



Pilbara Community
LEGAL SERVICE



RECONCILIATION
ACTION PLAN

REFLECT

Reflect Reconciliation Action Plan

November 2025 – December 2026

Our business

Pilbara Community Legal Service Inc. (PCLS) is a not-for-profit, government-funded organisation that has provided vital legal and community services across the Pilbara region for more than 30 years.

PCLS delivers accessible, equitable, and culturally appropriate support to individuals and families during times of need, with a strong focus on justice, human rights, and community empowerment.

Our services include legal assistance, financial counselling, tenant advice and housing support, Redress advocacy, family and domestic violence support, and Settlement, Engagement and Transition (SETS) services for new migrants. These services are offered in a holistic, client-centred approach that recognises the diversity and complexity of the Pilbara community.

PCLS is part of a national network of community legal centres, playing a unique role in delivering legal assistance, contributing to law reform, and promoting community legal education throughout the region.

With 32 dedicated employees—five of whom identify as Aboriginal and/or Torres Strait Islander people—PCLS operates from four main offices located in Karratha, South Hedland, Roebourne, and Newman. Our team also delivers outreach services to remote communities, including Marble Bar, Nullagine, Onslow, Jigalong, Tom Price and Paraburdoo—covering vast geographical distances of up to 1,200 kilometres between office locations.

As a longstanding part of the Pilbara's social infrastructure, PCLS is deeply committed to reconciliation. We recognise the importance of building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples and communities. Our Reconciliation Action Plan (RAP) reflects this commitment and guides our journey toward meaningful and lasting change.

Information on artist for RAP artwork:

The artwork was designed by a former employee and artist, Teeka Skeen, Jaru Kija woman from Halls Creek and Turkey Creek, East Kimberley region, WA. Teeka's art reflects the journey of Reconciliation 'From the Desert to the Sea' celebrating old ways and new ways.

Our RAP it will stand as both a practical framework and a cultural commitment — guiding us to strengthen relationships, respect, and opportunities with Aboriginal and Torres Strait Islander peoples in the Pilbara.





Our RAP Journey

PCLS is developing its first official RAP, to strengthen our commitment to reconciliation and deepen respectful relationships with Aboriginal and Torres Strait Islander peoples across the Pilbara. This step follows a strong interest shown by staff during our recent Staff Development Day. Staff engaged in discussions about the importance of formalising our reconciliation efforts. As part of this journey, we invited a local Aboriginal guest speaker, Dennis Long, to share knowledge of local culture and connection to Country and welcomed Reconciliation WA to deliver foundational information for all staff. This session provided valuable education on reconciliation and created space for the team to reflect, learn, and contribute ideas on priority actions and the way forward.

To champion this work, PCLS has appointed Executive RAP Champion, Joanna Collins, the CEO and, an enthusiastic advocate for reconciliation who will drive accountability and ensure the RAP remains a core organisational priority. The RAP Champion will work alongside the RAP Working Group (RAPWG) to embed reconciliation actions across all areas of the organisation.

PCLS is committed to supporting RAP activities by embedding reconciliation principles across our programs, policies, and culture. This includes advocating for inclusive and culturally responsive service delivery, supporting the cultural development and wellbeing of Aboriginal and Torres Strait Islander staff, and ensuring our workplace fosters cultural safety and respect. PCLS aims to lead by example and create opportunities for others to actively engage in reconciliation through learning, partnerships and everyday practices that promote equity and understanding.

The implementation of our RAP will be guided by the RAPWG, a cross-functional team that brings together diverse voices and perspectives from across PCLS. The RAPWG is responsible for overseeing the delivery of RAP commitments, monitoring progress and keeping reconciliation front and centre in our work. Our reconciliation journey to date has been shaped by longstanding engagement with local communities, and the formation of the RAPWG marks a significant step in moving from informal intention to coordinated, meaningful action. Through our RAP, we are committed to listening deeply, building relationships, and contributing to a more inclusive and just future.



Our partnerships/current activities

Commitment to a Strengthened Partnership with the Pilbara Community

PCLS remains firmly committed to reconciliation and to building and sustaining respectful, empowering relationships with Aboriginal and Torres Strait Islander peoples across the Pilbara region. We acknowledge the Traditional Custodians of the Lands on which we work, and we actively strive to engage with Elders, communities, and organisations in meaningful ways that promote justice, equity, and inclusion.

PCLS has nurtured strong partnerships with local Aboriginal organisations, including service collaboration with health, housing, and legal assistance providers. These partnerships are rooted in reciprocity and cultural respect, with a shared focus on addressing systemic disadvantage and improving outcomes for Aboriginal and Torres Strait Islander clients and communities.

Current Contributions to Reconciliation

Staff Development Day: Cultural Competency and Learning

PCLS recently conducted a Staff Development Day that centred reconciliation and cultural competency. This day included a guided session led by Aboriginal facilitators focusing on local history, connection to Country, and the lived experiences of Aboriginal and Torres Strait Islander people in the Pilbara. Staff reflected on personal and organisational roles in reconciliation, fostering a deeper understanding and cultural responsiveness within our practice. Our Staff Development Day planned for October will provide a tour of the recently listed UNESCO World Heritage Site, Murujuga and where we will be guided by local Murujuga Rangers

Community Partnerships

Our service delivery is enhanced through active community partnerships with local Aboriginal Corporations and service providers. These relationships are built on mutual goals such as increasing access to legal assistance, housing support, and financial counselling for Aboriginal and Torres Strait Islander peoples. We continue to participate in joint outreach programs and co-design initiatives tailored to the cultural needs and priorities of the communities we serve. We have a partnership with Karlka Nyiyarparli Aboriginal Corporation which provides services to members across the Pilbara including Wills Workshops. We work with Mutual Trust the trustee for Yinhawangka Aboriginal Corporation and Matru Waru and provide support to their member services when they are in the Pilbara. PCLS has partnered with Robe River Kuruma RNTBC to provide expert family and domestic violence support and coordination of their Aboriginal Family Safety program and has an ongoing partnership with Yindjibarndi Aboriginal Corporation across housing and domestic violence.





Internal Activities and Initiatives

Internally, PCLS supports reconciliation by encouraging staff participation in cultural awareness training and marking significant dates such as NAIDOC Week and National Reconciliation Week. Our offices display Acknowledgment of Country plaques, and a collection of flags including the Aboriginal flag, and the Torres Strait Islander flag. We support open dialogue on cultural safety. We are working toward embedding culturally appropriate practices in policy and service design. PCLS acknowledges Sorry Day, and each office participates in the Live Stream Reconciliation WA breakfast during Reconciliation Week.

PCLS also proudly supports our Aboriginal and Torres Strait Islander employees by providing up to five days of paid bereavement leave to meet cultural and community obligations, as well as up to ten days of unpaid ceremonial leave each year in accordance with Aboriginal and Torres Strait Islander traditions and practices. In addition, flexible work arrangements are available to support family and cultural responsibilities whenever required. We are also in the process of creating office-specific Acknowledgements of Country across our four offices in the Pilbara, ensuring each site reflects and respects the Traditional Custodians of the Land on which it operates.

PCLS ensures that every job advertisement encourages applications from Aboriginal and Torres Strait Islander people, demonstrating our commitment to diversity and a culturally safe workplace.

These initiatives sit alongside our broader commitment to fostering cultural safety, inclusion, and respect across the organisation.

External Activities and Events

PCLS staff attend and support external community events celebrating Aboriginal and Torres Strait Islander cultures, including NAIDOC events in Karratha, South Hedland, Newman, and Roebourne. We provide information stalls, legal education sessions, and community engagement during these events to build trust, visibility, and access for Aboriginal and Torres Strait Islander Clients. These activities reinforce our commitment to reconciliation and our role in advocating for culturally safe and inclusive services.



CEO and Board Reflection

CEO, and Chair of PCLS, are honoured to present the RAP. This plan reflects PCLS' unwavering commitment to fostering meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples across the Pilbara region and across the nation.

PCLS is dedicated to empowering communities, championing justice, and ensuring equitable access to legal and social supports. Through the Reflect RAP, we take this dedication a step further, embracing reconciliation as a fundamental pillar of our operations and values.

Reconciliation is not merely an aspiration; it is a journey. It invites us to reflect on the truths of our shared histories, acknowledge the enduring strengths of Aboriginal and Torres Strait Islander cultures, and actively work towards a future built on mutual respect and collaboration. The Reflect RAP is our declaration of intent—a roadmap to guide our organisation in identifying opportunities for learning, engagement, and growth.

This plan is the result of consultation, collaboration, and dialogue. Every staff member at PCLS has contributed to the development of the RAP, and we have sought reflections from local Aboriginal Elders to inform us as to what Reconciliation means to them and how PCLS can demonstrate this in the services we provide. We are grateful to all those who have shared their experiences and insights, and acknowledge the contribution of the RAP working group, People and Culture, Aboriginal and Torres Strait Islander staff and PCLS Board to help us lay the foundation for meaningful change.

The PCLS Reflect RAP is a starting point a platform for reflection and learning that will lead us to a deeper, more impactful commitment to reconciliation. PCLS will encourage every member of our organisation and the broader Pilbara community to engage with our plan, to champion its objectives, and to contribute to the journey of reconciliation in their own unique ways.

As we move forward, let us remember that reconciliation is a shared responsibility. It requires courage, humility, and persistence. Together, we can create a future where every voice is heard, every culture is respected, and every individual is empowered.

Let us embrace this opportunity to make a difference, not just within our organisation but within the wider Pilbara community. Together, we can help shape a future where reconciliation thrives and justice prevails.

Thank you



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Pilbara Community Legal Service to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Pilbara Community Legal Service 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 over 5.5 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 Pilbara Community Legal Service 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 Pilbara Community Legal Service, 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**





Relationships

PCLS recognises the importance of building strong, respectful relationships founded on shared values, purpose, and mutual understanding. These relationships include our connections with other community legal centres, local service providers, Aboriginal and Torres Strait Islander organisations, and the broader Aboriginal and Torres Strait Islander communities across the Pilbara.

We understand that these relationships must inform what services we provide and how we provide them. This ensures our approach is culturally responsive, respectful, and sustainable.

Our RAP reinforces PCLS's ongoing commitment to seeking out, nurturing, and valuing these relationships across every aspect of our service delivery. Through this commitment, we aim to strengthen our partnerships and ensure our work contributes to positive outcomes for Aboriginal and Torres Strait Islander peoples in the Pilbara region.

Relationships			
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or within the legal and community services sectors.	Review dates quarterly: December 2025 March 2026 June 2026 September 2026	Lead: CEO Support: Chair, RAPWG
	Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Deadline: February 2026	Lead: CEO Support: Chair, RAPWG
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through the Intranet and emails.	Deadline: May/June 2026 Annually	Lead: CEO Support: Chair, RAPWG
	Organise at least one internal NRW event for staff education and engagement per year.	Deadline: May/June 2026	Lead: Chair, RAPWG Support: Executive Manager, People & Culture
	RAP Working Group members to participate in an external NRW event held by the local community.	Deadline: May/June 2026	Lead: Chair, RAPWG Support: CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Deadline: May/June 2026	Lead: CEO Support: Executive RAP Champion
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff through quarterly emails and annual reports, monthly team meeting agenda items, staff induction materials, website updates and social media posts.	Quarterly Deadlines: February 2026 May 2026 August 2026 November 2026	Lead: CEO Support: People & Culture
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Deadline: July 2026	Lead: CEO Support: Chair RAPWG
	Continue to identify like-minded organisations and external stakeholders that our organisation can engage and partner with on our reconciliation journey.	Quarterly Review: December 2025 March 2026 June 2026 September 2026	Lead: CEO Support: Executive Manager, People & Culture
	Establish formal partnerships with the following organisations: Yandina, Karlka Nyiyarparli RNTBC, Ashburton Aboriginal Corporation, Robe River Kuruma RNTBC, Yindjibarndi Nation Ltd	Deadline: September 2026	Lead: CEO Support: Chair RAPWG
Promote positive race relations through anti-discrimination strategies.	Research best practices and policies in areas of race relations and anti-discrimination, drawing on resources from the Australian Human Rights Commission and Diversity Council Australia.	Deadline: June 2026	Lead: Executive Manager, People & Culture Support: Chair, RAPWG
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Deadline: November 2026	Lead: Executive Manager, People & Culture Support: CEO



Respect

At PCLS, respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is central to our vision and core business. We recognise that the Pilbara is home to strong, diverse, and enduring Aboriginal and Torres Strait Islander communities, whose cultural knowledge and resilience continue to shape the region.

Fostering this respect strengthens the way we deliver our services by equipping staff with the cultural confidence to engage with Aboriginal and Torres Strait Islander clients in a safe, responsive, and meaningful way. It also enhances our workplace culture by creating an inclusive environment where all staff feel proud to contribute, and where Aboriginal and Torres Strait Islander employees are supported to thrive and remain with our organisation.

Embedding respect in this way also reinforces the integrity of our organisation, ensuring that our work reflects our values of equity, justice, and community. By celebrating cultures and histories, acknowledging truths and learning from Aboriginal and Torres Strait Islander peoples, we build trust with communities and strengthen the partnerships that are vital to long-term success. Respect is therefore not only a matter of justice but a foundation for delivering stronger outcomes for our clients and sustaining the impact of our services across the Pilbara.

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case within our Workforce Plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Deadline: November 2026	Lead: Executive Manager, People & Culture Support: Chair, RAPWG
	Deliver ongoing training and education through: <ul style="list-style-type: none"> induction subject matter expert guest speakers trauma-informed practice training Cultural awareness and cultural immersion activities. 	Deadline: November 2026	Lead: Executive Manager People and Culture
	Conduct a review of cultural learning needs within our organisation through surveys and focus groups.	Deadline: November 2025	Lead: Executive Manager People and Culture
	Improve social messaging and communication across platforms (e.g., Facebook for community, LinkedIn for corporate).	Bi-monthly Deadlines: December 2025 February 2026 April 2026 June 2026 August 2026 October 2026	Lead: CEO Support: Executive Manager, People & Culture
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians within our organisation's geographical operational areas.	Deadline: July 2026	Chair, RAPWG
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Bi-annual Deadlines: (Staff Development Day April 2026 October 2026	Lead: Chair, RAPWG Support: Executive Manager, People & Culture
	Create culturally safe physical and service environments, including: <ul style="list-style-type: none"> Seek input from Aboriginal partners to ensure signage and materials are culturally appropriate. Cultural artwork or furnishings Spaces supporting privacy, safety and trauma-informed practice 	Deadline: July 2026	Lead: Executive Manager, Corporate & Financial Services Support: Executive Manager, People & Culture
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 through all staff meetings, emails, induction training, cultural immersion activities, social media posts and guest speakers.	Deadline: NAIDOC Week, July 2026	Lead: executive Manager, People and Culture Support: Chair, RAPWG
	Introduce our staff to NAIDOC Week by promoting external events in our local area through the Wellbeing Squad SharePoint folders and emails.	Deadline: NAIDOC Week, July 2026	Lead: Chair, Wellbeing Squad Support: Executive Manager, People & Culture
	RAP Working Group to participate in an external NAIDOC Week event.	Deadline: NAIDOC Week, July 2026	Lead: Chair, RAPWG Support: CEO



Opportunities

PCLS is committed to creating meaningful and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples across the legal and community service sectors. We recognise and value the deep cultural knowledge, lived experience, and diverse skills that Aboriginal and Torres Strait Islander peoples bring to our organisation and the broader Pilbara community.

We understand that embedding this knowledge within our workforce strengthens our ability to deliver culturally safe, inclusive, and responsive services. PCLS actively supports the participation of Aboriginal and Torres Strait Islander peoples through education, employment, and professional development pathways.

As part of our commitment to reconciliation and economic empowerment, we also seek to engage Aboriginal and Torres Strait Islander-owned businesses through our procurement practices, supporting community-led growth and self-determination.





Opportunities			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop strategies for Aboriginal and Torres Strait Islander employment within our organisation through our Workforce Plan.	Deadline: November 2025	Lead: Executive Manager, People & Culture Support: CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing, to inform future employment and professional development opportunities through a Workforce Plan.	Deadline: November 2026	Lead: Executive Manager, People & Culture
	Identify strategies to attract, support, and retain Aboriginal and Torres Strait Islander staff in our organisation in the Pilbara, ensuring culturally safe and sustainable employment pathways.	Deadline: May 2026	Lead: Executive Manager, People & Culture Support: CEO and RAPWG
	Upload cultural awareness training into the induction platform in Employment Hero.	Deadline: April 2026	Lead: Executive Manager, People & Culture Support: RAPWG
	Review current leave policies around personal and cultural obligations.	Deadline: July 2026	Lead: CEO Support: PCLS Board
	Identify barriers within the organisation preventing Aboriginal and Torres Strait Islander people from applying for jobs at PCLS.	Deadline: July 2026	Lead: Executive Manager, People & Culture Support: CEO and RAPWG
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.	Deadline: July 2026	Lead: Executive Manager, Corporate & Financial Services Support: Executive Manager, People & Culture
	Investigate Supply Nation membership to determine suitability for PCLS.	Deadline: March 2026	Lead: Executive Manager, Corporate & Financial Services Support: Executive Manager, People & Culture





Governance

At Pilbara Community Legal Service (PCLS), we are deeply committed to the meaningful and authentic implementation of our Reconciliation Action Plan (RAP). We recognise the importance of ensuring our actions reflect genuine respect and ongoing collaboration with Aboriginal and Torres Strait Islander peoples.

To support this, PCLS will develop and maintain effective resources and management systems that enable us to track, measure, and transparently report on our RAP activities and outcomes. This will ensure we meet our targets and remain accountable to our commitments.

We are committed to publicly sharing our RAP so that clients, communities, and stakeholders can clearly see our dedication to reconciliation. The insights, challenges, and successes gained from our current RAP will guide the development of our next plan, allowing us to continually grow and strengthen our partnerships with Aboriginal and Torres Strait Islander communities throughout the Pilbara region.

Through this ongoing journey, PCLS strives to contribute meaningfully to reconciliation and to foster a more just, respectful, and inclusive future for all.

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain a RAPWG to govern RAP implementation.	Deadline review bi-annually: December 2025, July 2026	Lead: CEO Support: Chair, RAPWG
	Maintain a Terms of Reference for the RAPWG.	Deadline review bi-annually: December 2025, July 2026	Lead: Chair, RAPWG Support: Executive RAP Champion
	Establish Aboriginal and/or Torres Strait Islander representation on the RAPWG). During the Reflect RAP, PCLS will focus on identifying potential representatives from within the organisation or, where this is not possible, will engage with external Aboriginal and Torres Strait Islander stakeholders or consultants to ensure representation. This is a key step in preparing for progression to an Innovate RAP.	Review Quarterly: December 2025, March 2026, June 2026, September 2026	Lead: CEO Support: Chair, RAPWG
Provide appropriate support for the effective implementation of RAP commitments.	Define resource needs for RAP implementation, including a budget proposal to be submitted and reviewed by the Board.	Deadline: April 2026	Lead: CEO
	Engage senior leaders in the delivery of RAP commitments.	Deadline: November 2025	Lead: CEO Support: Executive Manager, People & Culture
	Maintain a senior leader to champion our RAP internally.	Bi-annual Review: December 2025, July 2026	Lead: RAPWG Support: CEO
	Using the Reconciliation Action Plan Reporting Guide to build understanding of the information required to track, measure, and report on RAP commitments, with progress reported to the Board and Executive Team.	Quarterly deadlines: January 2026 March 2026 May 2026 July 2026 September 2026 November 2026	Lead: CEO Support: Chair, RAPWG
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.	Bi-annual Review: December 2025, July 2026	Executive Manager People and Culture,
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Deadline: September 2026	Executive Manager People and Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Deadline: September 2026	Lead: Chair, RAPWG Support: Executive Manager, People & Culture
	Summarise our RAP progress to internal and external stakeholders in the PCLS Annual Report.	Deadline: November 2026	Lead: CEO Support: Chair, RAPWG
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP 3 months prior to the expiry of the Reflect RAP.	Deadline: September 2026	Executive Manager, People & Culture

Contact details

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