



Immigration Advice
and Rights Centre

Reflect Reconciliation Action Plan

March 2025 – February 2026



Immigration Advice
and Rights Centre



RECONCILIATION
ACTION PLAN

REFLECT

Acknowledgement of Country

We acknowledge the Traditional Owners of Country throughout New South Wales and the Gadigal people of the Eora Nation who are the Traditional Custodians of the land in which we work. We acknowledge this land holds structures of law which were practiced for thousands of generations and recognise First Nations peoples' cultures, wisdom and connection to lands throughout Australia. We pay our respects to Elders past and present and acknowledge that sovereignty over this land was never ceded. It always was, and always will be Aboriginal land.

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About the Artwork



This artwork motif was developed by Aboriginal creative agency *Mumbulla Creative* and symbolises weaving - a cultural practice significant to many Aboriginal peoples and deeply connected to storytelling, kinship and Country. Weaving involves interlacing unique natural fibers to create a whole. The weaving motif in this RAP is symbolic of an inclusive society which is enriched by the diverse stories, traditions and contributions of many peoples.



Foreword from IARC's CEO and Principal Solicitor

The Immigration Advice and Rights Centre (IARC) is committed to reconciliation, and we are proud to be implementing our first Reconciliation Action Plan (RAP).

We recognise the strength, resilience and capacity of Aboriginal and Torres Strait Islander people and communities and stand in solidarity in the fight for justice and radical systemic change.

We acknowledge the loss of lives, land and culture and the ongoing consequences of dispossession and colonisation on First Nations people. We are migrants living on unceded land and it is our collective responsibility alongside communities, organisations, and government to listen and be an ally to First Nations people and leaders so we can take the action necessary to achieve positive change.

We see our Reflect RAP as a crucial step in laying the foundations of our journey towards reconciliation, guiding IARC towards meaningful action and engagement with Aboriginal and Torres Strait Islander people. We acknowledge that as an organisation we need to develop relationships with Aboriginal and Torres Strait Islander stakeholders and organisations in our communities and we look forward to deepening our understanding and respect for the histories, cultures and traditions of Aboriginal peoples on whose lands we work.

Our RAP will guide us to review our policies and systems to recognise and identify any gaps so we can ensure IARC is and continues to be an accessible, inclusive and safe space for First Nations people. We are committed to growing our partnerships and relationships with Aboriginal and Torres Strait Islander stakeholders and organisations in our community. Our RAP will also give us the framework to ensure all our staff are engaged with and understand the importance of reconciliation.

To achieve the change we want to see in Australia, we know there will be more to do beyond implementing our RAP and future RAPs. Injustice is something we see in our work every day through our clients' experiences. It drives us to fight for change in systems that are broken and continue to cause unacceptable and significant harm to people in our communities. Our vision as an organisation requires a more inclusive and compassionate Australia and that begins with true reconciliation.

Joshua Strutt

CEO and Principal Solicitor
Immigration Advice and Rights Centre

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes the Immigration Advice and Rights Centre (IARC) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

IARC joins a network of more than 3,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables IARC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations IARC, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

IARC is a community legal centre (CLC) based in New South Wales (NSW) that specialises in immigration law and advocates to improve human rights in Australia.

We provide free legal advice to people who are navigating Australia's immigration system including migrants, refugees and people seeking asylum. IARC is the only CLC in Australia that advises on all types of visas, which means we have the expertise to advise our clients on all options that may be available to them.

As a CLC and non-profit organisation, our mission is to assist those with the greatest need which is why our clients include:

- ▶ People on temporary visas experiencing domestic and family violence.
- ▶ Refugees and people seeking asylum receiving Protection visa refusals or cancellations.
- ▶ Migrant workers experiencing workplace exploitation.

IARC advocates for reforms to Australia's immigration system. We are committed to leveraging our experience and expertise to influence positive change, improve human rights and end inequality.

Our vision is for Australia's immigration system to be fair, just and accessible.

We have more than 35 years experience in migration law and policy and sharing our knowledge of the immigration system with our clients, sector and community is an important aspect of our work. Our community engagement work includes regular information sessions and outreach programs.

IARC's office is located in Sydney on the lands of the Gadigal people of the Eora nation. We provide services to people living in NSW and the Australian Capital Territory (ACT), including regional areas, which requires travelling and working on lands throughout NSW and the ACT.

Our team of around 30 people includes legal, administrative and support staff. IARC's legal team includes our CEO, Principal Solicitors, Senior Solicitors and Solicitors. We also have volunteers, legal trainees, and pro bono Solicitors providing support throughout the year. IARC is governed by a Management Committee of volunteer directors.

Our RAP

IARC recognises the unique and enduring position of Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of the lands and waters of Australia.

We are also aware, as an organisation of migrants living on stolen land, that non-Indigenous Australians continue to benefit from the ongoing impacts of colonisation, and it is our collective responsibility, alongside communities, organisations, and government to take meaningful steps towards reconciliation.

Creating a RAP is a key starting point, both for our organisation, and as a way of encouraging staff and volunteers to engage more thoughtfully in these conversations in our own lives. Our Operations Manager will be our RAP Champion and will be responsible for driving and championing internal engagement and awareness of the RAP.

IARC works with people across NSW and the ACT who live on various Aboriginal Lands. We recognise that understanding and respecting the cultures, histories, and knowledge of the

Traditional Custodians on whose Country we operate is vital to reconciliation. As a CLC, we adhere to the commitment of Community Legal Centres NSW (CLCNSW) to provide culturally safe workplaces for Aboriginal and Torres Strait Islander staff members and volunteers. At the same time, we acknowledge that the legal system has not always been a place of reconciliation or justice for Aboriginal and Torres Strait Islander people; rather, it has often operated as a tool that has exacerbated dispossession and disempowerment.

Our reconciliation journey therefore begins with a recognition of IARC's role as a specialist legal service working within a complex colonial system. IARC has a unique understanding of these challenges from an immigration lens and an obligation to be an ally for positive change wherever possible. Our team and the clients we work with come from various cultures and backgrounds, and IARC is in a unique position to explore intercultural dialogue between First Nations people and those recently settled who now call Australia home.

Our reconciliation journey to date includes:

- ▶ Acknowledging Country and Traditional Owners at external meetings, casework meetings, Management Committee meetings, on our website, and in major publications.
- ▶ Participation by staff members in events such as NAIDOC Week and cultural responsiveness training.
- ▶ Recognition of cultural dates of significance that celebrate or recognise Aboriginal and Torres Strait Islander peoples and cultures on social media.
- ▶ A team discussion during National Reconciliation Week 2024 to start exploring what reconciliation means to us as individuals and as an organisation living and working on Aboriginal Lands.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	▶ Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2025	Operations Manager
	▶ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Operations Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	▶ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Communications Manager
	▶ RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	Operations Manager
	▶ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	CEO and Principal Solicitor
3. Promote reconciliation through our sphere of influence.	▶ Communicate our commitment to reconciliation to all staff.	March 2025	CEO and Principal Solicitor
	▶ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2025	Operations Manager
	▶ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	Operations Manager
	▶ Communicate our commitment to reconciliation publicly.	March 2025	Communications Manager
	▶ Publish our RAP on our website and promote on social media.	March 2025	Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	▶ Research best practice and policies in areas of race relations and anti-discrimination.	August 2025	Operations Manager, CEO and Principal Solicitor
	▶ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	Operations Manager, Business Manager

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	▶ Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	January 2026	Business Manager, CEO and Principal Solicitor
	▶ Conduct a review of cultural learning needs within our organisation.	October 2025	Operations Manager
	▶ Investigate cultural learning opportunities for staff and senior leaders.	January 2026	Operations Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	▶ Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2025	Operations Manager
	▶ Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025	Operations Manager
	▶ Encourage staff to include an Acknowledgement of Country at the beginning of all important and external meetings.	March 2025	CEO and Principal Solicitor
	▶ Include an Acknowledgement of Country in all major publications.	March 2025	Communications Manager
	▶ Publish an Acknowledgement of Country publicly on our website and review annually.	April 2025	Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	▶ Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Communications Manager
	▶ Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Operations Manager
	▶ RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Operations Manager
	▶ Promote recognition of NAIDOC week and other dates of cultural significance for First Nations people via our social media.	July 2025	Communications Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	▶ Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2026	CEO and Principal Solicitor
	▶ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	CEO and Principal Solicitor
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	▶ Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2026	CEO and Principal Solicitor
	▶ Investigate Supply Nation membership.	August 2025	Operations Manager





Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	▶ Form a RWG to govern RAP implementation.	April 2025	Operations Manager
	▶ Draft a Terms of Reference for the RWG.	June 2025	CEO and Principal Solicitor
	▶ Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2025	CEO and Principal Solicitor
11. Provide appropriate support for effective implementation of RAP commitments.	▶ Define resource needs for RAP implementation.	June 2025	Business Manager and CEO and Principal Solicitor
	▶ Engage senior leaders in the delivery of RAP commitments.	April 2025	CEO and Principal Solicitor
	▶ Appoint a senior leader to champion our RAP internally.	April 2025	CEO and Principal Solicitor
	▶ Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2025	Operations Manager
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	▶ Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually	Operations Manager
	▶ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Operations Manager
	▶ Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Operations Manager
13. Continue our reconciliation journey by developing our next RAP.	▶ Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Operations Manager

Contact

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