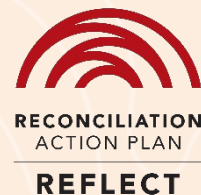


# Reflect Reconciliation Action Plan

April 2025 to October 2026







## CONTACT

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Enquiries relating to the RAP may be directed to the CSO Inclusion & Wellbeing Partner by emailing [CSOPeople.Culture@csso.nsw.gov.au](mailto:CSOPeople.Culture@csso.nsw.gov.au).

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## Acknowledgement of Country

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The NSW Crown Solicitor's Office acknowledges the Traditional Custodians of the land on which we live and work.

We pay respect to the Gadigal people, on whose land the NSW Crown Solicitor's Office sits. We pay our deepest respects to Aboriginal and Torres Strait Islander Elders past and present. We recognise the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples.

We commit to fostering a culture of learning from and working with Aboriginal and Torres Strait Islander peoples in the spirit of reconciliation.



# Artist acknowledgment

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'The Pairing' by Gabrielle Frost, 40 x 50cm, acrylic, mixed media on canvas.

## Artist biography

Gabrielle Frost is a Sydney based Wiradjuri artist hailing from Far North Queensland. She creates intuitive, abstract paintings that explore colour and emotion and reflect our connection to nature. Growing up on the Great Barrier Reef, she often incorporates the distinct 'reef-like' structure into her paintings by using acrylic paint, mixed media and crushed pearly.

## Artist statement about the work

'The Pairing' is a collaboration of Gabrielle's red-line and reef style artworks merging. Made with mixed media, acrylic and gouache, the piece is a 'bird's eye' view painting of fictional place based on Gurrumbilbarra waters and Gundungurra land.

The redline of the land against the flowing water symbolises a relationship between old and new, and a reflection of finding a sense of belonging in sharing differences. This piece came to be as a manifestation of the relationships made between different communities, connections and journeys whilst at the Crown Solicitor's Office.



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# Statement from CEO of Reconciliation Australia

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Reconciliation Australia welcomes the NSW Crown Solicitor's Office to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The NSW Crown Solicitor's Office joins a network of more than 3,000 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 the NSW Crown Solicitor's Office 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 NSW Crown Solicitor's Office, 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



# Message from the Crown Solicitor

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I am proud to introduce the Crown Solicitor's Office Reflect Reconciliation Action Plan (RAP). It is an acknowledgment that we, as public servants and legal advisors to the Government, have an important role to play in the process of reconciliation.

We are committed to engaging with Aboriginal and Torres Strait Islander peoples and their representatives including amongst our clients, to inform our work. We strive to ensure that our legal services to the Government are accessible and culturally inclusive. We are committed to making the Crown Solicitor's Office a culturally sensitive and safe place for Aboriginal and Torres Strait Islander staff to work.

We acknowledge the resilience of our Aboriginal and Torres Strait Islander staff and clients, and of all First Nations peoples. We recognise that the process of reconciliation is an opportunity for non-Aboriginal and Torres Strait Islander peoples to redress the impact of colonisation, which has resulted in the removal of First Nations peoples' land, power, family, language and culture.

As a government sector agency, we are cognisant of the impact of government policies and programs on First Nations peoples, including the ongoing impacts of intergenerational trauma, grief and disadvantage.

We will work with our staff and our clients to implement our Reflect RAP and report on our progress. As our first RAP, it is an important step in the process of reconciliation and justice for Aboriginal and Torres Strait Islander peoples. It is the first step of many.

**Karen Smith**  
NSW Crown Solicitor





## Our business

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The NSW Crown Solicitor's Office (CSO) is a public service executive agency established under the *Government Sector Employment Act 2013* and is headed by the Crown Solicitor.

The Crown Solicitor is responsible to the Attorney General for NSW for the general conduct and management of the functions and activities of the CSO and is the solicitor on the record for the purpose of legal proceedings when representing the State, agencies, or Ministers.

The CSO exists to be the NSW Government's most trusted legal advisor. Our principal objective is to advise and represent agencies to support them in delivering the NSW Government's policies, programs, and projects in a lawful, effective, and efficient manner. Our strategic direction is guided by the importance of delivering an efficient and effective legal system.

The CSO is the largest provider of legal services to the NSW Government and its agencies. It comprises several specialist legal practice groups, including: Child Protection, Employment Law & Industrial Relations, Government Law, Inquiries, Property & Native Title, Public Interest & Protection, Public Law & Commercial (Advisory), Public Law & Commercial (Dispute Resolution), Public Safety & Justice, Regulatory & Environment, Torts (Justice/Law Enforcement Agencies), Torts (Service/Regulatory Agencies).

We employ 573 people (as at March 2025), including 4 staff members who identify as Aboriginal and Torres Strait Islander.



# Our RAP

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The CSO is sensitive to the impact of government policies and programs on the lives of Aboriginal and Torres Strait Islander peoples.

We acknowledge the direct contribution of past government actions to the detrimental and negative impacts experienced by Aboriginal and Torres Strait Islander peoples today.

In this context, the CSO has identified two aims as being particularly relevant to the role we play:

- Improve and ensure culturally sensitive interactions with Aboriginal and Torres Strait Islander peoples in the areas in which the CSO works.
- Increase and improve the representation, retention and experience of Aboriginal and Torres Strait Islander peoples in the CSO.

This Reflect Reconciliation Action Plan (RAP) sets out our commitments to October 2026. It formalises our commitment to, and sets a clear pathway for, our ongoing contribution to progressing reconciliation across our organisation and the wider community.

We have been guided by Reconciliation Australia's clear framework of relationships, respect, opportunities, and governance in the development of our Reflect RAP.


The implementation of our RAP is the collective responsibility of the leadership group at the CSO, and the organisation as a whole. Our leaders play a pivotal role in championing reconciliation by endorsing the RAP's deliverables, setting clear expectations, and fostering an environment where every team member feels empowered to contribute.

Our Inclusion & Wellbeing Partner will be responsible for driving and championing internal engagement and awareness of our RAP, supported by the Executive Sponsor of the RAP Working Group who will be reporting to the leadership group on key milestones and deliverables in order to maintain transparency and accountability.

It is a priority for the CSO to be an attractive and welcoming place for Aboriginal and Torres Strait Islander employees.

The engagement, voice, and representation of Aboriginal and Torres Strait Islander peoples on our reconciliation journey is vital, and we are committed to contributing to building connection, opportunities and progress in the legal industry within our sphere of influence.

We established a RAP Working Group to develop this RAP with Reconciliation Australia to support our ongoing commitment to reconciliation.



Developing this RAP has helped us to understand what we need to dedicate time and resources to, and to build our knowledge with the support, guidance and leadership of First Nations communities, organisations and stakeholders

Membership of the RAP Working Group included people in the following roles:

- RAP Executive Sponsor – Assistant Crown Solicitor, Public Law division
- RAP Champion – Inclusion & Wellbeing Partner, People & Culture
- Executive Support Officer for the Crown Solicitor
- Principal Solicitor, Torts (Justice/Law Enforcement Agencies) practice group
- Senior Solicitor, Regulatory & Environment practice group
- Senior Solicitor, Employment Law & Industrial Relations practice group
- Graduate Solicitor, Child Protection practice group.

We are committed to ensuring that the voices of Aboriginal and Torres Strait Islander employees are heard and valued throughout the implementation of this RAP.

As part of this commitment, we will provide opportunities for our Aboriginal and Torres Strait Islander employees to be actively consulted on the deliverables outlined below while being cognisant of cultural load, removing barriers to participation for those wanting to contribute. Their insights and perspectives are invaluable in guiding our actions and ensuring that our initiatives are culturally safe, appropriate, and effective.

To strengthen our approach to reconciliation in line with the NSW Government's Reconciliation Plan, the CSO will actively seek engagement on the activities of the RAP by collaborating with similar organisations where there is an existing relationship, in addition to seeking external advice.



# Our partnerships and current activities

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Our Reflect RAP is the next stage of our journey to reconciliation. We have been engaging in activities and partnerships to progress this journey for several years.

## Internal activities

We support and promote learning and development opportunities for our staff.

We introduced the Office of the Public Service Commission's online training course, 'Everyone's Business – Learning about the Stolen Generations' as an ongoing offering for our learning and development. We have engaged with external educators to deliver workshops to our people on how to deliver an authentic Acknowledgement of Country.

In 2020, we took a significant step towards enhancing Aboriginal and Torres Strait Islander employment at the CSO. We received a six-year exemption from Anti-Discrimination NSW, allowing us to promote our Graduate Development Program by specifically advertising and recruiting graduate solicitor positions annually for Aboriginal and Torres Strait Islander individuals. This initiative enables us to eliminate barriers to attracting and employing talented graduate solicitors to join the Program, while ensuring that every applicant is assessed fairly on merit.

The office acknowledges and celebrates Aboriginal and Torres Strait Islander cultures and histories through National Reconciliation Week and NAIDOC Week activities.

For National Reconciliation Week, we have offered a range of activities for staff in recent years, including a talk by a Bundjalung, Kungarykany woman about the Uluru Statement from the Heart and constitutional reform, and a guided tour with a First Nations curator of the Coomaditchie: The Art of Place exhibition at the Museum of Sydney.

In 2025, we partnered with NSW Treasury and the Premier's Department to organise a cultural performance by NSW Aboriginal cultural group, Dinawan's Connection, for our staff members.

NAIDOC Week staff events and celebrations have included:

- a film screening (*Ten Canoes*)
- smoking ceremony, Welcome to Country and dance performance (co-hosted with NSW Treasury, The Cabinet Office, and the Premier's Department)
- a talk by Yuin Elder and Lore-man about his experience as an Elder and community leader, reflecting on enduring issues surrounding inter-generational trauma, and ways in which he has been involved in empowering his community and building relationships with local police (in partnership with NSW Treasury).

## Community partnerships

The CSO is committed to increasing the representation of Aboriginal and Torres Strait Islander peoples in our workforce.

The CSO has engaged with CareerTrackers to offer a 16-week internship program for Aboriginal and/or Torres Strait Islander law students to gain practical legal experience in a legal practice group.

We have also partnered with Ngalaya Indigenous Corporation to offer a 12-month cadetship program for First Nations law students to gain practical legal experience in a legal practice group.

# Our actions

## Relationships



### 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2025	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li></ul>
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li></ul>
Strengthen relationships with First Nations organisations where we already have ongoing relationships in place.	July 2025	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li><li>● Inclusion &amp; Wellbeing Partner</li></ul>
Explore opportunities to partner with other First Nations' organisations.	November 2025	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li><li>● Inclusion &amp; Wellbeing Partner</li><li>● Chair, RAP WG</li></ul>

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

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 and 2026	<ul style="list-style-type: none"><li>● Executive Sponsor, RAP WG</li></ul>



Deliverable	Timeline	Responsibility
Celebrate National Reconciliation Week with an internal event.	27 May to 3 June 2025 and 2026	<ul style="list-style-type: none"> <li>● Chair, RAP WG</li> <li>● Manager, Marketing &amp; Communications</li> </ul>
RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2025 and 2026	<ul style="list-style-type: none"> <li>● Members, RAP WG</li> </ul>
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2025 and 2026	<ul style="list-style-type: none"> <li>● Chair, RAP WG</li> </ul>

### 3. Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff.	May 2025 and 2026	<ul style="list-style-type: none"> <li>● Executive Sponsor, RAP WG</li> </ul>
Identify and engage external stakeholders on our reconciliation journey such as extending invitation to attend relevant training programs and/or events.	July 2025	<ul style="list-style-type: none"> <li>● Director, People &amp; Culture</li> </ul>
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	<ul style="list-style-type: none"> <li>● Director, People &amp; Culture</li> <li>● Chair, RAP WG</li> </ul>
Explore opportunities to collaborate with likeminded organisations on our reconciliation journey.	July 2025	<ul style="list-style-type: none"> <li>● Director, People &amp; Culture</li> </ul>

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

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	November 2025	<ul style="list-style-type: none"> <li>● Director, People &amp; Culture</li> </ul>
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2026	<ul style="list-style-type: none"> <li>● Director, People &amp; Culture</li> </ul>

## Respect



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

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation, including in relation to increasing knowledge about cultures, rights, histories, and perspectives to ensure there is culturally sensitive interactions, with Aboriginal and Torres Strait Islander peoples in the areas in which we work.	May 2025	● Director, People & Culture
Develop a business case for programs to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2026	● Director, People & Culture

### 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2025	● Inclusion & Wellbeing Partner ● Chair, RAP WG
Explore new opportunities to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	● Director, People & Culture
Develop, implement, and communicate a cultural protocol document, including protocols for an Acknowledgement of Country and Welcome to Country protocol.	January 2026	● RAP WG



## 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025 and 2026	● Executive Sponsor, RAP WG
Refresh staff knowledge about NAIDOC Week and promote external events in our local area.	June 2025 and 2026	● Chair, RAP WG
RAP Working Group to participate in an external NAIDOC Week event.	July 2025 and 2026	● Chair, RAP WG
Activate opportunities to celebrate Aboriginal and Torres Strait Islander excellence.	July 2025 and 2026	● Chair, RAP WG

## Opportunities



### 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	● Director, People & Culture
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2025	● Director, People & Culture
Review our current recruitment practices and implement best practice principles to support the experience of Aboriginal and Torres Strait Islander candidates.	December 2025	● Director, People & Culture
Explore new avenues to advertise targeted recruitment opportunities for Aboriginal and Torres Strait Islander employees.	May 2025	● Director, People & Culture
Increase the number and retention of Aboriginal and Torres Strait Islander staff at the CSO.	October 2026	● Director, People & Culture
Investigate networking and professional development opportunities for Aboriginal and Torres Strait Islander staff including mentoring opportunities, so as to improve the retention and experience of Aboriginal and Torres Strait Islander staff	November 2025	● Director, People & Culture

## 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverable	Timeline	Responsibility
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses, within the scope of the NSW Government Procurement Policy Framework.	September 2025	<ul style="list-style-type: none"><li>● Director, Finance</li></ul>
Investigate opportunities to procure products and services from Supply Nation members.	May 2025	<ul style="list-style-type: none"><li>● Chair, RAP WG</li><li>● Support: Director, Finance</li></ul>



## Governance



### 10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
Maintain a RAP WG to govern RAP implementation.	April 2025	● Chair, RAP WG
Draft a Terms of Reference for the RWG.	April 2025	● Chair, RAP WG
Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2026	● Chair, RAP WG

### 11. Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	April 2025	● Executive Sponsor, RAP WG ● Support: Director, People & Culture
Engage CSO senior leaders in the delivery of RAP commitments.	April 2025	● Executive Sponsor, RAP WG
Maintain representation from a senior leader to champion our RAP internally.	April 2025	● Chair, RAP WG
Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	● Chair, RAP WG ● Support: Director, People & Culture

## 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025 and 2026	<ul style="list-style-type: none"><li>● Chair, RAP WG</li><li>● Support: Director, People &amp; Culture</li></ul>
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 and 2026	<ul style="list-style-type: none"><li>● Chair, RAP WG</li></ul>
Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2025 and 2026	<ul style="list-style-type: none"><li>● Chair, RAP WG</li></ul>
Designate an evaluation function for Aboriginal and Torres Strait Islander employees to provide feedback about the implementation of the RAP and how it has affected the workplace.	30 September 2025	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li></ul>

## 13. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.	July 2026	<ul style="list-style-type: none"><li>● Director, People &amp; Culture</li></ul>

