empowering for First Nations communities.

Building strong relationships is vital to Legal Aid WA because trust, cultural safety, and genuine partnership are essential to delivering fair and accessible justice services. These relationships strengthen communication, governance, engagement, and collaboration with communities, ensuring our services are responsive to their needs and experiences. This focus aligns with our strategic direction to improve access to justice and embed culturally informed, community-centred services across our organisation.



Action	Deliverable	Timeline	Responsibility
1. Build and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations measured by number of new relationships and feedback from stakeholders and organisations.	December (annually)	First Nations Services Coordinator, Directorate, Executive Management Team
	1.2 Develop and maintain a stakeholder list of First Nations organisations across WA, identifying existing relationships, priority areas for engagement, principles and potential new partnerships. Update biannually.	Quarterly starting from July 2026	First Nations Services Coordinator, Directorate
	1.3 Add 'Relationship Development' as a standing item on all RAP Working Group meeting agendas to capture new or ongoing engagement with monthly minutes documenting new contacts, engagement types, suggestions of organisations to engage with, and follow-up actions.	Monthly starting July 2026	RAP Working Group Secretariat and RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
	1.4 Report on regional relationships during the 'Regions Report' in RAP Working Group meetings.	Monthly starting July 2026	Regions Director, Regional Coordinator, CLEOs
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff using internal communications channels.	May annually.	Communications Manager
	2.2 Encourage and support staff and senior leaders to participate in internal and external events recognising and celebrating NRW, through Director endorsement and internal communications channels.	May annually	Director of Legal Aid WA, Communications Manager

Action	Deliverable	Timeline	Responsibility
	2.3 Organise at least one NRW event each year (for staff and/or the justice sector and/or the community), registering the event on Reconciliation Australia's NRW website.	May annually	First Nations Services Coordinator, Community Legal Education and Training Managing Solicitor, Communications Manager
	2.4 RAP Working Group members to participate in at least one external NRW event each year.	27 May to 3 June annually	RAP Working Group Chair
3. Promote reconciliation through our sphere of influence.	3.1 Promote staff engagement with reconciliation by building reconciliation awareness into performance review goals, encouraging staff to attend reconciliation events, and using internal champions in each Division to promote involvement.	December (annually).	Human Resources Manager, Communications Manager, Division Directors

Action	Deliverable	Timeline	Responsibility
	3.2 Work collaboratively with other organisations to promote reconciliation, share knowledge, and advance justice system outcomes for First Nations people, by participating in the RAP RING, making cultural awareness training available to service partners, and looking for future opportunities.	December (annually)	Directors, First Nations Services Coordinator
	3.3 Continue to demonstrate Legal Aid WA's commitment to reconciliation by publishing our RAPs on the Legal Aid WA website, reporting reconciliation activities and outcomes in the Annual Report, and sharing RAP progress, stories, and achievements through social media and in The Mention newsletter.	December (annually)	First Nations Services Coordinator, Communications Manager

Action	Deliverable	Timeline	Responsibility
	3.4 Collaborate with the National Legal Aid First Nations Network to address key legal issues affecting First Nations Peoples. This includes sharing knowledge, resources, and best practices with other Legal Aid Commissions to promote culturally appropriate legal services and support consistent improvements in justice outcomes for First Nations communities across Australia and positively influence justice system agencies.	December (annually)	First Nations Services Coordinator
4. Promote positive race relations through anti-discrimination strategies.	4.1 Review and update the Equal Opportunity and Diversity Policy in consultation with First Nations staff to ensure it explicitly addresses anti-discrimination, including clear definitions, reporting procedures, and accountability measures. Communicate the updated policy to all staff and incorporate into induction training and ongoing professional development.	December 2026	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
	4.2 Continue to use the Cultural Learning Framework and collaborate with the First Nations Staff Network to support culturally safe client identification. Ensure Aboriginal and Torres Strait Islander clients feel safe to voluntarily identify by integrating respectful practices into client interactions. Review staff feedback and identification data every quarter to monitor effectiveness and make improvements as needed.	December (annually)	First Nations Services Coordinator
	4.3 Legal Aid WA and senior leaders to support public campaigns and initiatives with anti-discrimination and anti-racism focus, where appropriate.	December (annually)	Director of Legal Aid WA, Division Directors
	4.4 Provide senior leaders with ongoing training and resources on contemporary approaches to racism, including systemic and covert forms, to build sustained capability to drive cultural change and engage confidently with staff, clients, and communities.	December (annually)	Directorate, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
5. Maintain and strengthen our relationship with the Aboriginal Legal Service WA, Aboriginal Family Legal Services, and other Aboriginal community-controlled organisations.	5.1 Maintain regular consultation with the ALSWA and Aboriginal Family Legal Services through planned and informal engagements, to ensure ongoing collaboration on service delivery, policy development, and emerging issues impacting First Nations clients.	December (annually)	Director of Legal Aid WA, Division Directors
	5.2 Offer at least two relevant internal training opportunities per year (e.g. cultural competency workshops or legal professional development sessions) to staff from the ALSWA and other Aboriginal community-controlled organisations, supporting shared learning and relationship-building across agencies.	December (annually)	Division Directors, Managing Solicitors
6. Provide intensive community legal education (CLE) and legal advice to First Nations peoples across Western Australia in collaboration with other legal service providers.	6.1 CLEOs in regional WA to continue delivering CLE and legal advice to communities, and strengthening partnerships with local service providers, to improve access to justice and culturally appropriate legal support.	December (annually)	Regions Director, Regional Solicitors in Charge, CLEOs

Action	Deliverable	Timeline	Responsibility
	6.2 Actively seek opportunities to co-develop legal education resources with other service providers, tailored for First Nations communities each year.	December (annually)	Community Legal Education and Training Managing Solicitor
	6.3 Continue delivering fortnightly interactive legal education sessions at Banksia Hill Detention Centre during school terms.	December (annually)	Community Legal Education and Training Managing Solicitor
7. Develop and maintain a First Nations Elders and advisors' group to provide guidance to Legal Aid WA on culturally safe service delivery, staff recruitment, training, wellbeing, and retention.	7.1 Identify and invite Elders and First Nations consultants to join an advisory group for Legal Aid WA to consult (individually or collectively) when reviewing services or operations.	December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	7.2 Consult and develop the Terms of Reference for the group, setting out the group's core purpose, functions, priorities, and ways of working. We will be accountable to this group by reporting back on how we have applied the advice from the advisory group.	December (annually)	First Nations Services Coordinator
	7.3 Have the group attend the First Nations Staff Forum and have individual members attend at least one internal First Nations Staff Network meeting.	December (annually)	Coordinator, First Nations Services



Respect



At Legal Aid WA, we recognise the importance of a culturally safe and informed workplace that values and respects the knowledge, perspectives, and experiences of First Nations peoples. As part of our Stretch RAP, we remain committed to meaningful, structured cultural learning across our organisation.

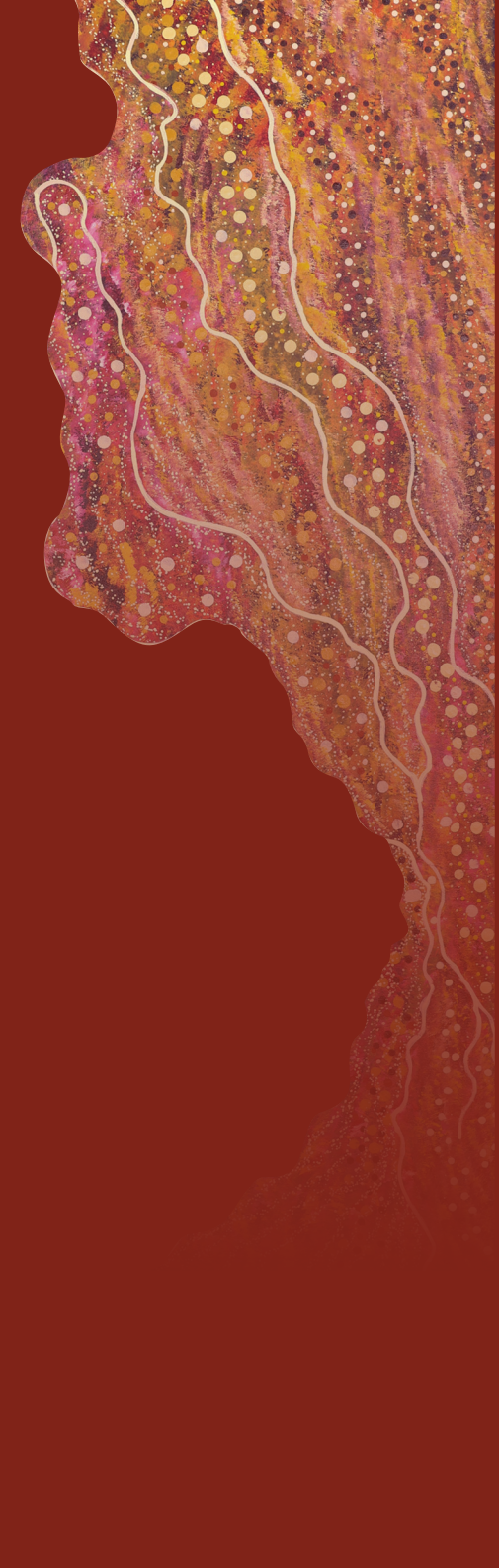
In 2024, we undertook a comprehensive review of our cultural learning needs, resulting in the development and launch of our Cultural Learning Framework. This framework provides a clear, strategic foundation for embedding cultural understanding and awareness throughout Legal Aid WA. We are committed to regularly reviewing and updating this framework to ensure its continued relevance and effectiveness.

We provide a variety of cultural awareness training packages to Legal Aid WA employees, contract staff and private practitioners on our Panels and Lists who deliver services to First Nations clients.

To date, more than 95% of Legal Aid WA staff have completed First Nations Cultural Awareness Training, with compliance remaining a key priority.

We continue to offer structured cultural learning opportunities to RAP Working Group members, managers, and key leadership staff, supporting leadership in cultural safety and ensuring this work is embedded from the top down. Through ongoing review, consultation, and education, Legal Aid WA will continue to build a culturally responsive and respectful organisation that supports reconciliation and delivers meaningful services to First Nations peoples.

Legal Aid WA is pursuing cultural safety through embedding First Nations perspectives in decision making, providing learning opportunities to staff and service partners through the Cultural Learning Framework, consultation with First Nations people and organisations, and fostering a culturally safe workplace.



Action	Deliverable	Timeline	Responsibility
8. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	8.1 Review cultural learning needs and training strategy biannually, referring to the Cultural Learning Framework. Identify gaps and plan future cultural learning activities for staff and service partners.	Half yearly commencing July 2026.	Human Resources Manager, First Nations Services Coordinator
	8.2 Continue commitment of all new Legal Aid WA staff completing mandatory Aboriginal cultural awareness training within three months of starting.	Half yearly commencing July 2026.	Human Resources Manager
	8.3 Ensure the annual in-person cultural awareness training for all Legal Aid WA staff is provided by a First Nations controlled organisation and delivered by at least one First Nations presenter, with a target completion rate of at least 95%.	Half yearly commencing July 2026.	Human Resources Manager
	8.4 Ensure all regional Legal Aid WA staff attend region-specific cultural awareness training as soon as it becomes locally available, with support from local Aboriginal organisations and Traditional Owners where appropriate.	Half yearly commencing July 2026.	Human Resources Manager, Regional Solicitors in Charge, Office Supervisors

Action	Deliverable	Timeline	Responsibility
	8.5 Ensure that all new private panel practitioners working with First Nations clients complete cultural awareness training as a condition of panel membership.	Half yearly commencing July 2026.	Chief Integrity Officer, Professional Standards & Integrity
	8.6 Provide opportunities for advanced cultural understanding and cultural competence for staff and service partners in accordance with our Cultural Learning Framework.	Half yearly commencing July 2026.	Human Resources Manager, First Nations Services Coordinator, Line Managers
	8.7 Provide tailored cultural learning and development for RAP Working Group and governance members to strengthen their understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights, enabling them to effectively lead and embed reconciliation initiatives across Legal Aid WA.	Half yearly commencing July 2026.	RAP Working Group, First Nations Services Coordinator
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	9.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	9.2 Implement and communicate a cultural protocols document tailored for all local communities we operate in, including protocols for Welcome to Country and Acknowledgement of Country.	December (annually)	First Nations Services Coordinator
	9.3 Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including each day of the annual Legal Aid WA Summer Series in February.	December (annually)	Division Directors, Managers
	9.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December (annually)	Directors, Managers
	9.5 Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	December (annually)	Directors, Managers
	9.6 Continue to publicly display Acknowledgment of Country plaques in Legal Aid WA offices.	December (annually)	Directors, Managing Solicitors and other staff

Action	Deliverable	Timeline	Responsibility
10. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	10.1 RAP Working Group members to participate in one external NAIDOC Week event each year.	First week in July (annually).	Directors, Managing Solicitors
	10.2 Actively support First Nations staff participation in NAIDOC Week and inform staff about using Cultural Leave, if available.	First week in July (annually)	Human Resources Manager, First Nations Services Coordinator
	10.3 Support all staff to attend at least one NAIDOC Week event in their local area each year.	First week in July (annually)	Directors, Managing Solicitors
	10.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	First week in July (annually)	Division Directors, First Nations Services Coordinator,
11. Increase cultural safety, knowledge and understanding within Legal Aid WA when representing and working with First Nations clients.	11.1 Continually refine and promote best practice service delivery standards, in consultation with First Nations people, and provide region-specific guidance to staff and service partners.	December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	11.2 Ensure ongoing consultation with the First Nations Staff Network and key First Nations stakeholders on cultural safety through regular meetings to ensure a 'nothing about us, without us' approach.	December (annually)	First Nations Services Coordinator
	11.3 Provide training on best practice and cultural awareness to ensure First Nations clients receive culturally safe services, and offer training to service partners, such as private practitioners.	December (annually)	Human Resources Manager, Chief Integrity Officer, Professional Standards & Integrity, Division Directors
12. Provide Continuing Professional Development (CPD) opportunities for legal sector staff to increase knowledge and understanding of issues impacting First Nations peoples.	12.1 Hold at least one session annually in the Summer Series focused on issues impacting First Nations people.	February (annually)	Community Legal Education and Training Managing Solicitor
	12.2 Host at least one workshop or event each year featuring a First Nations guest speaker.	December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	12.3 Maintain and deepen engagement with organisations such as ALSWA to co-deliver or contribute to CPD and legal training initiatives.	December (annually)	Division Directors
13. Embed the acknowledgement and celebration of significant First Nations calendar events into our organisation.	13.1 Promote local participation in significant First Nations events across all Legal Aid WA offices by providing timely information, guidance, and culturally appropriate resources to support local engagement in significant First Nations events, such as Close the Gap Day, Sorry Day, Day of Mourning, and the Anniversary of the UN Declaration on the Rights of Indigenous Peoples.	December (annually)	Communications Manager
	13.2 Encourage all staff to actively participate in First Nations cultural events in their communities.	December (annually)	Manager, Communications
	13.3 Encourage First Nations staff to access Cultural Leave to participate in cultural and ceremonial events.	December (annually)	Managers

Action	Deliverable	Timeline	Responsibility
	13.4 Share information about First Nations significant events via Legal Aid WA's communication channels.	December (annually)	Communications Manager
14. Demonstrate respect for First Nations cultures by increasing the visibility of First Nations cultures and languages across our workplaces.	14.1 Increase cultural visibility across Legal Aid WA offices through the display of First Nations art by continuing to purchase and install First Nations art, maintain an assets inventory, and commission and licence artwork.	December (annually)	Business Services Property Manager, First Nations Services Coordinator
	14.2 Promote and use local First Nations languages across Legal Aid WA workplaces by naming rooms in local languages, incorporating traditional place names and greetings in communications, using culturally appropriate signage developed in consultation with local language centres, creating a language guide for staff, and acknowledging Traditional Owners and their languages in public-facing materials.	December (annually)	Regions Director, Business Services Property Manager, First Nations Services Coordinator, Communications Manager



Opportunities



Legal Aid WA is committed to creating meaningful and sustainable opportunities that support the employment, retention, and professional development of First Nations peoples within our organisation. Building on our strong foundation of understanding current First Nations staffing, we aim to enhance recruitment strategies, establish targeted pathways, and foster culturally safe spaces that enable First Nations employees to thrive.

We will continue to engage directly with First Nations staff and community advisors to co-design initiatives that address barriers and create supportive career progression opportunities, including leadership development, mentoring, and wellbeing programs. By expanding roles such as CLEOs and enhancing partnerships with First Nations organisations, we seek to strengthen community connections and improve access to legal services.

Additionally, Legal Aid WA recognises the importance of supporting First Nations students and emerging professionals through internships, traineeships, and cadetships. Through these efforts, we aim to increase representation and support within our workforce, contributing to broader economic and social outcomes for First Nations peoples.



Action	Deliverable	Timeline	Responsibility
15. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	15.1 Enhance and further develop our First Nations employment, engagement, and retention plans by consulting with First Nations staff annually to ensure these plans effectively guide employment, professional development, and retention efforts.	December (annually)	Human Resources Manager, First Nations Services Coordinator
	15.2 Explore innovative ways to effectively engage First Nations communities to recruit First Nations staff, (e.g. promoting Legal Aid WA at educational institutions)	December (annually)	Human Resources Manager, First Nations Services Coordinator, Communications Manager
	15.3 Plan training and workforce development opportunities for First Nations with the aim of promoting to leadership within LAWA	December (annually)	Human Resources Manager, Regions Director, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	15.4 Continue to reflect on and build the wellbeing plan for First Nations staff by offering mentoring opportunities, a tailored Employee Assistance Program, and integrating First Nations cultural practices and perspectives into wellbeing initiatives to support holistic health, address cultural load, and ensure a culturally safe workplace.	December (annually)	Wellness Consultant, Human Resources Manager, Regions Director, First Nations Services Coordinator
	15.5 Identify and train First Nations staff with the aim of creating culturally safe mentoring program that promotes professional development, connection, and leadership opportunities within Legal Aid WA.	December (annually)	Human Resources Manager, Wellness Consultant
	15.6 Provide a First Nations internship program for First Nations students to gain experience at Legal Aid WA.	December (annually)	Human Resources Manager, Division Directors, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	15.7 Allocate funding to increase the number of CLEO roles and social support worker roles within Legal Aid WA.	December (annually)	Director, Chief Finance Officer, Regions Director, First Nations Services Coordinator
	15.8 Develop tailored resources, training, and support for CLEOs.	December (annually)	Regions Director, First Nations Services Coordinator, Community Legal Education and Training Managing Solicitor
	15.9 Increase the percentage of First Nations staff to 10 per cent of all Legal Aid staff.	December 2028	Human Resources Manager, Division Directors, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	15.10 Continue to use the <i>Equal Opportunity Act 1984</i> s51 (diversity) on all employment advertisements and 50d (Aboriginal and Torres Strait Islander descent) employment where suitable.	December (annually)	Human Resources Manager
	15.11 Facilitate a First Nations forum for Perth-based and regional First Nations staff to network and develop plans, and policies, with a focus on wellbeing, team building, training and addressing location-specific issues.	December (annually)	Executive Management Team, First Nations Services Coordinator
16. Increase First Nations supplier diversity to support improved economic and social outcomes.	16.1 Review First Nations procurement strategies to identify new opportunities and address any barriers to engagement: ensure updates are effectively communicated across the agency.	December (annually)	Business Services Director

Action	Deliverable	Timeline	Responsibility
	16.2 Increase internal awareness of and engagement with First Nations suppliers through regular internal communications (e.g. intranet news stories)	July and December (annually)	Communications Manager
	16.3 Report annually on procurement spending with First Nations businesses	December (annually)	Business Services Director, First Nations Services Coordinator
17. Work in partnership with First Nations organisations to provide training, mentoring and other assistance to the wider legal sector.	17.1 Ensure that local First Nations organisations are formally invited to at least three Legal Aid WA training and/or mentoring events each calendar year.	December (annually)	Division Directors
	17.2 Engage at least three First Nations organisations annually in Legal Aid WA events, including invitations and speaker opportunities.	December (annually)	Division Directors

Action	Deliverable	Timeline	Responsibility
	17.3 Provide training opportunities including shadowing to Aboriginal Family Legal Services and the Southern Aboriginal Corporation Family Violence Prevention Legal Service.	December (annually)	Family Advocacy Support Services, Children's Court Protection Services Managing Solicitors
18. Advocate for law and policy reform and make submissions on justice issues affecting First Nations communities.	18.1 Address the impact on First Nations communities (where relevant) in any law and policy reform submissions	December (annually)	Division Directors
	18.2 Draft and submit a minimum of one law reform submission a year that focuses on justice issues affecting First Nations peoples.	December (annually)	Legislative Reform Committee and RAP Working Group Chair
	18.3 Maintain a centralised log of reported observations regarding justice issues impacting First Nations clients to inform proactive submissions.	December (annually)	Legislative Reform Committee and RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
	18.4 Identify systemic barriers within the justice system contributing to the overrepresentation of First Nations peoples and advocate for legislative and policy change.	December (annually)	Legislative Reform Committee and RAP Working Group Chair
19. Maintain and extend our CLE and other early intervention strategies for First Nations communities.	19.1 Maintain the Blurred Borders Project and develop topical resources in response to legal issues impacting First Nations people	December (annually)	Community Legal Education and Training Managing Solicitor
	19.2 Provide training for use of First Nations legal education resources (e.g. Blurred Borders) to staff and service providers, to maximise their use and impact across WA	December (annually)	Community Legal Education and Training Managing Solicitor
	19.3 Develop and deliver a “Train the Trainer” program for external stakeholders to enhance sector capability on justice issues relevant to First Nations organisations (e.g. removal of life disqualification and extraordinary driver’s licence applications).	December (annually)	Regions Director, Community Legal Education and Training Managing Solicitor

Action	Deliverable	Timeline	Responsibility
	19.4 Centrally support the community education work of CLEOs through the CLE Team in Early Intervention Services and the Regions Division.	December (annually)	Regions Director, Community Legal Education and Training Managing Solicitor
20 Improve access to legal services for First Nations clients by identifying and implementing opportunities to provide culturally responsive support.	20.1 Continually improve our legal assistance and culturally friendly services for First Nations clients (e.g. Legal Yarn, First Nations Advice Bureau, CLEO services, DARDY, Dandjoo Bidi-Ak). This is measured through feedback from stakeholders, through client surveys and evaluation programs.	December (annually)	Division Directors
	20.2 Maintain active participation in Aboriginal Justice Open Days in both regional and metropolitan areas.	December (annually)	Community Legal Education and Training Managing Solicitor, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	20.3 Identify and implement policy and service improvements that promote culturally safe, holistic legal support for First Nations clients.	December (annually)	Division Directors
	20.4 Ensure awareness across all frontline staff that when a client identifies as First Nations in a 'Legal Health Check', a holistic and comprehensive approach to justice access issues is required.	December (annually)	Division Directors
	20.5 Develop and promote a holistic culturally accessible referral guide to assist in providing appropriate referrals to First Nations clients throughout WA.	December (annually)	Community Legal Education and Training Managing Solicitor, First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	20.6 Conduct strategic litigation for legal matters that disproportionately impact First Nations clients with a focus on, but not exclusive to, regional and remote areas of WA.	December (annually)	Division Directors
21. Partner with justice system agencies to drive systemic cultural safety and equity across courts and legal processes.	21.1 Work in collaboration with court staff and judicial officers to identify opportunities to improve cultural safety and promote culturally safe court practices.	December (annually)	Division Directors
	21.2 Share feedback and lived experience insights, where appropriate, to inform court processes, language, referrals, and engagement approaches	December (annually)	Division Directors
	21.3 Support initiatives that embed culturally responsive practices within therapeutic court models.	December (annually)	Division Directors

Action	Deliverable	Timeline	Responsibility
22. Improve access to legal assistance and social support for young people in custody.	22.1 Support and embed the new prison visiting service for young people at Banksia Hill Detention Centre.	December (annually)	Criminal Law Division Director
	22.2 Ensure young people in custody are informed about and supported to access legal assistance across multiple areas of law.	December (annually)	Criminal Law Division Director
	22.3 Work collaboratively across different teams and other services to coordinate service delivery for young people in custody.	December (annually)	Criminal Law Division Director
	22.4 Monitor barriers to access and identify opportunities to improve service reach and responsiveness.	December (annually)	Criminal Law Division Director
	22.5 Prioritise services to young people who are in contact with youth justice and/or the out of home care system through the advocacy of our Youth Rights Service	December (annually)	Civil Law Division Director

Action	Deliverable	Timeline	Responsibility
23. Expand a holistic, culturally safe approach to legal assistance that supports First Nations young people with both legal and non-legal issues, with a focus on early and preventative intervention.	23.1 Adopt practice approaches that identify and respond to secondary legal and non-legal issues alongside primary legal matters.	December (annually)	Criminal Law Division Director
	23.2 Strengthen referral pathways to internal and external supports (e.g. housing, health, education, family support).	December (annually)	Criminal Law Division Director
	23.3 Promote integrated service delivery across practice areas to improve outcomes for young people.	December (annually)	Criminal Law Division Director
	23.4 Build staff capability to recognise early intervention opportunities and culturally appropriate responses	December (annually)	Criminal Law Division Director
24. Advance culturally safe legal services that respond to the emerging legal needs of First Nations clients.	24.1 Engage with First Nations clients, First Nations controlled community organisations, and peak bodies to identify emerging legal needs and potential service models.	December (annually)	Division Directors

Action	Deliverable	Timeline	Responsibility
	24.2 Review existing service delivery models to assess accessibility, cultural safety and effectiveness for First Nations clients.	December (annually)	Division Directors
	24.3 Identify gaps, barriers and opportunities in current legal services, including geographic and cultural barriers.	December (annually)	Division Directors
	24.4 Develop and deliver services and undertake strategic casework to assist in obtaining positive case outcomes on issues impacting First Nations clients including cases that support culture and connection.	December (annually)	Division Directors



Governance



At Legal Aid WA, governance is the core of our RAP as it is the mechanism by which we ensure the deliverables we have committed to are followed by action.

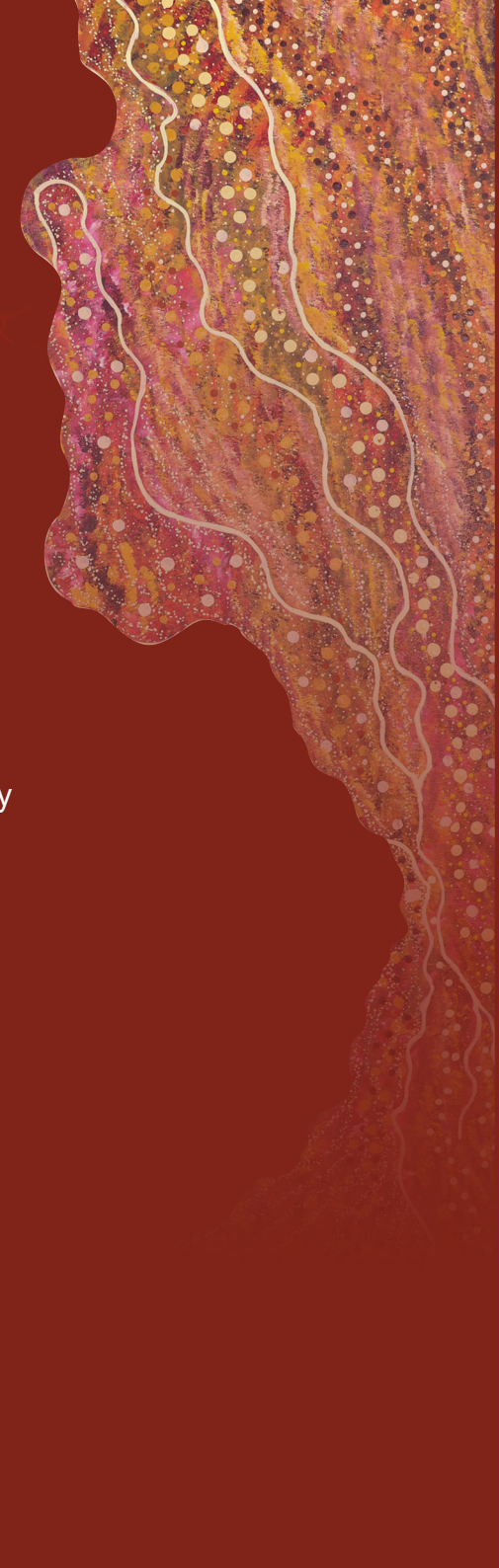
Our RAP benefits from strong leadership and active participation of First Nations staff based both in Perth and regional areas, ensuring diverse perspectives and voices guide our reconciliation journey across the whole organisation.

Our RAP is backed by strong senior leadership support, with active involvement from the CEO of Legal Aid WA, the Regions Director, and the Criminal Law Division Director, demonstrating a united commitment to advancing reconciliation throughout the organisation.

Good governance means having clear leadership, regular check-ins, and making sure the right people, especially First Nations staff, are involved in guiding the RAP.

It is about making reconciliation part of our everyday work. We keep an eye on our progress, listen to feedback from our clients, stakeholders and the community, and make changes when needed to do better.

Most importantly, we make sure our actions are respectful, meaningful, and truly support better outcomes for First Nations people.



Action	Deliverable	Timeline	Responsibility
25. Maintain an effective RAP Working Group to drive governance of the RAP.	25.1 Ensure Aboriginal and Torres Strait Islander voices are central to RAP governance by maintaining strong and active representation on the RAP Working Group.	December (annually)	First Nations Services Coordinator
	25.2 Maintain and apply a Terms of Reference (ToR) for the RAP Working Group to support good governance, clear decision making, and accountability.	December (annually)	First Nations Services Coordinator
	25.3 Ensure the RAP Working Group meets at least four times a year and is regularly refreshed with new members to maintain momentum and a broad range of perspectives.	December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	25.4 Engage with other organisations with RAPs by inviting representatives to attend our RAP meetings or by attending the RAP meeting of other organisations and promote other organisations progressing through other categories of RAP.	December (annually)	First Nations Services Coordinator
26. Provide appropriate support for effective implementation of RAP commitments.	26.1 Define the resource needs required to implement the RAP effectively, including staffing, funding, and tools.	December (annually)	Business Services Director
	26.2 Engage senior leaders and staff across the organisation in the delivery of RAP commitments to ensure shared responsibility and visible leadership support.	December (annually)	Director of Legal Aid WA

Action	Deliverable	Timeline	Responsibility
	26.3 Define and maintain appropriate systems to track, measure, and report on RAP progress and outcomes.	December (annually)	Director of Legal Aid WA
	26.4 Appoint and maintain an internal RAP Champion from senior management to lead, promote and advocate for the RAP internally.	December (annually)	Director of Legal Aid WA
	26.5 Embed key RAP commitments into the performance review expectations of Directors and Managing Solicitors to ensure accountability at the leadership level.	December (annually)	Director of Legal Aid WA

Action	Deliverable	Timeline	Responsibility
	26.6 Legal Aid WA managers to consider cultural competency in the annual Performance and Development Review (PDR) process and link staff to available training opportunities to increase accountability and support for managers in prioritising reconciliation work.	October (annually)	Human Resources Manager, Directors and Managers
27. Build accountability and transparency through reporting RAP achievements, challenges, and insights both internally and externally.	27.1 Contact Reconciliation Australia to verify that Legal Aid WA's primary and secondary RAP contact details are current, to ensure important correspondence is not missed. Our Coordinator will meet twice a year with Reconciliation Australia to engage and report.	June (annually) July and December (annually)	First Nations Services Coordinator

Action	Deliverable	Timeline	Responsibility
	27.2 Contact Reconciliation Australia to request the unique access link for completing the online RAP Impact Survey	August (annually)	First Nations Services Coordinator
	27.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia to support national tracking of reconciliation progress.	September (annually)	First Nations Services Coordinator
	27.4 Report RAP progress quarterly to all Legal Aid WA staff and senior leaders to maintain transparency and organisational engagement.	December (annually)	First Nations Services Coordinator, Communications Manager
	27.5 Publicly report on Legal Aid WA's RAP achievements, challenges, and key insights each year to demonstrate accountability and commitment to reconciliation.	December (annually)	First Nations Services Coordinator, Communications Manager

Action	Deliverable	Timeline	Responsibility
	27.6 Investigate opportunities to participate in Reconciliation Australia's biennial Workplace RAP Barometer to contribute to national insights on reconciliation in the workplace.	April 2028	First Nations Services Coordinator
	27.7 Submit a traffic light report to Reconciliation Australia at the conclusion of the current RAP to summarise overall performance and outcomes.	July 2029	First Nations Services Coordinator
28. Continue our reconciliation journey by developing our next RAP.	28.1 Register via Reconciliation Australia's website to begin developing Legal Aid WA's next RAP, ensuring timely preparation and continued commitment to reconciliation.	January 2029	First Nations Services Coordinator



Contact details

Vinnie Ugle

First Nations Services Coordinator

Telephone: +61 8 6392 6049

Email: Vinnie.Ugle@legalaid.wa.gov.au

