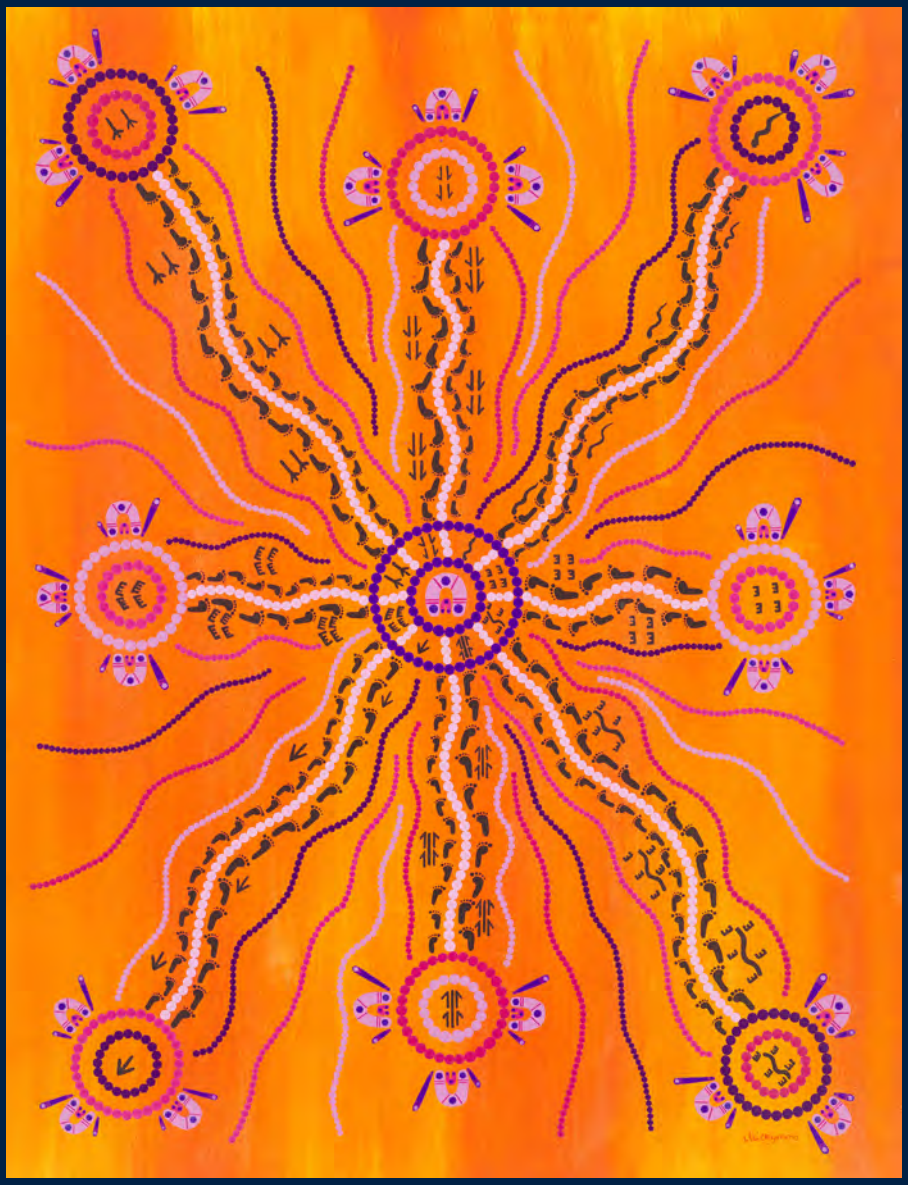


Innovate Reconciliation Action Plan

May 2026 – May 2028

Victorian Legal Services
BOARD + COMMISSIONER

RECONCILIATION ACTION PLAN
INNOVATE



‘Storytelling Teachers’, by Narungga artist Mickeymoo

The painting shows the knowledge we are taught by women in our lives, who teach all the children the different animal tracks that are made and how to find and hunt them. The women in our culture are our most important teachers and storytellers who pass on the knowledge their Elders passed on to them, to show the future generation how important women and their strengths are, to continue to pass on to generations to come, keeping First Nations Peoples’ knowledge alive and strong.

TORCH

This artwork was created through The Torch, a not-for-profit organisation that provides art, cultural and arts industry support to First Nations people currently in, or recently released from, Victorian prisons.

Acknowledgement

We would like to acknowledge and express our thanks for the support we received in developing this Innovate Reconciliation Action Plan. We thank our consultants from NJAC, Alicia, Nadu and Paula; Victoria Legal Aid’s Executive Director, First Nations Services, Ash Morris; and the team at Reconciliation Australia for their expert knowledge, guidance and considered feedback which were invaluable in helping us to finalise this document.

Aboriginal and Torres Strait Islander people should be aware that this document contains the names of deceased persons.

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Victorian Legal Services Board + Commissioner

Level 27, 500 Bourke Street
Melbourne Victoria 3000

A message from our CEO and Commissioner, Fiona McLeay

We are pleased to embark on our second Reconciliation Action Plan, endorsed by Reconciliation Australia and shaped through conversations, learning, and the generous guidance of First Peoples-owned consultancy, NJAC. Following the completion of our foundational plan, this two-year plan is designed to implement lasting change towards reconciliation with First Peoples.



Our Reconciliation Action Plan represents a commitment to walking a more deliberate, respectful and collaborative path with First Peoples. It is both a statement of intent and a practical roadmap — one that acknowledges the truths of our shared history and how much there is to be done to improve how we think, work, and lead the Victorian legal sector.

It outlines the steps we will take to build awareness and cultural capability inside and outside our organisation, as well as how we will create meaningful opportunities towards a more just and equitable future for First Nations communities across Victoria.

Importantly, it harnesses our influence as a leader in the legal sector in Victoria to improve access to justice for First Peoples.

Structural disadvantage and systemic injustice continue to impact on First Peoples communities across Victoria. As the regulator of the legal profession, we recognise our responsibilities and our unique sphere of influence to drive meaningful change, with the needs of First Peoples and their self-determination at the centre.

Reconciliation is not a single milestone but an ongoing journey. It asks us to listen deeply, to reflect with humility, and to act with integrity. It challenges us to recognise the strength and sovereignty of First Peoples, and to ensure that our work is grounded in genuine partnership, cultural understanding, and respect.

The Victorian Legal Services Board and Commission (VLSB+C) Reconciliation Action Plan Working Group and I are committed to leading this journey. We encourage you to join us.

Fiona McLeay

Victorian Legal Services Board CEO and Commissioner

A statement from CEO of Reconciliation Australia, Karen Mundine



First Innovate RAP

Reconciliation Australia commends Victorian Legal Services Board and Commissioner 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 Victorian Legal Services Board and Commissioner 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, Victorian Legal Services Board and Commissioner 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Victorian Legal Services Board and Commissioner is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Victorian Legal Services Board and Commissioner'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 Victorian Legal Services Board and Commissioner on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is that First Peoples communities across Australia no longer need to fight for equal rights, but can expect them in everyday life. Through our advocacy, the examples we set and the influence we have on the legal profession in other jurisdictions, we will be a role model for reconciliation in Victoria and show the nation what is possible when we listen to and work with First Peoples.



Our business

The VLSB+C is the independent regulator of the legal profession in Victoria, a statutory body accountable to the Victorian Parliament with the Attorney-General as the responsible minister.

We have several core functions. We protect and empower consumers of legal services and work to support public trust and confidence in the legal profession. We resolve complaints about lawyers, investigate their poor conduct and oversee the management of their trust accounts. We license lawyers and help them to achieve the highest standards of ethics and legal practise. We are also the steward of the Public Purpose and Fidelity Funds, which support legal regulation and access to justice in Victoria.

We are located in the CBD of Melbourne / Naarm on Wurundjeri Woi Wurrung Country; our work stretches across all of the First Peoples' Countries of Victoria. We have around 270 staff, with one staff member identifying as First Peoples, at the time of preparing this RAP.

In Victoria we have significant spheres of influence as the regulator of the legal profession, and we also have some level of influence with legal regulators both interstate and overseas. VLSB+C seeks to show leadership in reconciliation and to actively encourage others to join.



Our reconciliation journey

We began our reconciliation journey in 2023 with the guidance and support of NJAC, a First Peoples-owned consultancy. They consider that genuine understanding of, and authentic contribution to, reconciliation require our decision-makers to participate in Truth-telling training.

Early in our reconciliation journey we recognised that a truly fair and equitable justice system requires genuine efforts to work towards reconciliation by walking alongside First Peoples Australians.

We also recognised that our unique responsibilities as the legal regulator, together with our important role in funding access to justice in Victoria, places us in a powerful position to influence positive change from within the legal sector.

We launched our first endorsed Reflect RAP in March 2024, after a thoughtful process involving our staff. A Reflect RAP has 12 actions and 30 mandated deliverables. We decided to extend our RAP commitment to include an extra action and 17 additional deliverables across the themes of Relationships, Respect, Opportunities and Governance.



Case Study: Truth-telling

NJAC facilitated the first two immersive Truth-telling training sessions for our Board and Executive Leadership Team in February and March 2023 at the Aborigines Advancement League, an important organisation established in 1957 to achieve equal rights for First Peoples.

Our Senior Leadership Team developed an increased awareness about the negative experiences that many First Peoples have had – and continue to have – within the justice system, and an increased commitment to understand and address these inequities.

They decided to commit to a reconciliation journey that actively involved our whole organisation.

It was decided that everyone that works for the VLSB+C, regardless of their position, should engage in the learning and unlearning required to effectively contribute to reconciliation. A further eight Truth-telling training sessions were delivered at the League by June 2023.

This training inspired a powerful momentum, creating an authentic commitment to the journey of reconciliation across the VLSB+C.

Since July 2023, in-person Truth-telling training has been embedded into our induction processes, and all new employees participate within six months of commencing employment. By the end of 2025, a total of 24 Truth-telling sessions had been delivered for VLSB+C staff at the League.

Relationships

As we've progressed our RAP, we've developed a stronger knowledge of the importance of our role in our relationships with First Nations stakeholders.

We play a vital role in funding organisations across the legal system to deliver legal services, improve and secure access to justice, and support legal education and legal regulation for Victorians. We provided essential funding to a range of First Nations organisations that work to improve access to justice for First Nations people.

Djirra

Djirra deliver holistic, culturally safe, specialist family violence support, legal services and case management, alongside cultural and wellbeing workshops and programs. Djirra's services have a state-wide reach, touching every part of Victoria to meet the needs of First Nations women. They advocate for system-wide change to improve access to justice, eliminate systemic violence, and strengthen women's resilience.

Our funding supported Djirra to develop and deliver First Nations cultural safety training for the legal sector.

Victorian Aboriginal Legal Service (VALS)

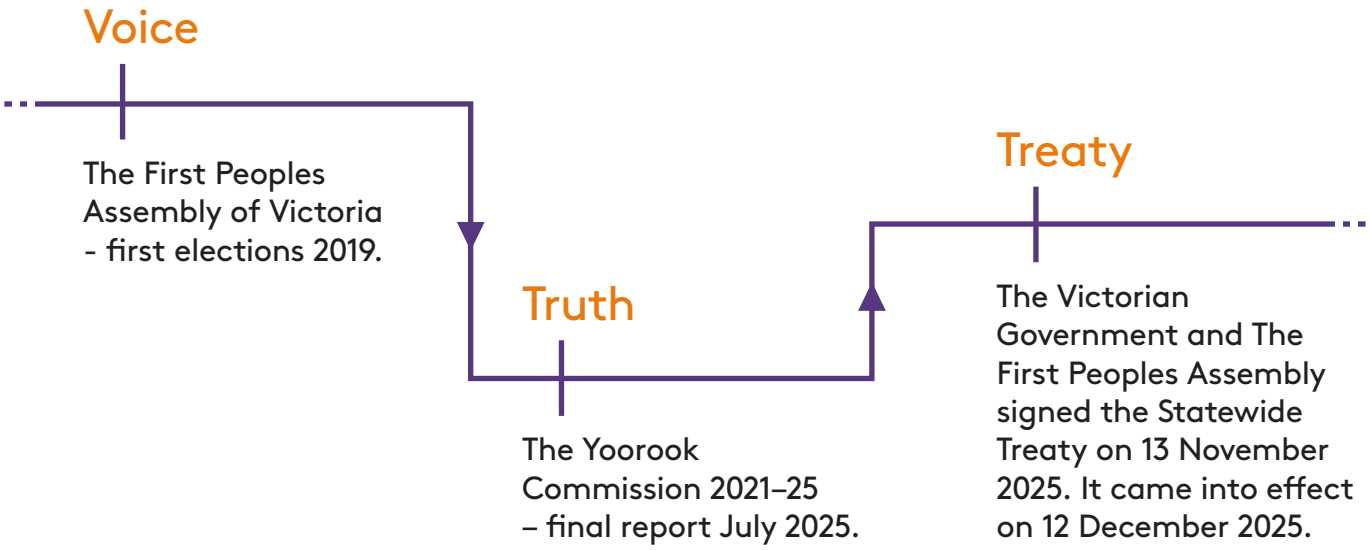
VALS is an Aboriginal community-controlled co-operative organisation that provides referrals, advice, information, duty services, and casework assistance to First Nations people. It is the only dedicated, full service legal assistance service for First Nations people in Victoria.

Funding granted to VALS supports their work to undertake public policy, education and advocacy work, and supplements the government funding VALS receives for direct legal services.



Respect

Victoria is the first state in Australia to have committed to every action asked for in the Uluru Statement from the Heart.



As we have progressed our RAP, we have also developed a stronger knowledge of how to demonstrate respect for First Peoples' cultures. This has led us to take action in several ways.

All formal group meetings at the VLSB+C begin with an Acknowledgement of Country. Larger, more formal events are opened with Welcomes to Country performed by First Peoples Elders. We have developed guidance to support staff to learn how to develop and give their own sincere Acknowledgement of Country.

As well as Truth-telling training for all new staff, we have held a series of cultural safety workshops.

Our CEO and Commissioner was a panel member at the launch of the Cultural Capability Framework developed by VALS and funded by VLSB+C, which we strongly endorse as the way to increase cultural capability across the legal profession.

We sponsored community events as part of the Yoorrook Walk for Truth, a 25-day journey from Portland to Parliament House to conclude Victoria's first formal Truth-telling process.

Another key sponsorship this year was *Blak In-Justice: Incarceration and Resilience*, a landmark exhibition at Heide Museum of Modern Art. The exhibition was created with The Torch, a First Nations-led and not-for-profit arts organisation. It was a moving exhibition celebrating culture, creativity and strength.

We continue to support key First Nations organisations and funded the Victorian Aboriginal Legal Service (VALS) to lead the creation of a First Nations Cultural Capability Statement for the legal sector – Australia's first.

Opportunities

The VLSB+C is a proud partner of Kinaway Chamber of Commerce, the peak body for First Peoples' businesses in Victoria.

We became a Kinaway partner in October 2024.

As an independent statutory authority, collaboration and relationships are central to our work. When consulting and developing our Reflect RAP, our main aim was to reflect on our existing relationships with, and impact on, First Nations stakeholders and recognise the challenges they experience in the Victorian legal system. As the regulator of lawyers, our organisation must be a culturally safe space for everyone.

Part of this process included reflecting on our overall relationships and partnerships. Procurement is an essential function of our business, and we see the opportunity to diversify our supplier base by including more First Nations suppliers to support improved economic and social outcomes.

By partnering with Kinaway, we believe we can better connect with First Nations businesses, including those operating within our regulatory jurisdiction.

We allocated Change Grants funding that promoted economic and entrepreneurial opportunities for First Peoples and businesses.

Examples include:

Arts Law Centre of Australia:
Access to justice for First Nations artists

Promoting self-determination for First Nations artists, maximising their access to justice and increasing their financial sustainability. Providing information about artists' rights and fair commercial art practices, while connecting artists to legal advice and other resources.

The Torch Project:
Painting new pathways to employment:
A work integrated social entrepreneurship project

Helping First Nations people recently released from prison to find culturally safe, meaningful, and ongoing employment while reintegrating into the community. Providing training to help participants expand their knowledge, skills, and confidence to be employed on publicly commissioned projects.

Our Reflect RAP March 2024 to March 2025

By the conclusion of our Reflect RAP in mid-2025, we had successfully achieved 42 of our 47 deliverables. We remain committed to continuing our reconciliation journey as we recognise that First Peoples still face unfair treatment and barriers in the legal system. We are learning more and improving how we work with First Peoples and First Peoples organisations.

Our key actions included:

Actions to boost cultural awareness and strengthen ties with First Peoples:

- recognising our First Peoples stakeholders, including organisations and First Nations solicitor and barrister networks
- researching best practice and principles to support partnerships with First Peoples stakeholders and organisations
- promoting reconciliation and developing understanding and significance of cultural protocols
- 24 Truth-telling sessions for our staff to better understand history and the impacts of justice
- recognising key dates such as NAIDOC Week and National Reconciliation Week
- supporting procurement from First Peoples businesses.

Supporting the Yoorrook Walk for Truth

The Yoorrook Walk for Truth was a 25-day journey led by Travis Lovett, Deputy Chair of the Yoorrook Justice Commission. The Walk started in Portland and ended at Parliament House in Melbourne, passing through Warrnambool, Colac, Geelong, and Footscray. We sponsored a series of community events and information sessions around the Walk, reflecting our commitment to increasing access to justice for First Peoples. We also seconded a senior member of staff to support the administration of the Walk. The Walk invited all Victorians to listen, reflect and take part in Victoria's first formal Truth-telling process. It honoured the strength of First Peoples and helped build shared understanding as we work toward a fairer future based on truth and healing.

Working together to improve cultural understanding and responsiveness across the legal profession

We funded the VALS to develop, in partnership with Victoria Legal Aid and the Law Institute of Victoria, a First Nations Cultural Capability Framework for the legal profession. The framework will improve understanding and responsiveness to First Peoples across the legal profession. It is shaped by the lived experiences of First Peoples, the knowledge of legal experts and was informed by findings of the Coronial Inquest into the preventable death of Veronica Nelson – a Gunditjmara, Dja Dja Wurrung, Wiradjuri and Yorta Yorta woman. Bringing together key knowledge, attitudes, and actions is key to creating real change for First Peoples' communities.

Measuring cultural awareness and capability in lawyers' Continuing Professional Development (CPD)

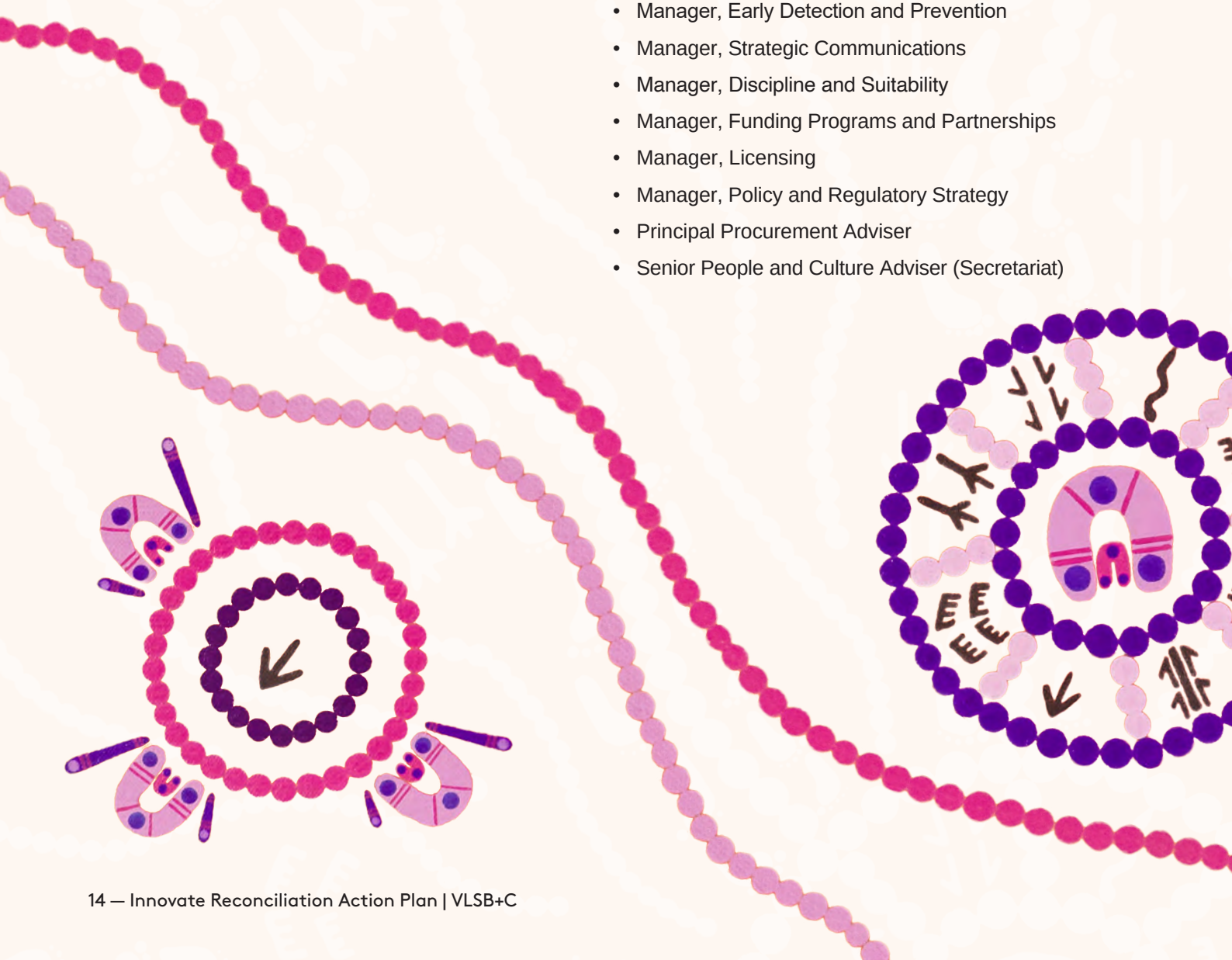
Our 2025 compliance audit of lawyers' CPD obligations targeted government solicitors working in criminal law. We asked them whether they had undertaken First Peoples cultural awareness or competency training as part of their CPD, as this is likely to be particularly relevant to their work, noting the vulnerability of people interacting with the criminal justice system. Just under half (47%) had undertaken this training.

RAP Working Group

Our RAP Working Group includes representation from across our organisation, ensuring collective ownership and accountability in delivering our RAP commitments. It includes First Peoples representation from Victoria Legal Aid's Executive Director, First Nations Services.

RAP Working Group members are:

- CEO and Commissioner (Chair)
- VLA Executive Director, First Nations Services (external First Peoples representation)
- Executive Adviser to the CEO/Commissioner
- Director, Relationships and Partnerships
- Director, People and Culture
- Manager, Early Detection and Prevention
- Manager, Strategic Communications
- Manager, Discipline and Suitability
- Manager, Funding Programs and Partnerships
- Manager, Licensing
- Manager, Policy and Regulatory Strategy
- Principal Procurement Adviser
- Senior People and Culture Adviser (Secretariat)



Developing our Innovate RAP

A recent staff survey found we are making good progress in understanding cultural safety, First Peoples' untold history and our role in reconciliation. These strong foundations supported the development of our Innovate RAP.

In July 2025, nearly 100 staff came along to an all-day Innovate RAP development workshop facilitated by NJAC. By the end of the day, all participants understood the mandated requirements of an Innovate RAP, engaged with the opportunity to map our quite extensive sphere of influence and many asked to become RAP champions.

The inputs from our staff formed the basis of our Innovate RAP, with an additional 3 actions and 15 deliverables identified. We collectively commit to continuing our RAP journey, encouraging others to join, and progressing our contributions towards reconciliation.

Our CEO and Commissioner continues to be our RAP Champion; we have spread the responsibility for our deliverables across our Senior Leadership Team and our group of RAP Champions, and will encourage all staff to actively participate in the reconciliation journey.

During the next two years, some of our key RAP commitments include:

- understanding Treaty and its implications for the VLSB+C
- understanding and planning for the implementation of recommendations of Yoorook's final report, *Truth Be Told*
- championing the adoption of the First Nations Cultural Capability Framework within the legal profession
- increasing our knowledge and understanding of First Peoples' interactions with the legal profession
- creating a group of RAP Champions across the VLSB+C
- promoting reconciliation across the legal sector.

Our commitments in our Innovate RAP will support us to strengthen relationships with our First Peoples stakeholders and collaborate with other organisations to advance reconciliation.

Throughout our journey, we will continue to engage with First Peoples consultants and advisers, ensuring we include their voices in planning and implementing our RAP commitments. We sincerely thank our consultants, NJAC, and our First Peoples adviser (Ash Morris, Executive Director, First Nations Services with Victoria Legal Aid), for their continued participation, guidance and willingness to work in close collaboration with us on our reconciliation journey.

Relationships

Continuing to establish and maintain strong, respectful relationships with First Peoples communities and organisations is critical to the success of our Reconciliation Action Plan. The VLSB+C is committed to increasing its capacity to support improved access to justice for First Peoples and communities, and cultural safety for First Peoples lawyers, employees and clients across the legal sector.

We recognise that genuine, sustained engagement is essential to achieving meaningful and lasting change.

By listening, learning, and walking alongside First Peoples communities, we can contribute to better outcomes that foster trust and respect, with purpose.

Focus area:

The theme of relationships is deeply embedded across all three pillars of our *2026–2029 Strategic Plan*.

Protect and empower consumers by ensuring First Peoples are informed, supported, and protected in their interactions with the justice system.

Maintain and enhance legal practice and ethics by promoting culturally safe practices and supporting the growth and leadership of First Peoples legal professionals.

Improve access to justice by working collaboratively with First Peoples communities to remove barriers to justice and co-design solutions that reflect their needs and aspirations.



Action 1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverable	Timeline	Responsibility
1.1 Meet with local First Peoples stakeholders and organisations to develop guiding principles for future engagement.	May 2027	Lead: Director, Relationships & Partnerships Support: RAP Champions
1.2 Develop and implement an engagement plan to work with First Peoples stakeholders and organisations.	November 2027	Lead: Director, Relationships & Partnerships Support: RAP Champions

Action 2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June, 2026, 2027	Lead: Senior People & Culture Adviser Support: RAP Champions
2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026, 2027	Lead: Senior People & Culture Adviser Support: RAP Champions
2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026, 2027	Lead: Senior People & Culture Adviser Support: RAP Champions
2.4 Organise at least one NRW event each year.	27 May – 3 June, 2026, 2027	Lead: Senior People & Culture Adviser Support: RAP Champions
2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Lead: Senior People & Culture Adviser
2.6 Use communications channels to circulate Reconciliation Australia's NRW resources and materials to promote NRW to the legal profession.	27 May – 3 June 2026, 2027	Lead: Manager, Strategic Communications Support: RAP Champions

Action 3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2027	Lead: Director, People & Culture Support: RAP Champions
3.2 Communicate our commitment to reconciliation publicly.	August 2026	Lead: Manager, Strategic Communications Support: RAP Champions
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2026	Lead: Director, Relationships & Partnerships Support: RAP Champions
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2027	Lead: Director, Relationships & Partnerships Support: RAP Champions
3.5 Champion the adoption of the First Nations Cultural Capability Framework with the legal profession.	May 2027	Lead: Manager, Licensing Support: RAP Champions

Action 4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026, 2027	Lead: Director, People & Culture Support: Senior People & Culture Adviser
4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	February 2027	Lead: Director, People & Culture Support: RAP Champions
4.3 Engage with First Peoples staff and/or First Peoples advisors to consult on our anti-discrimination policy.	February 2027	Lead: Director, People & Culture Support: RAP Champions
4.4 Educate senior leaders on the effects of racism.	May 2027, 2028	Lead: Director, People & Culture Support: RAP Champions

Action 5. Extend our relationships with the Gellung Warl and the Treaty Authority.

Deliverable	Timeline	Responsibility
5.1 Understand and plan for the implications of Treaty for VLSB+C.	August 2026	Lead: Manager, Policy & Regulatory Strategy Support: RAP Champions
5.2 Understand the recommendations for VLSB+C regarding the implementation of the Yoorook Commission Report *Truth Be Told*.	November 2026	Lead: Manager, Funding Programs and Partnerships Support: RAP Champions

Respect

We are committed to fostering deep respect for First Peoples communities by continuing to strengthen our understanding of their rich cultures, histories, knowledge, and their lived experiences of justice.

Our approach is grounded in meaningful action – we educate our people through facilitated immersive Truth-telling sessions for every new team member, we share cultural insights and stories through our internal communications, and we take an active part in national events such as NAIDOC Week and National Reconciliation Week.

Through these efforts, we aim to build genuine awareness of the issues impacting First Peoples communities, enhancing our ability to break down barriers and help address systemic inequity.

Focus area:

Protect and empower consumers – a key strategic pillar of ours is intrinsically connected to the principle of respect. By demonstrating and promoting genuine respect, we aspire to deepen our relationships with First Peoples communities and advance meaningful progress toward fairer, more equitable justice outcomes.

Action 6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.

Deliverable	Timeline	Responsibility
6.1 Conduct a review of cultural learning needs within our organisation.	November 2026	Lead: Director, People & Culture Support: RAP Champions
6.2 Consult local Traditional Owners and/or First Peoples advisers to inform our cultural learning strategy.	Februrary 2027	Lead: Director, People & Culture Support: RAP Champions
6.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	November 2026	Lead: Director, People & Culture Support: RAP Champions
6.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2027	Lead: Director, People & Culture Support: RAP Champions
6.5 Continue to embed in-person Truth-telling training into induction processes.	May 2027, 2028	Lead: Director, People & Culture Support: Senior People & Culture Adviser

Action 7. Demonstrate respect to First Nations peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
7.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2027	Lead: Director, People & Culture Support: RAP Champions
7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2027	Lead: Director, People & Culture Support: RAP Champions
7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2027, 2028	Lead: Director, People & Culture Support: RAP Champions
7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	March 2027, 2028	Lead: Director, People & Culture Support: RAP Champions

Action 8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
8.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2026, 2027	Lead: Senior People & Culture Adviser
8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026, 2027	Lead: Director, People & Culture Support: RAP Champions
8.3 Promote and encourage participation in external NAIDOC events to all staff.	July 2026, 2027	Lead: Director, People & Culture Support: RAP Champions
8.4 Promote VLSB+C's support of NAIDOC publicly on social media.	July 2026, 2027	Lead: Manager, Strategic Communications Support: RAP Champions

Opportunities

Structural disadvantage and systemic injustice continue to impact on First Peoples communities across Victoria. As the regulatory body for the legal profession, we recognise our responsibilities and our unique sphere of influence to drive meaningful change.

We aspire to improve outcomes and opportunities for First Peoples communities by improving access to justice. This means supporting First Peoples clients and communities to access and navigate culturally safe legal services.

Focus area:

Our RAP commitments align with our core values, priorities and strategic enablers as articulated in our Strategic Plan.

Improving access to justice: Systemic injustice is interconnected to systemic disadvantage and economic inequity; supporting a culturally safe legal sector has direct economic benefits.

People, culture and change: Our aspirations to support employment pathways, community partnerships and entrepreneurial opportunities for First Peoples communities will be through promoting tangible, systemic change and action.

Action 9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
9.1 Build understanding of current First Peoples staffing to inform future employment and professional development opportunities.	August 2026	Lead: Director, People & Culture Support: RAP Champions
9.2 Engage with First Peoples staff and advisers to consult on our recruitment, retention, and professional development strategy.	February 2027	Lead: Director, People & Culture Support: RAP Champions
9.3 Develop and implement a First Peoples recruitment, retention, and professional development strategy.	February 2027	Lead: Director, People & Culture Support: RAP Champions
9.4 Advertise job vacancies to effectively reach First Peoples stakeholders.	May 2027, 2028	Lead: Director, People & Culture Support: RAP Champions

Deliverable	Timeline	Responsibility
9.5 Review HR and recruitment procedures and policies to remove barriers to First Peoples participation in our workplace.	August 2026, 2027	Lead: Director, People & Culture Support: RAP Champions
9.6 Increase the percentage of First Peoples staff employed in our workforce.	May 2027, 2028	Lead: Director, People & Culture Support: RAP Champions
9.7 Explore the establishment a First Peoples Advisory Group.	August 2026	Lead: Director, People & Culture Support: Senior People & Culture Adviser
9.8 Explore how First Peoples consumer experiences can be included within the Consumer Strategy.	August 2027	Lead: Principal Adviser, Consumer Strategy Support: RAP Champions
9.9 Continue to identify First Peoples solicitors and barristers with the intention of briefing First Peoples barristers in regulatory matters.	May 2027, 2028	Lead: Manager, Discipline & Suitability Support: RAP Champions

Action 10. Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
10.1 Develop and implement a First Peoples procurement strategy.	February 2027	Lead: Principal Procurement Adviser
10.2 Maintain active Kinaway membership to promote First Peoples procurement opportunities.	May 2027	Lead: Principal Procurement Adviser
10.3 Develop and communicate opportunities for procurement of goods and services from First Peoples businesses to staff.	August 2027	Lead: Principal Procurement Adviser
10.4 Review and update procurement practices to remove barriers to procuring goods and services from First Peoples businesses.	February 2028	Lead: Principal Procurement Adviser
10.5 Develop commercial relationships with First Peoples businesses.	March 2027, 2028	Lead: Principal Procurement Adviser

Action 11. Increase knowledge and understanding of First Peoples' interactions with the legal profession through data use and sharing.

Deliverable	Timeline	Responsibility
11.1 Collect data on First Peoples consumers interactions with law through Legal Understanding and Lawyer Use (LULU) survey.	May 2027, 2028	Lead: Director, Research Support: RAP Champions
11.2 Better understand the Victorian First People's cultural competency data across the legal profession.	May 2027, 2028	Lead: Director, Research Support: Head of Data & Business Intelligence

Governance

Action 12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
12.1 Maintain First Peoples representation on the RWG.	May, August, November, February, (annually)	Lead: CEO and Commissioner Support: RAP Champions
12.2 Review our current Terms of Reference for the RWG.	May 2026	Lead: CEO and Commissioner Support: RAP Working Group
12.3 Meet at least four times per year to drive and monitor RAP implementation.	May, August, November, February (annually)	Lead: CEO and Commissioner Support: RAP Champions

Action 13. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
13.1 Define resource needs for RAP implementation.	May 2026, 2027, 2028	Lead: CEO and Commissioner
13.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2026	Lead: Manager, Discipline & Suitability Support: RAP Champions
13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2027, 2028	Lead: Manager, Evaluation & Impact Support: RAP Champions
13.4 Maintain an internal RAP Champion from senior management.	May 2026, 2027, 2028	Lead: CEO and Commissioner

Action 14. Establish mechanisms to encourage all staff to advance and drive reconciliation, and contribute to RAP impacts.

Deliverable	Timeline	Responsibility
14.1 Develop an Outcomes approach to measure the impact of RAP deliverables.	May 2027, 2028	Lead: Manager, Evaluation & Impact Support: RAP Champions
14.2 Add RAP actions goals into staff Performance Development Plans.	September 2026, 2027	Lead: Director, People & Culture Support: RAP Champions
14.3 Create a group of RAP Champions across VLSB+C.	May 2026	Lead: Senior People & Culture Adviser

Action 15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Deliverable	Timeline	Responsibility
15.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	August 2026, 2027	Lead: Senior People & Culture Adviser
15.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027	Lead: Senior People & Culture Adviser
15.3 Report RAP progress to all staff and senior leaders quarterly.	May, August, November, February (annually)	Lead: Director, People & Culture Support: RAP Champions
15.4 Publicly report our RAP achievements, challenges and learnings, annually.	October 2026, 2027	Lead: Manager, Corporate Services Support: RAP Champions
15.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026, 2028	Lead: Senior People & Culture Adviser
15.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Lead: Senior People & Culture Adviser Support: RAP Champions

Action 16. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	May 2028	Lead: Senior People & Culture Adviser



Victorian Legal Services
BOARD + COMMISSIONER

Level 27, 500 Bourke Street
Melbourne Victoria 3000

lsbc.vic.gov.au

Key contact

Charlotte Prestini
Senior People & Culture Adviser
People & Culture

Phone: 0476 676 759

Email: CPrestini@lsbc.vic.gov.au