



INNOVATE RECONCILIATION ACTION PLAN



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Message from the President

The first Reconciliation Action Plan for the NSW Bar Association commenced on 1 January 2013. The then President, Phillip Boulten SC, remarked that “our primary goal is to increase the number of Aboriginal barristers practising at the NSW Bar”. I adhere to that goal, while recognising that since 2013, the numbers have not improved very much.

I do welcome however the appointment of Australia’s first Aboriginal Senior Counsel – Tony McAvoy SC, appointed on 24 September 2015.

In order to make the Bar a more attractive option for Aboriginal and Torres Strait Islander lawyers and law students, the Bar needs to continue its relationship with Aboriginal and Torres Strait Islander communities and professional bodies involved with those communities in order to increase our knowledge of all First Australians.

Through this iteration of the Reconciliation Action Plan, the Bar will continue to provide educational and information pathways for Aboriginal and Torres Strait Islander law students studying at NSW universities, and to assist in providing career development opportunities and career prospects for Aboriginal and Torres Strait Islander lawyers.

I commend the work which has gone into this Reconciliation Action Plan and thank those involved in all aspects of the New South Wales Bar Association’s reconciliation and encouragement of opportunity.

Noel Hutley SC

President

NSW Bar Association

The NSW Bar Association recognises the diverse language groups, kinship structures and customs of Australia’s First Peoples. The Association recognises the diversity of both Aboriginal and Torres Strait Islander peoples and communities, living traditionally and non-traditionally in urban, rural and regional locations.

Message from Reconciliation Australia



Reconciliation Australia congratulates the NSW Bar Association on developing its second Reconciliation Action Plan (RAP).

In adopting an Innovate RAP, NSW Bar Association is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. NSW Bar Association's commitments in its RAP stand it in good stead to continue this progress across the key domains of reconciliation—relationships, respect and opportunities.

NSW Bar Association understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. It drives these relationships through its actionable goal to explore opportunities to collaborate with the NSW Law Society on reconciliation initiatives.

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to NSW Bar Association's core values. It champions these values by committing to invite a Traditional Owner to provide a Welcome to Country at significant events, such as at the opening of law term.

NSW Bar Association is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples. It demonstrates this through its commitment to continue its work in assisting Aboriginal and Torres Strait Islander lawyers and law students develop and advance their careers, and to review and improve pathways for Aboriginal and Torres Strait Islander lawyers to join the NSW Bar.

On behalf of Reconciliation Australia, I commend NSW Bar Association on its second RAP, and look forward to following its continued reconciliation journey.

Justin Mohamed



Chief Executive Officer
Reconciliation Australia



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Our vision for Reconciliation

The Bar Association's vision for reconciliation is a legal profession in which Aboriginal and Torres Strait Islander peoples feel valued, respected and encouraged. This vision is shared with other peak legal bodies including the Law Council.

The NSW Bar Association believes in celebrating cultural differences and diversity, the sharing of different perspectives and experiences and the acknowledgement that, through improved relationships, Aboriginal and Torres Strait Islander peoples and other Australians can move forward together.

The Bar Association is deeply concerned about the under-representation of Aboriginal and Torres Strait Islander peoples practising at the NSW Bar. The Association seeks to build a legal profession in NSW that demonstrates equality and an absence of any discrimination, reflecting the cultural and racial diversity of the general NSW community.

The Association seeks to provide advice and support to its members who provide legal services to Aboriginal and Torres Strait Islander clients and organisations as well as enhancing the representation of Aboriginal and Torres Strait Islander peoples in the NSW legal system.

Our values

The aims of the New South Wales Bar Association include:

- promoting the administration of justice
- making recommendations with respect to legislation and law reform
- seeking to ensure that the benefits of justice are available to all



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Our business

The New South Wales Bar Association is the body which represents the interests of all barristers practicing in NSW. It has 2295 practising barrister members and 718 associate members.

The New South Wales Bar Association has been working with Aboriginal and Torres Strait Islander lawyers and law students since 1998 to assist them in their careers. The Bar Association has 28 full time staff which caters to over 3000 members across NSW. The Association does not have any employees who identify as Aboriginal or Torres Strait Islander. As a small organisation located in the Sydney CBD with a diverse membership base, 7 of which identify as Aboriginal or Torres Strait Islander, the Bar Association focuses on promoting collegiality and mutual assistance amongst its members as well as ensuring professional standards of conduct are maintained.

The core business of the Bar Association is to promote public good in relation to legal matters viewed in the broadest context. One of the Association's key focuses is representing the interests of its members to the government, media and the community. This can involve making recommendations to the government concerning legislation as well as encouraging public discussion on topics concerning the law and other matters of public interest.

Our Innovate RAP

The key focus of this RAP is to formalise current approaches as well as trialling new approaches to further the NSW Bar Association's commitment to fostering and helping develop the careers of Aboriginal and Torres Strait Islander lawyers.

Through these initiatives we aim to increase the number of Aboriginal and Torres Strait Islander practitioners at the NSW Bar. By working with Aboriginal and Torres Strait Islander law students during their studies, the Bar Association aims to provide them with opportunities to assist them to successfully complete their course at NSW universities, especially through the Association's mentoring programs and continuing professional development.

The Association seeks to continue to find innovative options to increase the representation of Aboriginal and Torres Strait Islander practitioners through this innovate RAP through engaging senior staff and members of the association. The NSW Bar Association hopes to provide leadership to other similar organisations so they adopt and adapt similar programs.

The Indigenous Barristers' Strategy Working Party (IBSWP), also the RAP Working Party, developed the RAP, led by their Chair and RAP Champion Chris Ronalds SC. The nine member group includes three individuals who identify as Aboriginal or Torres Strait Islander. The Indigenous Barristers' Strategy Working Party (IBSWP) was created in 2002 by the Association with members from the NSW Bar, the judiciary and local universities. The IBSWP took on the duties of a RAP Working Party with the endorsement of the NSW Bar Association's Reflect RAP in 2013.



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The objectives of the IBSWP are to:

- Further develop & implement the Indigenous Barristers' Strategy approved by the Bar Council
- Devise & implement fund raising strategies for the Indigenous Barristers' Trust
- Liaise with the Equal Opportunity Committee on issues involving Indigenous barristers
- Create further employment opportunities at the NSW Bar for Indigenous law students
- Liaise with other agencies to create further employment opportunities for recent Indigenous law graduates to work as solicitors, judges' associates and in other appropriate areas of legal work

The members of the Indigenous Barristers' Strategy Working Party, also form the RAP Working Party are:

- Chris Ronalds SC – Chair and RAP Champion
- Her Honour Judge Dina Yehia – Committee member
- His Honour Judge Andrew Haesler – Committee member
- Daniel Howard SC – Committee member
- Janet Manuell SC – Committee member
- Mullenjaiwakka – Committee member
- Tony McAvoy SC – Committee member
- Professor David Barker – Committee member
- Jeni Engel – Committee member

In developing this RAP, the committee consulted with the NSW Bar Council, the NSW Bar Association Equal Opportunity Committee, the NSW Bar Association Human Rights Committee, Aboriginal and Torres Strait Islander legal practitioners as well as Aboriginal Torres Strait Islander law students for feedback and insight into barriers facing Aboriginal and Torres Strait Islanders in coming to, and practising at, the NSW Bar.

Each year an annual review report has been presented to NSW Bar Council in December which monitors the implementation of the RAP and addresses any proposals for changes and developments of the RAP.

Each year Barristers of the Bar Association elect a 21 person Bar Council. The Bar Council of the NSW Bar Association is the designated local regulatory Authority for a range of functions under the Uniform Laws and they body which determines the direction of the association.

The focus of this RAP is on trialling new approaches and different ways of working together, as well as continuing existing successful policies and programs which are regularly assessed to ensure that they are meeting the Association's targets.



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Partnerships and activities

The NSW Bar Association offers financial assistance to Aboriginal and Torres Strait Islander peoples through the Indigenous Barristers Trust the Mum Shirl Fund. This Trust, created in August 2001, raises funds principally from barristers and judges, to assist Aboriginal and Torres Strait Islander barristers in their first few years at the NSW Bar by covering their costs and providing mentoring and other opportunities. The Trustees are the current President of the Association Noel Hutley SC, the Hon Justice Michael Slattery, Tony McAvoy SC, Chris Ronalds AM SC. The Trust's Patron is Sir Gerard Brennan AC KBE QC.

The Trust offers development opportunities to law students. These students are given opportunities, such as attending the United Nations and other international law conferences with the financial assistance offered by the Trust. The annual National Indigenous Legal Conference, which was an initiative of the New South Wales Bar Association in 2006, has grown into the key annual Indigenous legal conference in Australia. It is a key event and the Trust offers assistance to Aboriginal and Torres Strait Islander students studying at NSW universities to attend. The Trust also assists law students and lawyers with any personal crisis that requires emergency funding. It funds career development opportunities for recent graduates such as attending the College of Law and specialist advocacy courses.

The Trust is a deductible gift recipient as a public benevolent institution under the Income Tax Assessment Act 1936 (Cth). After its application was initially rejected, the Association won proceedings in the Federal Court: *Trustees of the Indigenous Barristers' Trust v Commissioner of Taxation* [2002] FCA 1474.

Since 2002, the Association has annually hosted the students attending the Indigenous Pre-Law Course at the University of New South Wales. The students attend a seminar where various barristers describe their practices and their backgrounds, they visit a barrister's chambers and then watch court and discuss with a Federal or Supreme Court Judge the work of a Judge. Further informal interactions occur over luncheon. This visit is intended to show the students the work of a barrister and to encourage them to consider the Bar as a possible career choice.

In response to requests from students, in 2005 the Association started an employment scheme and students work one day a week for a barrister, a group of barristers or Chambers which continues today.

The mentoring program was reviewed in 2014 and the criteria for linking students with barristers were adapted with more focus on younger members of the NSW Bar who have more in common with the students.

The mentoring program has provided a range of support to students in their legal studies, including reviewing essays to develop legal analytical and writing skills. Many students attend court with their mentor and are able to observe first hand the operation of the judicial system and develop greater familiarity with the entire legal process. This has enhanced their understanding of the way the law operates and provides a greater basis for their legal studies.



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While mentoring relationships vary in terms of amount of contact and activities, the core theme of the successful relationship has been the exchanges between mentor and student to deepen the student's familiarity with the operation of the judicial system as a critical component of the rule of law.

The NSW Bar Association has also worked closely with Ngalaya and other organisations assisting Aboriginal and Torres Strait Islander law students in NSW. In November 2008, the Trust funded a students' forum and invited all Aboriginal and Torres Strait Islander law students at NSW law schools to attend. Travel costs were provided to students from regional universities. The forum focused on career opportunities and in particular life at the NSW Bar. The students indicated that they would benefit from having a mentor from the NSW Bar and as a consequence, the mentoring scheme was established.

Mentors have worked with many students who have now graduated and there are currently 35 Aboriginal and Torres Strait Islander law students being mentored by NSW barristers. That forum became the first National Indigenous Legal Conference (NILC), which is now held annually in different locations across Australia. In 2014 the conference was held as an international event in Brisbane. The 2016 World Indigenous Legal Conference will be held in October at the University of California. The Trust continues to support students to attend the NILC each year.

In 2013, 2014 and 2015 the Bar hosted Aboriginal and Torres Strait Islander pre-law students from universities across the State. The students met barristers and visited their chambers to gain an insight into the work of a barrister. Recent initiatives include the first "Share a Judge's Day" in August 2014, where 33 Aboriginal students spent the day with a Supreme Court Judge and sat in Court and participated in the work and other activities of the Judge and their staff behind the scenes. In 2014 and 2015 the Working Party provided in kind assistance to the first and second Moot of Australia's First Peoples at the University of New South Wales.

The Indigenous Barristers' Strategy Working Party has also been responsible for organising a number of Continuing Professional Development (CPD) events for the Bar and the wider profession throughout 2014-15 on diverse topics, which reflects the Association's commitment to hold appropriate Indigenous events for the Bar under the previous RAP.

Relationships

The NSW Bar Association recognises the importance of establishing and maintaining mutually respectful relationships with Aboriginal and Torres Strait Islander peoples and communities. The Bar Association aims to strengthen existing relationships as well as establish new relationships with Aboriginal and Torres Strait Islander peoples in NSW and their representatives in order to improve the Bar Association's understanding and advocacy of Aboriginal and Torres Strait Islander legal issues.

Action	Responsibility	Timeline	Measurable target
1.1 RAP Working Party (RWP) actively monitors RAP development and implementation of actions, tracking progress and reporting	Paralegal NSW Bar Association	February 2017	RWP oversees the development, endorsement and launch of the RAP.
		November 2017, 2018	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWP.
		March, September 2017, 2018	RWP to meet at least twice a year to monitor and report on RAP implementation.
		July 2017	Include the RAP as a standing item on the Indigenous Barristers' Strategy Working Party agenda.
		July 2017	Encourage members from the NSW Bar and local universities to join the IBSWP (where appropriate)
		July 2017	Review the RWP terms of reference
1.2 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Chair of IBSWP; Executive Director NSW Bar Association	December 2017	Consult with NSW Law Society; Explore opportunities to collaborate with the Law Society on reconciliation initiatives.
		December 2017	Strengthen and maintain relationships with Aboriginal and Torres Strait Islander representative bodies and student support services at NSW law schools/universities.
		February 2017	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.
		February 2017, 2018	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement with the NSW Bar Association.
1.3 Raise internal and external awareness of our RAP to promote reconciliation across the NSW Bar and sector	Chair of IBSWP	July 2017	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.
		September 2017 and 2018	Provide annual updates to staff on RAP progress.
		July 2018	Promote reconciliation through ongoing active engagement with all stakeholders



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<p>1.4 Provide members to the Law Council's Indigenous Legal Issues Committee</p>	<p>Chair of IBSWP and two members of the IBSWP</p>	<p>January 2018 July 2017</p>	<p>Three members from the NSW Bar to maintain membership with the Law Council's Indigenous Legal Issues Committee</p> <p>Provide reports to the Bar Council and President annually on membership of the Law Council's Indigenous Legal Issues Committee in its role as the primary policy and decision making body in relation to Aboriginal and Torres Strait Islander peoples in the Australia legal profession and legal system.</p>
<p>1.5 Celebrate National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander employees and barristers and other employees and barristers to build relationships</p>	<p>Executive Director NSW Bar Association</p>	<p>27 May to 3 June 2017, 2018</p>	<p>Organise at least one internal National Reconciliation Week event each year</p> <p>Register all NRW events on the Reconciliation Australia website</p> <p>Support an external NRW event.</p> <p>Ensure our RWP participates in an external event to recognise and celebrate NRW.</p>

Respect

The NSW Bar Association understands respect to be a fundamental element of reconciliation which contributes to building trust and to the development of effective and positive relationships. The Association seeks to ensure that its members develop and gain knowledge, cultural competency and respect for Aboriginal and Torres Strait Islander peoples and their cultures.

Action	Responsibility	Timeline	Measurable target
2.1 Engage employees in continuous cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Executive Director NSW Bar Association	July 2017	Promote the Reconciliation Australia's Share Our Pride online tool to all staff.
		July 2017	Investigate local cultural experiences and immersion opportunities.
		December 2017	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural competency training.
		September 2017	Develop and implement an Aboriginal and Torres Strait Islander cultural competency training strategy which caters to the different needs of staff throughout our organisation.
		September 2017	Provide opportunities for RWP members, HR managers and other key leadership staff to participate in cultural training.
2.2 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country.	Executive Director NSW Bar Association	July 2017	Develop and implement a cultural protocol document for Welcome to Country and Acknowledgement of Country.
		July 2017	Organise and display an Acknowledgment of Country plaque in the office of the NSW Bar Association.
		July 2017	Communicate the importance of Aboriginal and Torres Strait cultural protocols to our members through our email communication newsletters such as InBrief.
		November 2017	Educate employees and barristers on the importance of cultural protocols for Welcome to Country and Acknowledgement of Country.
		January 2017, 2018	Invite a Traditional Owner to provide a Welcome to Country at significant events such as at the opening of law term.
		July 2018	Include Acknowledgement of Country at the commencement of major events.
		December 2017	Develop a list of key contacts for organising a Welcome to Country
2.3 Demonstrate respect for Aboriginal and Torres Strait	Paralegal NSW Bar	July 2016	Audit and record relevant information of Aboriginal and Torres Strait Islander artworks in the Bar Association's



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Islander staff and visitors by creating a culturally welcoming office environment.	Association		premises.
		March 2017, 2018	Conduct an annual review of all artwork to ensure that the artist and artwork have been acknowledged in a culturally appropriate manner.
2.4 Provide opportunities for the NSW Bar Association's staff and barristers to celebrate Aboriginal and Torres Strait Islander cultures by participating in NAIDOC Week events	Executive Director NSW Bar Association	July 2017, 2018	RWP and other staff and members to engage with Aboriginal and Torres Strait Islander law students during NAIDOC Week celebrations through participation in local events.
			Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week
			Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week.
			Contact our local NAIDOC Week Committee to discover events in NSW.
			Promote NAIDOC Week events to staff and members.

Opportunities

The NSW Bar Association seeks to explore opportunities with Aboriginal and Torres Strait Islander peoples in order to enrich cultural diversity within the legal profession in NSW. Reconciliation offers many opportunities for Aboriginal and Torres Strait Islander peoples and other Australians. This RAP aims to provide barristers with greater opportunity to engage in the reconciliation process.

Action	Responsibility	Timeline	Measurable target
3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within the NSW Bar Association	Executive Director NSW Bar Association	January 2017 January 2018	Collect information on our current Aboriginal and Torres Strait Islander staff and barristers to inform future employment opportunities.
		December 2017; December 2018	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.
		December 2017; December 2018	Advertise all vacancies in Aboriginal and Torres Strait Islander media.
		December 2017; December 2018	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace
		December 2017; December 2018	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'
		December 2017; December 2018	Review and improve pathways for Aboriginal and Torres Strait Islander lawyers to join the NSW Bar, in conjunction with Ngalaya.
		December 2017; December 2018	Liaise with the Public Defenders' Office to request funding to provide briefing opportunities for new Aboriginal and Torres Strait Islander barristers and work opportunities for students.
3.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within NSW Bar Association	Executive Director NSW Bar Association	November 2017	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.
		November 2017	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.
		November 2017	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.
		November 2017	Investigate Supply Nation Membership



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3.3 Continue the Indigenous Barristers' Trust (IBT) the Mum Shirl Fund to support Aboriginal and Torres Strait Islander law students and lawyers, (ABN 53 124 431 831)	President of the Association	November 2018	Organise an annual event to raise awareness and fundraise for the IBT.
		July 2017, 2018	Publicise and promote the work of the IBT, in InBrief, website and annual reports.
		July 2017, 2018	Through the IBT, NSW Bar commit to offering financial support to: <ul style="list-style-type: none"> • At least four Aboriginal and/or Torres Strait islander lawyers each year, to increase their professional skills by attending an advocacy course, • Two Aboriginal and/or Torres Strait islander law students from each NSW university to attend the National Indigenous Legal Conference each year. • Two Aboriginal and/or Torres Strait islander law students to attend the bi-annual World Indigenous Lawyers Conference. • Two Aboriginal and/or Torres Strait islander lawyers under five years to attend the bi-annual World Indigenous Lawyers Conference. To provide them will skill development and career opportunities in their practice.
3.4 Continue the Aboriginal law student mentoring scheme to support the professional development of Aboriginal and Torres Strait Islander law students	Chair of IBSWP	March 2017	Identify Aboriginal and Torres Strait Islander law students at NSW universities interested in participating in the mentoring program through liaison with the relevant university departments.
		March 2017	Encourage NSW Barristers to join the program as mentors through promotion in InBrief (publically available).
		March 2017, 2018	Link all student applicants with appropriate Barristers.
		March 2017, 2018	Provide support and advice to mentors and students, including providing mentoring guidelines, relevant forms and informal forums.
		August 2016, 2018	Hold Share a Judge's Day with the Supreme Court of NSW, Federal Court of Australia and the Land and Environment Court so students can develop relationships and experience a day as a Judge.
		November 2016, 2017, 2018	Conduct an annual review of the program to evaluate the effectiveness of the mentor program.
		August 2016	Consult with program participants to identify areas to strengthen the program for professional development and cultural safety.

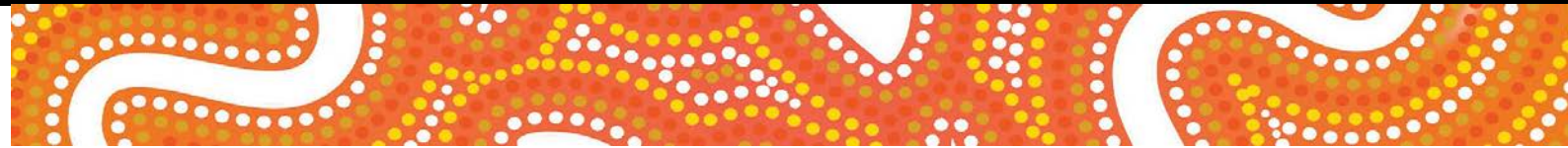
3.5. Enhance the career prospects of Aboriginal and Torres Strait Islander law students	Chair of IBSWP	November 2016, 2017, 2018	Identify part-time employment opportunities with a barrister, group of barristers or in Chambers for Aboriginal and Torres Strait Islander law students.
		November 2016, 2017, 2018	Link students with appropriate work opportunities through advertisements in University newsletters and the mentoring program.
		November 2016, 2017, 2018	Provide advice and support to barristers and students through Bar Association information sheets.
		November 2016, 2017, 2018	Organise and conduct a seminar for Aboriginal and Torres Strait Islander pre-law students to explain the work of a barrister and the courts, including visits to Chambers and a court sitting.
		November 2016, 2017, 2018	Identify and support First Australian law students in NSW Law Schools.
		November 2016, 2017, 2018	Consult with First Australian law students to identify areas where NSW Bar can provide, advice and guidance to enhance their career in law.
3.6 Promote positive outcomes for Australia's First Peoples through the work of the NSW Bar Association.	Executive Director NSW Bar Association	August 2017, 2018	Provide at least one continuing professional development session every year on issues relating to Indigenous legal rights, policy or practice, in conjunction with Ngalaya, the Law Society of NSW and the Judicial Commission of NSW.
		July 2017, 2018	Consult with the Board of Ngalaya as and when required on policy issues about Aboriginal lawyers and law students.
		July 2017, 2018	Consult with the Aboriginal Legal Services and Aboriginal and Torres Strait Islander lawyers to relevant policy issues.
		July 2017, 2018	Liaise with the NSW Bar Association's Human Rights Committee and Equal Opportunity Committee to maximise the potential for Aboriginal and Torres Strait Islander issues to identify relevant legal issues and where shared objectives can develop public discussion on these issues including CPD seminars.
		July 2017, 2018	Collaborate with Ngalaya to organise the National Indigenous Legal Conference when it is next held in Sydney



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Tracking and progress reporting			
Action	Responsibility	Timeline	Measurable target
4.1 Report on RAP progress to Reconciliation Australia.	Paralegal at the NSW Bar Association	30 September 2017, 2018	Complete and submit the RAP Impact Measurement Questionnaire.
		June 2018	Investigate participating in the RAP Barometer.
4.2 Report RAP achievements, challenges and learnings internally and externally	Paralegal at the NSW Bar Association	November 2016	Develop and implement systems and capability needs to track, measure and report on RAP activities.
		November 2016, 2017, 2018	Publically report our RAP achievements, challenges and learnings.
		November 2016, 2017, 2018	Provide annual updates on RAP progress to senior leaders.
4.3 Review, refresh and update RAP	Executive Director	September 2018	Liaise with Reconciliation Australia to update RAP based on learnings, challenges and achievements
		November 2018	Send draft RAP to Reconciliation Australia for formal feedback and endorsement



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Contact details

Please direct any questions about the NSW Bar Association's RAP – Megan Batchelor on (02) 9232 4055 or mbatchelor@nswbar.asn.au.