

# RECONCILIATION ACTION PLAN

DECEMBER 2022 – DECEMBER 2024







## Acknowledgement

The Community Restorative Centre (CRC) supports people interacting with the criminal justice system and aims to bring about positive change in our clients' lives. We affirm that First Nations peoples deserve the same life opportunities other people in this country enjoy and seek to provide services that effect practical and beneficial change within First Nations families and communities. We recognise that First Nations peoples have distinct identities, lores, cultures and languages, as well as totemic and kinship systems. First Nations peoples occupy a unique position in Australian society and as such the Community Restorative Centre supports self-determination and the right to work towards the establishment of treaties with state and federal governments. We celebrate the strength, resilience, and knowledge of First Nations peoples, and believe we can learn a lot by listening to and incorporating First Nations voices and perspectives into CRC's practice.





## Our vision for reconciliation

The **Community Restorative Centre's** vision for reconciliation is for a society in which all people are treated fairly and equitably, and all Australians acknowledge our nation's history of invasion, dispossession, and inequity. CRC's core business is to support people as they move out of the criminal justice system and transition back into the community. In our work we witness how First Nations peoples are over-represented in the criminal justice system and incarcerated at a disproportionate rate, and understand that the roots of this over-representation lie in the genocidal policies of the past and the intergenerational trauma arising from them, as well as the racism and inequality of opportunity First Nations peoples continue to experience. Our goal is to contribute to a significant reduction in the number of First Nations peoples incarcerated in this country.

We see that the historical oppression of First Nations peoples is ongoing and that many lands, rivers, lakes and seas are still stolen. Our hope is for a society that recognises that First Nations peoples remain the Custodians of Country and that this connection has not been broken, despite a multitude of historical and more recent attempts.

We believe that acknowledging this history of invasion and dispossession will ultimately strengthen the relationship between non-Indigenous and First Nations peoples, and that truth-telling and education are essential to achieving genuine reconciliation. We see a need to bring people together in a way that fosters understanding and mutual respect while ensuring that First Nations peoples and cultures are valued as part of our shared national identity. We attest to the importance of community, belonging, dignity and freedom for all people, and want to see First Nations voices heard, included and empowered, not only at CRC but across all organisations and levels of government, so that First Nations peoples, families and communities are afforded every opportunity for equality, justice and inclusion in mainstream society.

**CRC** community  
restorative  
centre



## Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Community Restorative Centre on the formal endorsement of its inaugural **Innovate Reconciliation Action Plan (RAP)**.

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

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

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

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

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

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

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

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

Congratulations Community Restorative Centre on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
**Reconciliation Australia**







# About the Artwork

## ‘Dancing Brolgas’ by Richard Edwards

Richard speaks of brolgas being prevalent during the wet season on his mother’s Country, Kunja in South-West Queensland. In the dry season, they begin to migrate north. Richard says that his old people didn’t teach him much about birds, yet brolgas and emus feature in many of his paintings. He connects strongly with his mother’s Country, Kunja, but also has ties to Barkindji Country (Wilcannia) on his father’s side. He speaks affectionately about his totem, the bilby, and says that he will often paint or draw bilbies, almost as a signature. He is a self-taught painter, spending years practising and perfecting his art. He thinks of his family as he paints, often imagining his mother and other family members with each dot or stroke, and asking himself ‘How would they do it?’ Richard says that

painting is emotional for him, but that it is rewarding and satisfying that his art is viewed and enjoyed by others. He spends time teaching young men in the system to paint, as many have expressed wanting to, but not knowing how.

It is an honour and privilege that Richard has provided his permission for CRC to feature ‘Dancing Brolgas’ in this document. In conversation with Richard, he also provided consent for the above information to be shared. Richard is currently incarcerated in NSW and has provided many artworks to the Boom Gate Gallery on the grounds of Long Bay Correctional Complex. He is a truly gifted artist, and it is hoped that he will continue to paint and sell his artworks after his release into the community.





# Our business



Founded in 1951, CRC is the leading community provider of specialist throughcare, post-release and reintegration programs for people leaving prison in NSW. All programs aim to reduce crime and break entrenched cycles of disadvantage, offending and imprisonment. We aim to improve our clients' quality of life by providing a range of practical and emotional supports, as well as assisting people to build genuine identities and pathways outside of the criminal justice system. CRC's geographic reach is local, metropolitan, and regional NSW. Through the work of our Advocacy, Research and Policy Unit, CRC hopes to widen its influence nationally and globally.

We currently employ 76 staff, 14 (or 18%) of whom identify as First Nations people. CRC partners with and/or works collaboratively with other not-for-profit organisations, social housing providers and government departments at local, state and federal levels in order to provide diverse services to our clients. In 2021/2022 CRC provided transitional and reintegration support to a total of 1636 people. 1486 were provided with intensive case work and 150 were supported with less intensive interventions. In addition, a total of 1527 callers were provided with information and referral.

## CRC PROVIDES THE FOLLOWING SERVICES AND PROGRAMS:

### Telephone Information and Referral Service (TIRS)

A free telephone information and referral service (TIRS) for anyone affected by the criminal justice system, including people in custody and on release from prison, family, friends and service providers.

### Court Support Scheme

CRC's Court Support Scheme (CSS) was established in 1982 and operates in local courts across the Sydney metropolitan area, Central Coast, Newcastle and Wollongong. Funded by Legal Aid NSW, CSS is available for defendants, witnesses, and victims of crime, as well as the many friends and families of those attending court. The scheme is delivered by more than 50 trained volunteers who give freely of their time to help people navigate the court system. CRC volunteers provide information on court protocol, sources of legal assistance, emotional support and referrals to other services.

### Transitional and Reintegration Service

This project provides support for First Nations men and women on release from prison who are living in the Broken Hill and Wilcannia regions. First Nations case workers provide outreach based culturally safe case management for up to 12 months post-release. This program is funded by the National Indigenous Australian's Agency

### Family Support Service

CRC's Family Caseworker provides telephone counselling and support to anyone in NSW with a family member or friend in a correctional centre. Face-to-face counselling may be available for families in the Canterbury-Bankstown Local Government Area. The service also provides some financial assistance for travel and accommodation for people on low incomes/experiencing financial hardship who need to travel significant distances to visit family or kin in a NSW Correctional Centre.

### Inner City Women's Transitional and Post Release Service

This program provides support to women on release from prison who are homeless/at risk of homelessness and returning to the Inner City area of Sydney. Case workers provide outreach case management and assist women in meeting a range of needs, including but not limited to, housing/homelessness, mental health, relationships, Alcohol and Other Drug (AOD) use, trauma, employment/training/education, child and family and debt. Support is provided for a period of up to 12 months post-release. This program is a partnership with B-Miles Women's Foundation and Detour House and is funded by the Department of Communities and Justice (DCJ).

### Nepean/Blue Mountains Transitional and Post-Release Service

This program provides support to men and women on release from prison who are homeless/at risk of homelessness and returning to the Penrith/Nepean, Blue Mountains and Hawkesbury areas. Case workers provide outreach case management and assist clients in meeting a range of needs, including but not limited to, housing/homelessness, mental health, relationships, Alcohol and Other Drug

(AOD) use, trauma, employment/training/education, family and debt. Support is provided for a period of up to 12 months post-release. This program is a partnership with Link Wentworth Housing and is funded by the Department of Communities and Justice (DCJ).

### Extended Reintegration Service (ERS)

An outreach-based case management service for men and women leaving custody with complex needs, including intellectual disability and mental illness, who are looking to live in South Western Sydney on their release from prison. This project works with people who are homeless or at risk of homelessness, have an LSI-R (risk rating) of high to medium-high and have a mental illness and/or an intellectual disability. This project is a partnership with Corrective Services NSW, South Western Sydney Area Health Service and Department of Communities and Justice - Housing and is funded by Corrective Services NSW.

### Transitional Boarding House Support

This program provides support for men and women on release from prison who are homeless/at risk of homelessness and require assistance in accessing boarding house accommodation in the Inner West of Sydney. The case worker provides outreach case management and assists clients in meeting a range of needs, including but not limited to, housing/homelessness, mental health, relationships, Alcohol and Other Drug (AOD) use, trauma, employment/training/education, family and debt. Support is provided for a period of up to 12 months post-release. This program operates in partnership the Newtown Neighbourhood Centre (NNC) and is part of NNC's Boarding House Outreach Service (BHOS). The role is funded by the Department of Communities and Justice (DCJ).



## Pathways Home

An outreach-based case management support program supporting young people aged 10-24, residing in Western Sydney and First Nations young people in Central Eastern Sydney who have been involved with the criminal justice system and require support in relation to their drug and/or alcohol use. Support is provided for a period of 12 months post-release. This program is funded by Western Sydney Primary Health Network and Central Eastern Primary Health Network.

## Miranda Project

A gender-specific program working with people who identify as female who are at risk of both domestic violence and criminal justice system involvement. The Miranda Project assists vulnerable women attending court, on community orders or exiting prison. The project aims to halt the increase in the women's prison population through the provision of genuine support and the development of alternative pathways within the community. The Miranda Project was funded in 2017 by Women NSW, with five specialist case workers and one support worker, including two First Nations case workers. The program provides holistic support including: casework, group activities, access to victims counselling and connections with other key services.

## Reintegration Housing Support Program (RHSP)

This program provides support to men and women on release from prison who are homeless or at risk of homelessness and seeking support in: Inner City Sydney (Strawberry Hills), Western Sydney (Mt Druitt), South Western Sydney (Liverpool), Illawarra (Coniston), Hunter (Newcastle), Western NSW (Dubbo). Case workers assist clients in meeting a range of needs, including but not limited to, housing/homelessness, mental health, relationships, Alcohol and Other Drug (AOD) use,

trauma, employment/training/education, child and family, and debt. Support is provided for a period of up to 12 months post-release. This program operates from six Department and Communities and Justice (DCJ) Housing locations – Strawberry Hills, Liverpool, Mt Druitt, Newcastle, Dubbo and Coniston and is funded by the Department of Communities and Justice (DCJ).

## Transitional AOD Project

An outreach-based Alcohol and Other Drugs service for all genders with a history of involvement in the criminal justice system, providing pre-release and outreach drug and alcohol support to people exiting NSW Correctional Centres. The service provides regular individual counselling appointments for up to 12 months, focusing on drug and/or alcohol issues for people who have a history of involvement with the criminal justice system who may experience barriers in accessing mainstream AOD support. Priority access is provided to people with cognitive impairment (including Acquired Brain Injury, Foetal Alcohol Spectrum Disorder), Intellectual disability, people with mental illness, First Nations people, and women with dependent children. The project is funded by Central and Eastern Sydney Primary Health Network (CESPHN), Western Sydney Primary Health Network, South Western Sydney Primary Health Network (SWSPHN) and NSW Health.

## Jailbreak Health Project

This project focuses on reducing the risk of transmission of HIV, Hepatitis and Sexually Transmissible Infections. One component of the project is "Jailbreak" – a weekly half hour to one-hour radio program for people in prison, their families and supporters. Jailbreak provides information on criminal, prison and health issues as well as connecting people in prison to the community through their stories, music and poetry. Jailbreak seeks to raise community awareness about prison as well as providing support and referrals for those affected by the criminal justice system.

## Music and Arts Program

This project provides song writing and arts workshops inside select NSW prisons and community-based workshops for people at risk of criminal justice system involvement. The project engages professional songwriters and artists to support, teach and mentor people in prison, and on release, and partners with other music and arts providers to facilitate access. The Post-Release Music and Arts project works to: Develop unique creative opportunities for vulnerable populations who have frequently been unable to access mainstream opportunities, create meaningful community pathways after prison for people with long histories of disadvantage, facilitate the development of identity and sense of belonging outside of criminal justice settings, facilitate paid work opportunities in creative industries, reduce social isolation and other risk factors that frequently contribute to ongoing criminal justice system involvement and make really beautiful art and music. The program is funded through various grants and sponsorship.

## Paper Chained

Paper Chained is a journal of writing and artistic expressions from individuals affected by incarceration that was founded in 2017. Paper Chained is a free, not-for-profit publication funded primarily through CRC since April 2022. It is currently distributed to incarcerated people in Australia, New Zealand, the United Kingdom and the United States who have submitted contributions, requested copies or been referred by friends. The journal is published four times per year at present.

### Our staff are based at the following office sites:

- CRC Head Office – Canterbury NSW
- Penrith/Nepean/Blue Mountains Transitional and Reintegration Service – co-located with Wentworth Housing, Penrith NSW
- The Miranda Project – co-located with Penrith Women's Health Service, Penrith NSW
- The Reintegration Housing Support Program (RHSP) – co-located at NSW Department of Communities and Justice (DCJ) Housing offices in Strawberry Hills, Liverpool, Mt Druitt, Coniston, Newcastle and Dubbo
- Transitional and Reintegration Service – Broken Hill, NSW
- Transitional and Reintegration Service – Wilcannia, NSW



# Our RAP

CRC is committed to ensuring that we provide culturally safe and appropriate services to continue to provide specialised support to First Nations peoples in our communities of work, with the goal of contributing to a reduction in the numbers of First Nations people in prison. This work also extends to driving change through research, advocacy, valuing the strengths and contributions of First Nations peoples, diversity and inclusion.

CRC provides support to First Nations peoples due to the over-representation within the criminal justice system, in prisons and the unjust targeting of police. With a heavy heart, we acknowledge Aboriginal deaths in custody and the inexcusable rate at which they continue to occur, despite the 1991 *Royal Commission into Aboriginal Deaths in Custody*. We believe that continued First Nations overrepresentation reflects systemic and structural racism.

We envisage that our Innovate Reconciliation Action Plan (RAP) will build on the existing strengths of our organisation by providing a framework for expansion, advancing reconciliation within our organisation and our unique sphere of influence. The Innovate RAP development process has provided an opportunity for CRC to reflect on the organisation’s reconciliation journey to date, whilst also identifying key areas for improvement and development.

CRC has demonstrated a consistent commitment to the employment of First Nations peoples (a minimum of 20 per cent of staff) to ensure continued representation across our organisational structure and that our clients are provided support that is culturally safe and appropriate. We are honoured to have the knowledge and wisdom of our First Nations staff, who always ensure that cultural safety is at the front and centre of all our programs. Moving forward, our commitment will extend to CRC’s Board of Directors and ensuring that 25% of board positions are held by First Nations peoples.

CRC acknowledges the importance of developing and maintaining relationships with First Nations organisations and stakeholders to be able to meaningfully provide support for First Nations individuals, families and communities affected by the criminal justice system. CRC has established relationships with at least 40 identified First Nations organisations and stakeholders across Sydney Metropolitan Area and regional NSW, including formal partnerships and consultancy relationships such as The National Indigenous Australians Agency and Big River Connections.

As an organisation, we recognise the importance of significant dates for First Nations peoples, including but not limited to, National Reconciliation Week, Mabo Day, and Sorry Day. Significant dates are always acknowledged on social media platforms and internally amongst staff. Similarly, NAIDOC Week is celebrated by all staff at CRC and attendance at community events is promoted and encouraged by our CEO and Management Team. CRC also strives to ensure staff representation at NAIDOC events within NSW Correctional Centres each year.

CRC’s Innovate RAP is endorsed by the Board of Directors, CEO, and Management Team. Our RAP Working Group (RAPWG) is comprised of 15 members of staff across the organisation who are passionate about reconciliation. Miranda Project Senior Case Worker and proud Gumbayngirr woman, Gail Gray and Team Leader – Sydney Metro Transition Programs, Claire McMahon lead our RAPWG as co-chairs.

Alison Churchill – Chief Executive Officer and Michelle Bryant – Program Director: Operations and Service Delivery are the organisation RAP Champions, with the support of Cassandra Kang – Strategic Development Manager. Together, our RAP Champions will ensure the implementation of our RAP commitments and will continue to promote reconciliation as an organisational priority.

CRC has ensured First Nations representation within our RAPWG by inviting all members of staff who identify as First Nations peoples to be members. Currently, 4 members of the RAPWG identify as First Nations people representing nations Gumbayngirr, Wiradjuri, Wilyakali, and Barkindji.

## Members of the CRC RAPWG are as follows:

- Alison Churchill** – Chief Executive Officer
- Michelle Bryant** – Program Director: Operations and Service Delivery
- Cathy Saunders** – Human Resources Manager
- Cassandra Kang** – Strategic Development Manager
- Claire McMahon** – Team Leader, Sydney Metro Transition Programs
- Gail Gray** – Senior Case Worker, Miranda Project
- Kelly Parker** – Manager, Reintegration Housing Support Program
- Kym Bugmy** – Transition Worker, Transitional and Reintegration Service (Broken Hill)
- Terina King** – Transition Worker, Transitional and Reintegration Service (Broken Hill)
- Foketi Thornycroft** – Team Leader, Transitional and Reintegration Service (Wilcannia)
- Bianca Amoranto** – Senior AOD Transition Worker, Transitional AOD Project
- Chris Sheppard** – AOD Transition Worker, Transitional AOD Project
- Kate Pinnock** – Project Coordinator, Jailbreak Health Project
- Susan Hawkeswood** – Family Case Worker
- Emma Cardwell** – Case Worker, Miranda Project

We also wish to extend our thanks to previous First Nations employees who contributed to the development of this RAP as part of the RAP Working Group during their period of employment– Elizabeth Wymarra (Gudang/Yadhaykenu/Wakaith) and Christine Barber.





## RELATIONSHIPS

The development of lasting and safe relationships with First Nations peoples is at the core of our operational activities and is vitally important to our organisation, our staff and, most importantly, to all the First Nations peoples who put their trust in us to walk beside them on their journey after prison. Relational case management is at the centre of our best practice model and relationship development between staff and client is imperative to a client's meaningful engagement in our services and programs. We believe that this is especially important when providing support and empowering First Nations peoples, due to a need to establish genuine connection, trust, and cultural safety. We acknowledge that our work extends far beyond an individual and that building connection is also vital for the healing and empowerment of a family and community. Community connection and engagement is particularly crucial for First Nations staff who are living and working within their community, and for the effective support of First Nations clients. For these staff members, community embeddedness is integral to their intertwined role as both a community member and CRC staff member.

Establishing, developing, and strengthening relationships with First Nations organisations and stakeholders is essential in ensuring that CRC can continue to provide specialised, effective, targeted, and culturally safe programs. This extends to the formulation of an Aboriginal Reference Group, consultation, working groups, interagency forums, research and board representation. Often, our staff act as a conduit of communication in relation to the specific needs of First Nations individuals, families, and communities within multiple intersecting systems, including justice, health, housing, and child protection. Due to CRC's established position within the criminal justice sphere, we acknowledge that through engagement and partnerships our organisation can contribute to the capacity building of relevant stakeholders in effectively meeting the needs of First Nations peoples impacted by the criminal justice system.





## RELATIONSHIPS

1

**Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations**

Action	Deliverable	Timeline	Responsibility
	Develop list of existing key First Nations stakeholders and identify opportunities to build and strengthen stakeholder relationships in community.	March 2023	HR Manager
	Meet with local First Nations stakeholders and organisations in our communities of work to develop guiding principles for future engagement.	June 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Strategic Development Manager, First Nations Staff, Advocacy, Research and Policy Unit (ARPU)
	Meet with local First Nations stakeholders and organisations in our communities of work to inform practice.	Monthly, <b>Review progress:</b> February, July 2023, 2024	<b>Lead:</b> Program Director - Operations and Service Delivery <b>Support:</b> Management Team, Service Delivery Staff
	Continue to engage with local First Nations stakeholders and organisations in our communities of work.	Monthly, <b>Review progress:</b> February, July 2023, 2024	<b>Lead:</b> Program Director – Operations and Service Delivery <b>Support:</b> Management Team, Service Delivery Staff
	Each program to be led by Program Manager to develop and implement an engagement plan to work with First Nations stakeholders and organisations through regular consultation, attendance at interagency meetings and facilitation of working groups.	June 2023	<b>Lead:</b> CEO, Advocacy, Research and Policy Unit (ARPU) <b>Support:</b> Management Team, Service Delivery Staff
	Ensure that all staff will connect with First Nations stakeholders by meeting in person to facilitate the development of meaningful connections and culturally respectful relationships.	Monthly, <b>Review progress:</b> February, July 2023, 2024	<b>Lead:</b> Program Director – Operations and Service Delivery <b>Support:</b> Management Team, Service Delivery Staff
	Consult with First Nations Staff and key stakeholders to enhance our knowledge and skillset to ensure staff are supported to continue to work in a respectful and culturally appropriate way in all aspects of their role. Supportive mechanisms include supervision, cultural competency training and staff feedback.	June 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> First Nations Staff
	Continue to engage an Aboriginal Reference Group (ARG) as part of all research projects and ensure that they are fully resourced.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO, Program Director –Advocacy, Research and Policy Unit
	Support and encourage First Nations staff to engage with their communities within the scope of their roles.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, First Nations Staff



## RELATIONSHIPS

2

**Build relationships through acknowledging and celebrating Sorry Day and National Reconciliation Week (NRW)**

Action	Deliverable	Timeline	Responsibility
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27th May – 3rd June 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Administration
	RAP Working Group members to participate in an external NRW event.	27th May – 3rd June 2023, 2024	RAPWG Co-Chairs
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27th May – 3rd June 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Staff to participate and contribute to the organising of at least one NRW event each year.	27th May – 3rd June 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff, Administration Assistant
	Acknowledge Sorry Day and NRW (including Anniversary of the census and Mabo Day) publicly and promote via organisation social media account i.e. Facebook.	26th May – 4th June 2023, 2024	Administration Assistant
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	HR Manager





## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
	Implement strategies to engage our staff in reconciliation.	<b>Review:</b> March, September 2023, 2024	CEO
	Include the RAP as a standing agenda item for all monthly team meetings and bi-monthly staff meetings.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> Program Director – Operations and Service Delivery
	Support and encourage staff to challenge racism/discrimination/injustices and advocate for the acknowledgment of First Nations clients' ongoing experience and impact of colonisation.	December 2024 <b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Continue to advocate for changes to systems that perpetuate racism and discrimination through our ARPU.	<b>Review:</b> March, September 2023, 2024	CEO, Manager Advocacy Research and Policy Unit (ARPU)
	Communicate our commitment to reconciliation publicly, including in all Annual Reports, CRC website and social media platforms.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Administration Assistant
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2024 <b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Inform and educate external stakeholders of best practice in advocating and supporting First Nations people in contact with the criminal justice system when attending consortium or partnership meetings.	December 2024 <b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Continue to connect, work with and share ideas with other throughcare providers who provide support to First Nations people nationally by attending regular meetings.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Staff to attend reintegration conferences as guest speakers, participate in panels and promote reconciliation through criminal justice work.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Continue to draw on standards of best practice as evidenced by Universities and Aboriginal Health Medical Research Centre (AHMRC) when designing, reviewing and implementing services, programs, advocacy and research in working with First Nations individuals, families and communities.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Advocacy, Research and Policy Unit (ARPU)
	Collaborate with RAP and other likeminded organisations to develop ways to advance reconciliation.	December 2024 <b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> RAP Champion, Management Team, Service Delivery Staff

3

Promote reconciliation through our sphere of influence



## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	HR Manager
	Engage with First Nations staff and advisors to consult on our anti-discrimination policy.	December 2023	HR Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2023	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Create a workplace environment in which staff feel safe and empowered to report instances of discrimination, inequity, and injustice in relation to staff and/or clients through the development/ review of policies, procedures, and internal reporting mechanisms.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Administration
	Explore training opportunities for senior staff to be further educated on the effects of racism and for that knowledge to be filtered to all staff.	December 2023	<b>Lead:</b> HR Manager <b>Support:</b> Management Team, Service Delivery Staff
	Explore lateral violence training opportunities for all staff.	December 2023	<b>Lead:</b> HR Manager <b>Support:</b> Management Team

4

Promote positive race relations through anti-discrimination strategies





## RESPECT

Respect for First Nations cultures, histories, knowledge and rights is at the forefront of our service delivery, and aligns with our organisation's key values. CRC's core business is supporting people involved with the criminal justice system, and the shameful over-incarceration of First Nations people in this country means that First Nations people make up a significant proportion of our clients.

Seeing the importance of cultural connection to our First Nations clients and staff and learning about the diversity of their histories and experiences has helped us gain an understanding of the richness of Aboriginal and Torres Strait Islander cultures. As an organisation, we have deep respect for the generosity both staff and clients have showed in sharing their life stories and wisdom, and our non-Indigenous staff are committed to an ongoing process of listening, learning, acknowledging and truth-telling.

We recognise that family, kinship systems, language, spirituality, culture and connection to Country (including waters) are intertwined and underpin every aspect of how First Nations people live their lives. We celebrate the strength, dignity and successes of the people we work with who have turned their lives around, despite their backgrounds of disadvantage and discrimination arising from our country's history of colonisation and dispossession.

We appreciate that true equality and respect require action and strive not only to support healing for our clients individually, but also to advocate for the rights of all First Nations people caught up in the criminal justice system.



## RESPECT

Action	Deliverable	Timeline	Responsibility
	Develop an advisory group of First Nations staff and external advisors (including local Traditional owners) from the areas in which CRC's programs are located to inform the organisation's cultural learning strategy and its implementation.	June 2023 <b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> First Nations Staff
	Conduct an annual review of all cultural learning needs within our organisation, including introducing provisions for feedback to inform reviews.	March 2023, 2024	HR Manager, Program Director – Operations and Service Delivery
	Cultural learning needs of all staff (including HR, RAPWG members, key leadership staff) to be incorporated into staff performance/probation reviews, providing an opportunity for staff to participate in the formal and structured cultural learning that is required.	June 2023 <b>Review :</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Program Managers, Program Directors
	All continuing staff to attend cultural competency training at a minimum of every 2 years to encourage ongoing learning as per current core training register.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team, Service Delivery Staff
	Embed compulsory cultural awareness and competency training for all new staff within the probationary period. Face-to-face training is preferred and encouraged. Training to be online due to increased accessibility.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	All staff to identify, monitor and communicate their own cultural learning needs during supervision with direct line manager, probation reviews and annual performance reviews.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Engage in ongoing consultation with First Nations staff (steering committee) in relation to the organisation's cultural learning needs, including relevance/appropriateness/effectiveness of cultural learning and development.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team, First Nations Staff
	Develop, implement and communicate a cultural learning strategy for our staff and volunteers.	March 2023 <b>Review :</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Senior Management Team, First Nations Advisory Group
	Provide opportunities for RAP Working Group members, HR and other key leadership staff to participate in formal and structured cultural learning.	March 2023 <b>Review :</b> March, September 2023, 2024	HR Manager
	Develop and implement a cultural awareness element to Staff Induction processes for all new staff.	March 2023 <b>Review :</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Continue to ensure that all members of CRC's Board of Directors engage in cultural awareness training.	<b>Review:</b> March, September 2023, 2024	CEO
	Provide opportunities for all staff to engage in cultural immersion activities.	June 2023 <b>Review :</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team

### 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning





## RESPECT

6

**Demonstrate respect to First Nations peoples by observing cultural protocols**

Action	Deliverable	Timeline	Responsibility
	Increase understanding for all staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	June 2023	<b>Lead:</b> CEO <b>Support:</b> RAP Champion
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2023	<b>Lead:</b> CEO <b>Support:</b> First Nations Staff, RAPWG
	Invite Elder to speak with all staff about the purpose and significance of cultural protocols to coincide with the introduction of CRC's developed cultural protocol document.	June 2023	<b>Lead:</b> CEO <b>Support:</b> First Nations Staff, RAPWG
	Deliver an Acknowledgement of Country at all internal/external meetings, workshops, training, interagency meetings and job interviews.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Service Delivery Staff
	Incorporate CRC's cultural protocol document into the induction training module.	June 2023	HR Manager
	Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including AGM, launches and events (including NAIDOC).	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> RAPWG
	Build confidence in staff to deliver Acknowledgement of Country at the commencement of team meetings, increasing their understanding of cultural protocols.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team, Senior Workers
	Demonstrate understanding of the importance of participation in Sorry Business by supporting both First Nations staff and clients to engage in cultural practices and protocols associated with the death of a family or community member.	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> HR Manager, Management Team, Service Delivery Staff



## RESPECT

7

**Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week**

Action	Deliverable	Timeline	Responsibility
	RAPWG to participate in an external NAIDOC week event.	First week in July 2023, 2024	RAPWG Co-Chair
	Promote and encourage staff participation in external NAIDOC Week events, including custodial settings and other culturally significant celebrations.	First week in July 2023, 2024	RAPWG Co-Chair
	In consultation with individual staff members, acknowledge the contributions and achievements of First Nations staff during NAIDOC week.	First week in July, 2023, 2024	Program Director - Operations & Service Delivery
	Sustain the relationship between CRC and Regional Aboriginal Program Officers (RAPO) within CSNSW to assist in the facilitation of CRC staff attendance at NAIDOC events in custodial settings.	<b>Review:</b> March, September 2023, 2024	RHSP Project Development Worker
	Facilitate an internal online NAIDOC event for all staff to attend, participate and contribute.	First week in July, 2023, 2024	<b>Lead:</b> CEO, Administration <b>Support:</b> RAPWG
	Incorporate NAIDOC theme and emblem in email signatures for all staff throughout NAIDOC week.	First week in July, 2023, 2024	<b>Lead:</b> IT Manager <b>Support:</b> RAPWG,
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<b>Review:</b> March, September 2023, 2024	HR Manager





## RESPECT

8

**Demonstrate respect for First Nations staff through the implementation of culturally safe workplace practices**

Action	Deliverable	Timeline	Responsibility
	Provide an opportunity for First Nations staff to engage in monthly Clinical Supervision facilitated by an external First Nations facilitator.	<b>Review:</b> March, September 2023, 2024	CEO, HR Manager
	Ensure the inclusion of and consultation with First Nations staff in relation to policy review, evaluations, program development and service delivery frameworks.	<b>Review:</b> March, September 2023, 2024	HR Manager, CEO, Administration, Manager: Advocacy, Research and Policy Unit, Strategic Development Manager, Independent evaluators
	Develop Cultural Leave Policy that formally enables First Nations staff to participate in Sorry Business and/or to meet family or community obligations.	September 2023	CEO, HR Manager
	Demonstrate awareness, understanding and appreciation of the additional responsibilities that First Nations staff experience that extend beyond standard working hours (including assisting/advising non-Indigenous colleagues, living and working on Country or in community) and ensure that First Nations staff are supported with flexible and empathic management.	<b>Review:</b> March, September 2023, 2024	CEO, HR Manager
	Develop a Diversity and Inclusion Policy with specific reference to First Nations peoples.	September 2023	CEO, HR Manager
	Review and update existing policies to ensure diversity and inclusion with specific reference to First Nations peoples.	<b>Review:</b> July 2023, 2024	Administration Manager



## RESPECT

9

**Embed respect for First Nations clients, families and communities within our service delivery**

Action	Deliverable	Timeline	Responsibility
	Explore opportunities for staff to engage in specialised Intergenerational Trauma training to increase awareness and understanding of the impact of intergenerational trauma on clients, families, and communities.	December 2023	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Provide additional learning opportunities for staff to expand upon their understanding of intergenerational trauma and its effects by providing cultural consultation and peer support.	<b>Review:</b> March, September 2023, 2024	CEO
	Frontline staff to facilitate opportunities for clients to engage in cultural immersion activities.	<b>Review:</b> March, September 2023, 2024	CEO
	Provide opportunities for cultural consultation for non-Indigenous staff supporting First Nations clients.	<b>Review:</b> March, September 2023, 2024	HR Manager
	Explore funding opportunities to facilitate First Nations client engagement in cultural immersion activities and/or travel to Country.	<b>Review:</b> March, September 2023, 2024	Strategic Development Manager
	Ensure that service delivery is accessible, flexible, responsive, and safe for First Nations clients, and that cultural values, strengths and differences are recognised and incorporated into the delivery of all CRC programs. This will be achieved through independent evaluations, consultation with First Nations staff and key stakeholders, feedback and sustained client engagement.	December 2023 <b>Review:</b> March, September 2023, 2024	CEO
	Ensure that First Nations leadership, engagement and partnership is part of the planning, delivery, evaluation and measurement of programs by utilising an Aboriginal Reference Group as part of the evaluation process, ensuring First Nations representation within the CRC Advocacy, Research and Policy Unit (ARPU) and ongoing consultation with First Nations staff.	March 2023 <b>Review :</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Manager - Advocacy, Research and Policy Unit, Program Director - Operations and Service Delivery, Management Team





## OPPORTUNITIES

With a significant proportion of our clients being First Nations, CRC has built a commitment to providing opportunities for First Nations peoples into our organisational structure and service delivery model. In order to support our clients in a culturally safe and appropriate way, we undertake to employ at least 20 per cent First Nations staff across our programs. To facilitate this goal, we have modified our recruitment process to incorporate identified roles in funding proposals, so that program teams include First Nations staff across the organisation, not just in First Nations-specific programs.

We believe our existing First Nations staff members have a vital role to play in assisting the organisation to recruit in a culturally sensitive and respectful way, and that their experience, knowledge and perspectives will help CRC to provide access to genuine employment opportunities. This ongoing commitment to a workforce that incorporates a meaningful number of First Nations staff members means that CRC's First Nations clients will have access to a culturally safe program model that results in increased positive outcomes. We are working towards First Nations representation in every area of the organisation – including our Board of Directors and Senior Management – as well as in relation to research, program design and policy development. We also recognise that supporting First Nations businesses is fundamental to providing real opportunities and are building this into our procurement process.

CRC will build on existing practices to support the retention of First Nations staff, including providing opportunities for ongoing professional development, cultural and clinical supervision with a First Nations facilitator and an empathic management style that recognises the additional responsibilities placed on First Nations staff who work in community. First Nations staff are also provided with a platform to advocate on issues of importance to them, including engaging in research projects and presenting at external workshops and conferences. Additionally, CRC offers opportunities for First Nations students, particularly those with a criminal record, to have access to placements and/or traineeships.

Finally, CRC believes that the key to recruiting and retaining our talented First Nations staff is a culture of inclusivity that offers rewarding roles to Aboriginal and/or Torres Strait Islander people and genuinely values their important contribution to our vision of a significant reduction in the number of First Nations people incarcerated in NSW.



## OPPORTUNITIES

### 10

#### Improve employment outcomes by increasing First Nations recruitment, retention and professional development

Action	Deliverable	Timeline	Responsibility
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities	<b>Review:</b> March, September 2023, 2024	HR Manager
	Develop and implement a First Nations recruitment, retention and professional development strategy	March 2023 <b>Review :</b> March, September 2023, 2024	HR Manager
	Engage with existing First Nations staff to build understanding of best practice in relation to recruitment, employment, retention and professional development opportunities	March 2023 <b>Review :</b> March, September 2023, 2024	HR Manager
	Continue to increase the number of First Nations staff employed at CRC and maintain commitment to a minimum of 20% of staff identifying as Aboriginal and/or Torres Strait Islander people	<b>Review:</b> March, September 2023, 2024	CEO, HR Manager, Program Director - Operations and Service Delivery
	Continue to seek funding for Identified Positions and ensure the inclusion of Identified Positions at all levels of the organisation in all funding submissions	<b>Review:</b> March, September 2023, 2024	CEO, Strategic Development Manager
	Reduce barriers for First Nations TAFE and university students who have a history of criminal justice system involvement by providing opportunities for work placement and/or traineeships for a minimum of 2 students per year and prioritising these expressions of interest	<b>Review:</b> March, September 2023, 2024	Strategic Development Manager
	Investigate funding sources to support the recruitment and resourcing of First Nations court support volunteers within Court Support Scheme	December 2023	Court Support Coordinator, Manager - Information and Family Support
	Provide training opportunities for the management team to develop an understanding of cultural loading and equip them with practical tools to support First Nations staff.	<b>Review:</b> March, September 2023, 2024	CEO, HR Manager





## OPPORTUNITIES

10

(continued)

**Improve employment outcomes by increasing First Nations recruitment, retention and professional development**

Action	Deliverable	Timeline	Responsibility
	Advertise job vacancies to effectively reach First Nations stakeholders including the use of suitable language, imagery, cultural workplace benefits and salary information	<b>Review:</b> March, September 2023, 2024	HR Manager
	Continue to appoint a First Nations independent panel member for interviews for all Identified Positions and other roles where possible	<b>Review:</b> March, September 2023, 2024	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace	<b>Review:</b> March, September 2023, 2024	HR Manager
	Provide professional development opportunities for First Nations staff to progress into leadership roles, including mentoring and training	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> HR Manager <b>Support:</b> Management Team
	Encourage and facilitate the attendance of First Nations staff at relevant conferences, including speaking opportunities	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Management Team
	Honour the existing knowledge and experience of First Nations staff and continue to provide opportunities for them to partner with places of education and engage in research, including participation in Aboriginal Reference Groups (ARG)	<b>Review:</b> March, September 2023, 2024	CEO, Manager - Advocacy, Research and Policy Unit



## OPPORTUNITIES

11

**Increase First Nations supplier diversity to support improved economic and social outcomes**

Action	Deliverable	Timeline	Responsibility
	Develop and implement a First Nations procurement strategy, including the development of a directory of preferred providers	June 2024 <b>Review:</b> June, December 2023	Administration Manager
	Develop commercial relationships with First Nations businesses	<b>Review:</b> March, September 2023, 2024	CEO, Administration Manager
	Commitment to supporting local First Nations businesses in communities of work, specifically in remote and regional areas by developing a list of local First Nations businesses/suppliers and prioritising the procurement of goods and services from local businesses	<b>Review:</b> March, September 2023, 2024	CEO, Administration Manager
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses	<b>Review:</b> March, September 2023, 2024	CEO, Administration Manager
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff	<b>Review:</b> March, September 2023, 2024	CEO, Administration Manager
	Investigate Supply Nation membership	July 2023	Administration Manager

12

**Provide opportunities for First Nations people in the fulfilment of roles on CRC's Board of Directors**

Action	Deliverable	Timeline	Responsibility
	Maintain a minimum of 25% First Nations representation on CRC's Board of Directors and utilising existing community relationships to seek expressions of interest	<b>Review:</b> September 2023, 2024	CEO
	Investigate leadership pathways to support First Nations people to occupy Board positions	March 2023 <b>Review :</b> September 2023, 2024	CEO
	Engage in targeted and culturally appropriate recruitment to effectively appoint First Nations people to Board of Directors	<b>Review:</b> September 2023, 2024	CEO





## GOVERNANCE

13

**Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP**

Action	Deliverable	Timeline	Responsibility
	Maintain First Nations representation on the RAPWG	<b>Review:</b> March, September 2023, 2024	RAPWG Co-Chairs Chairs
	Invite new First Nations members of staff to join RAPWG	Within 2 weeks of commencement of employment	
	Review : March, September 2023, 2024	RAPWG Co-Chairs	
	Encourage staff members to engage in and participate in the RAPWG	<b>Review:</b> March, September 2023, 2024	<b>Lead:</b> RAPWG Co-Chairs, <b>Support:</b> Management Team
	Establish and apply a Terms of Reference for the RWG	March 2023	RAPWG Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation	March, June, September, December 2023, 2024	RAPWG Co-Chairs

14

**Provide appropriate support for effective implementation of RAP commitments**

	Define resource needs for RAP implementation	May 2023	CEO
	Engage our senior leaders, staff and stakeholders in the delivery of RAP commitments	<b>Review:</b> March, June, September, December 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Program Director: Operations and Service delivery
	Define and maintain appropriate systems to track, measure and report on RAP commitments	February 2023 <b>Review :</b> June, December 2023, 2024	<b>Lead:</b> CEO <b>Support:</b> Administration Manager
	Maintain an internal RAP Champion from senior management as documented in Terms of Reference	June 2023	CEO



## GOVERNANCE

15

**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally**

Action	Deliverable	Timeline	Responsibility
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2023 2024 and annually	<b>Lead:</b> RAPWG Co-Chair <b>Support:</b> Administration Manager
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2023, 2024 and annually	<b>Lead:</b> RAPWG Co-Chair <b>Support:</b> Administration Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2023, 2024 and annually	CEO, Program Director: Operations
	Report RAP progress to all staff, senior leaders and stakeholders quarterly	March, June, September, December 2023, 2024	<b>Lead:</b> RAP Champion, RAPWG Co-Chairs <b>Support:</b> RAPWG
	Publicly report our RAP achievements, challenges and learnings, annually	November 2023, 2024	CEO, RAPWG Co-Chairs, RAP Champion, Administration Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2023	HR Manager

16

**Continue our reconciliation journey by developing our next RAP**

	Register via Reconciliation Australia's website to begin developing our next RAP	September 2023	RAPWG Chairs
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	September 2023	CEO, Program Director: Operations and Service Delivery



