



# Reflect Reconciliation Action Plan

February 2024 –  
February 2025





# Willoughby City Council Vision for Reconciliation

Our Vision for Reconciliation is to honour the profound history and diverse cultures of Aboriginal and Torres Strait Islander peoples. We commit to the principles of truth, understanding, and education as we embrace our rich cultural heritage.

Together, we will work towards fostering an inclusive, respectful, and equitable society that benefits all.

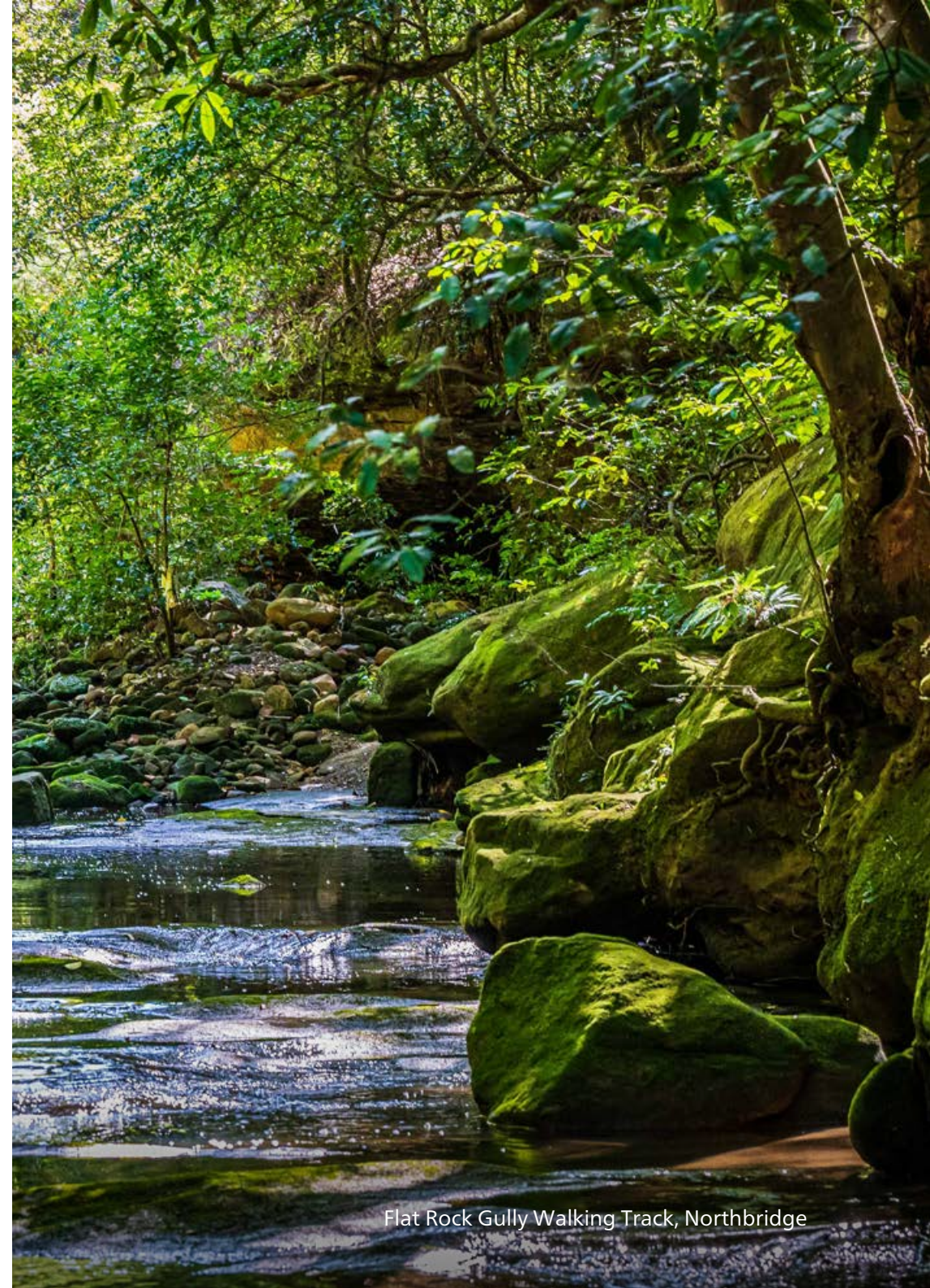
## Acknowledgment of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.



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Flat Rock Gully Walking Track, Northbridge





## Mayor's message

Willoughby City Council is committed to reconciliation and building greater understanding and respect among all people. We value our culturally diverse community and are focused on working in partnership with Aboriginal and Torres Strait Islander people to celebrate and understand more about Aboriginal and/or Torres Strait Islander cultures, honour local First Nations heritage and make a culturally safe space for First Nations people.


We highly value the natural environment that envelops Willoughby, the connected and caring nature of our community and the culture of the area that has evolved over the many years. We recognise the original owners and their custodianship of these lands.

Our Reflect RAP details the steps we are taking to develop and enhance relationships with Aboriginal and Torres Strait Islander community members, and work towards our vision for reconciliation. I would like to thank all who have contributed to informing this Reflect RAP, particularly representatives from the Aboriginal Heritage office, The Gai-mariagal Group, Metropolitan Local Aboriginal Land Council, local Aboriginal artists and Reconciliation Australia for their support during the process.

Through the development and implementation of this plan, Willoughby City Council aims to strengthen relationships and continue to Respect, Acknowledge and Partner with Aboriginal and Torres Strait Islander communities.

I am happy to share our Reflect Reconciliation Action Plan (RAP), developed in partnership with our RAP Working Party, and our commitment to work towards a better future for our community and all Australians.

Tanya Taylor  
Mayor, Willoughby City Council

A vertical image of a eucalyptus tree trunk with light-colored bark and some peeling areas. Several white, stylized star-like or flower-like patterns are overlaid on the image, particularly on the left side.

Eucalyptus tree



Flat Rock Gully Walking Track,  
Northbridge



## CEO's message

Willoughby Council's Reflect RAP represents a significant step and opportunity to make a real difference as we strive to embed principles of reconciliation across our organisation, and act to help create a more equitable and inclusive community.

Willoughby has a significant shared history with Aboriginal and/or Torres Strait Islander communities, and we are committed to supporting greater understanding and reconciliation. We aim to foster respect and appreciation for Aboriginal and/or Torres Strait Islander communities and culture. Assisting us with this are the relationships forged during the development of this RAP with key Aboriginal and Torres Strait Islander people and agencies including the Aboriginal Heritage office, The Gai-mariagal Group, Metropolitan Local Aboriginal Land Council and local Aboriginal artists.

Relationships, respect and opportunities are the key focus areas of Council's Reconciliation Action Plan (RAP). The development of this Reconciliation Action Plan has been a collaborative and inclusive process, drawing on the deep knowledge and cultural understanding from both internal and external stakeholders and guided by the extensive experience of Susan Moylan-Coombs, Woolwonga and Gurindji woman.

We all have a role to play in closing the gaps experienced by Aboriginal and/or Torres Strait Islander peoples regarding health, justice, education and employment and in promoting greater understanding. Council's internal RAP Working Group has helped develop and guide our reconciliation objectives and identify the practical steps we can take as an organisation and as individuals in our reconciliation journey. We look forward to implementing the actions in our Reflect RAP and progressing reconciliation within our organisation and community.

Debra Just  
Chief Executive Officer, Willoughby City Council





# Message from Reconciliation Australia

Reconciliation Australia welcomes Willoughby City Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Willoughby City Council joins a network of more than 2,500 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 Willoughby City Council 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 Willoughby City Council, 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



Soft tree fern



# Our Artwork

This artwork acknowledges and celebrates Cammeraygal Country<sup>1</sup> and culture.

I am grateful to have been held by this Country, having lived here for the past 20 years.

The design highlights the topography of Country, mapping the waterways before colonisation.

The centre of the design reflects a Sydney red gum (*angophora costata*) that is located in the heart of what is now called Chatswood. Blue gum nuts (*eucalyptus saligna*) are scattered across the design remembering the blue gum forests that once stretched across this section of Country.

The western side of Willoughby and Chatswood contained creeks lined by River Mangroves (*aegiceras corniculatum*) and sweet sarsaparilla (*similax glycyphylla*); and the sandstone ridges of Middle Harbour with eastern scribbly gum (*eucalyptus racemosa*) and lomandra (*lomandra longifolia*).

Oysters, Hairy Mussels, Sydney cockles and Mud Oysters bring awareness to what were once a staple food source; and their role in cleansing and filtering waterways.

A school of salmon swim upstream remembering women's stories and the casuarina (*allocasuarina littoralis*) offer shade and shelter as the Brush Turkey digs, aerating and enriching the soil.

Native Fuchsia (*epacris longiflora*), Christmas bells (*blandfordia grandiflora*) and Graceful pea bush (*pultenaea flexilis*) bloom with the changing of seasons.

**Dr Emma Hicks**



## Our Artist

Dr Emma Hicks is a Sydney based artist, writer, academic and educator of Gamilaroi and European heritage. Emma has a multidisciplinary practice covering film, sculpture, installation drawing and writing. Emma works in a responsive way to site or concept with connection to place and personal storytelling as recurring themes in her practice.

<sup>1</sup> Cammeragal, also spelt Gamaragal





## Our business

The City of Willoughby is located in Sydney's northern suburbs – about 9 km from the Sydney GPO. Willoughby City is bounded by Ku-ring-gai Council to the north, Middle Harbour to the east, North Sydney and Lane Cove Councils to the south, and the City of Ryde to the west. The main commercial center of the City of Willoughby is Chatswood, along with the smaller commercial centres of Willoughby, St Leonard's and Artarmon. Willoughby City is predominantly a residential area, but also has substantial industrial and commercial areas. Significant bushland areas are located along the Lane Cove River and the foreshore of Middle Harbour.

Willoughby City encompasses a total land area of 23 square kilometers.

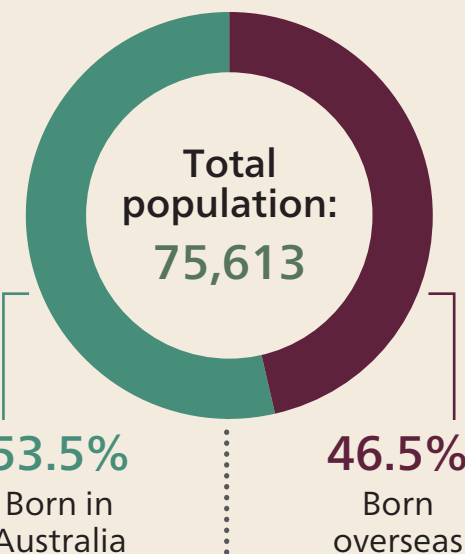
Willoughby City is a harmonious city of diversity with 46.5% of the population born overseas. It has a population of 75,613 and a population density of 3,389 persons per square km. 207 identify as Aboriginal and/or Torres Strait Islander people. (ABS 2021).

The Council employs 417 staff. To the best of our knowledge Council has two Aboriginal and/or Torres Islander staff members. There may be additional staff who identify as Aboriginal and/or Torres Strait islander people of whom we are not aware. We are working to investigate on how to improve our data collection in relation to Aboriginal and Torres Strait Islander staff.

### Total land area:



207 identify  
as Aboriginal  
and/or Torres  
Strait Islander  
people





**The Community,  
Culture & Leisure  
Directorate is  
responsible  
for enhancing  
community life.**

Emerge Festival Welcome Ceremony

Council works closely with the community and provides a range of direct and indirect services to make Willoughby a great place to live, work or visit.

The main Council offices are in Chatswood with a number of satellite locations including the works depot, libraries and community facilities. Our staff are in the community everyday undertaking activities such as community services, maintenance, waste collection, street cleaning, capital works and maintenance of roads.

The Council is divided into 3 directorates:

- **Community Culture and Leisure**  
(Community Life, Culture and Leisure, Media Marketing and Events)
- **Customer and Corporate**  
(Business Improvement and Customer Experience, Finance, Governance, Risk and Corporate Planning, Information Services, People and Culture)
- **Planning and Infrastructure**  
(Compliance, Design and Infrastructure, Environment, Planning, Property and Construction Services, Works Services).

The **Community, Culture & Leisure Directorate** is responsible for enhancing community life through Aged and Disability services at the Dougherty Community Centre, Youth Services at Chatswood Youth Centre, Out of School Hours Care, volunteering and management of a range of community facilities across the LGA.

The directorate is also responsible for community development through delivery of community projects and multicultural services at MOSAIC, seven libraries, Willoughby Leisure Centre, visual arts programs including management of the Art Space on The Concourse and the Incinerator Art Space and development of open space for sport and recreation.





The directorate has a strong focus on environmental management and education to ensure the natural environment is preserved and improved for future generations.

The directorate manages the Concourse Precinct, Zenith Theatre, conducts the Council's community engagement and organises major events such as the Emerge Festival and Chinese New Year celebrations.

The **Customer and Corporate Directorate** supports Councillors and staff, provides information to external customers, and ensures sound governance structures are in place. This department includes People and Culture, Governance and Customer Service and as well as Information Technology, Information Management, Procurement, GIS, Rates and Financial Services. Customer and Corporate is also responsible for Council's long term financial plan ensuring financial sustainability for Council and its community.

The **Planning and Infrastructure Directorate** encompasses a range of services to provide the best outcomes for our built and natural environment. The directorate has a strong focus on environmental management and education to ensure the natural environment is preserved and improved for future generations. Planning and Infrastructure is responsible for development assessments, works services, waste recovery, regulatory services and management of Council's assets. The directorate also develops the strategic framework for urban design, development, transport and land use.



# Our Reconciliation Action Plan

The RAP will be developed with guidance from Reconciliation Australia, the lead body for reconciliation in Australia.

The development of a Reconciliation Action Plan aligns with key outcomes in Council's Community Strategic Plan (CSP) *Our Future Willoughby 2032* which sets the future direction for Willoughby City for the next ten years.

The strategic plan was developed through consultation with key agencies, community groups and the broader community.

As a result of this engagement with our community, the following key actions are included within our strategic plan.

## 2.2

Respect and celebrate our Indigenous and non-Indigenous history and heritage

## 1.3

Enhance, protect and respect waterways, bushland, wildlife and ecological systems

## 2.3

Celebrate and encourage our diversity





# Our Reconciliation Journey

Council established an internal RAP working group in September 2022 whose membership includes:

- Community Life Manager
- People and Culture Manager
- Arts and Events Manager
- Library Services Manager
- Engagement and Communications Manager
- Community Development Team Leader
- Bushland Team Leader
- Contracts and Procurement Team Leader
- Multicultural Community Project Officer

The RAP working group plays a key role in developing and implementing the principles of reconciliation across the Council. During the implementation phase, the RAP working group members are responsible for communicating and promoting the deliverables within the **Reflect RAP** to their colleagues, organisations and developing partnerships with Aboriginal and Torres Strait Islander stakeholders.

**The RAP working group plays a key role in developing and implementing the principles of reconciliation across the Council.**

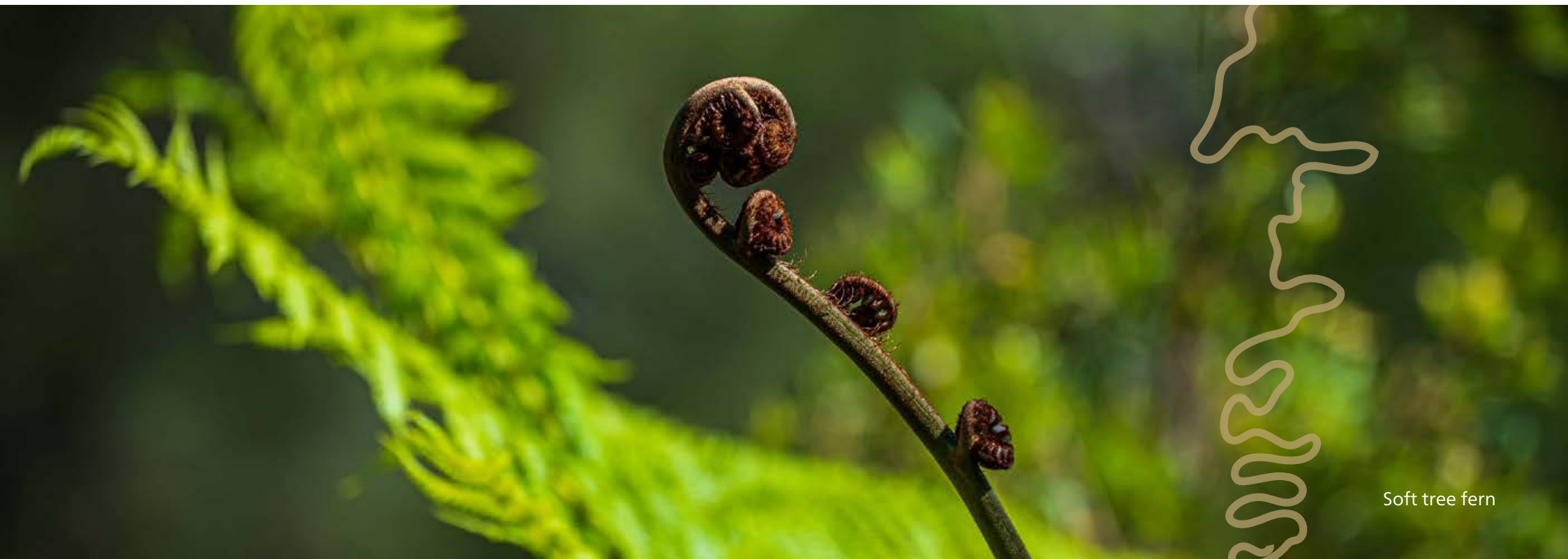


Angophora tree

**The Reflect RAP will set out actions and commitments to demonstrate respect, build trusting relationships and opportunities to work with Aboriginal and Torres Strait Islander people and communities.**

The **Reflect RAP** provides Council with the framework to build its internal capacity, awareness and knowledge about Aboriginal and Torres Strait Islander histories and cultures. This will help us to develop relationships with external community groups and organisations. The **Reflect RAP** will set out actions and commitments to demonstrate respect, build trusting relationships and opportunities to work with Aboriginal and Torres Strait Islander people and communities. Council's Community Life Manager will be the nominated 'RAP Champion' responsible for driving and championing internal engagement and awareness of the RAP.

Our RAP is based on Reconciliation Australia's RAP framework and focuses on the core pillars of relationships, respect and opportunities. The **Reflect RAP** will help us to advance in our reconciliation journey and provide direction for future Reconciliation Action Plans and reconciliation initiatives.



Soft tree fern



# Community Partnership and activities

Willoughby City Council has demonstrated commitment to reconciliation over many years through various programs and activities undertaken by different business units to recognise Aboriginal and Torres Strait Islander histories and cultures within our organisation and the wider community.

We have an Acknowledgement of Country protocol, developed with input from our local Aboriginal Heritage Office and endorsed by the Metropolitan Local Aboriginal Land Council (MLALC). This is used at Council meetings and events. An Acknowledgement of Country is also included in the email signature of all staff and elected members.

The Council has developed a strong working relationship with key Aboriginal and Torres Strait Islander people and agencies including the Aboriginal Heritage office, The Gai-mariagal Group, Metropolitan Local Aboriginal Land Council and local Aboriginal artists. We have established an internal RAP working group, which has representatives from different business units.

## Feedback from the community played an important part in developing our RAP.





We developed the engagement and communication plan to conduct consultation workshops for staff, internal and external stakeholders (community members and young people) to get their feedback as part of the development of the RAP. These workshops were facilitated by Susan Moylan-Coombs. Susan whose ancestral heritage includes Woolwonga and Gurindji from the Northern Territory, has extensive experience working with First Nations people.

We also used online tools to engage with our community by using the Have Your Say platform to get their input into the development of RAP. We received 66 survey responses.

Feedback from the community played an important part in developing our RAP.

The RAP will help us to consolidate our activities and programs and develop partnerships to work cohesively and achieve reconciliation at a local and national level.



Narrow-leaf Bitter Pea



The table below lists the activities that have been taken by different Business units of Willoughby City Council.

## Community Culture and Leisure

### Community Development

- Coordinate activities for Gai-mariagal Festival & NAIDOC Week each year. Partnered with Gai-mariagal Festival group for 22 years.
- Developed database of Indigenous operators (for workshops, events, catering etc.)
- Liaison with Aboriginal Heritage Office, e.g., consultation for Artarmon Parkland Pavilion project
- Financial contribution each year to the Koori Kids NAIDOC School Initiative (in partnership with NSW Department of Education)

### Children and Youth Services

#### Devonshire Street Children's Centre

- Developed a Reconciliation Action Plan specific to Devonshire Street Children's Centre
- Acknowledge and celebrate key Aboriginal and Torres Strait Islander events throughout the year.
- National Close the Gap Day – provide information for staff and families
- Mabo Day – acknowledge this with a photo and information display
- Activities organised for Harmony Day, National Reconciliation Week, NAIDOC Week, Indigenous Literacy Day etc.

#### Youth Services

- Acknowledgement of Country at meetings
- Social media strategy includes promotion of advocacy days (e.g., NAIDOC Week & Sorry Day)
- Promotion of specific events and youth opportunities targeting First Nations people as they arise from local networks.

### Visual Arts

- Attended Create NSW Change making Public Spaces event – NSW Create Aboriginal Protocols
- Annual exhibition curated by Honey Ant Gallery
- Establishing connections with local First Nations artists and develop a database of First Nations artists and/or curators

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**Open Spaces**

- Park and open space signage includes an Acknowledgement of Country

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**MOSAIC  
Multicultural  
Centre**

- MOSAIC multicultural groups regularly visited the Aboriginal Heritage Office / museum.
- Engaged a First Nations educator to deliver a school holiday activity for NAIDOC Week.

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**Willoughby Library**

- Aboriginal Heritage webpage on Willoughby Library website.
- Acknowledgement of Country provided at internal/staff meetings and at some events
- Events and activities throughout the year, e.g., NAIDOC Week story time, film screenings, First Nations themed story time, Talks at Willoughby with First Nations authors.
- Highlighted library resources (e.g., books and films) with Indigenous authors that feature Indigenous subjects or perspectives, or are themed around Aboriginal and Torres Strait Islander cultures, language and peoples.
- Link on Library website to Community Atlas (profile .id) – people of Aboriginal and Torres Strait Islander origin in the Willoughby area.
- In 2008 Council published 'Bo-ra-ne Ya-goo-na Par-ry- boo-go, Yesterday Today Tomorrow: An Aboriginal History of Willoughby' in association with the Aboriginal Heritage Office, written by Jessica Currie. Available to download on the Library website.
- Local History Digital Collection - photographs in Picture Willoughby

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**Willoughby  
Symphony  
Orchestra**

- Program notes include Acknowledgement of Country
- Created opportunities for First Nations artists in concert programming

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**Willoughby  
Leisure Centre**

- Willoughby Leisure Centre staff completed online cultural competency training. Training offered by Royal Life Saving NSW and incorporated the SBS Inclusion course.
  - Willoughby Leisure Centre registered as a Culture Competent Facility
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- Media & Marketing**
- Acknowledgement of Country and reference to endorsement of the Uluru Statement from the Heart is on the footer of each page on the Willoughby City Council website and other Council sites, e.g., Willoughby Leisure Centre, Zenith Theatre, Willoughby Library
  - Acknowledgement of Country included in corporate documents
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- Events**
- Acknowledgement of Country/Didgeridoo performance held at citizenship ceremonies
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- Community Engagement**
- Have Your Say site includes Acknowledgement of Country
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**Bushland**

**Bushland General Activities**

- Liaison with the Aboriginal Heritage Office on site management issues relating to Aboriginal sites. Includes removing graffiti, stabilising erosion zones near middens and minimising access and potential vandalism near sites.
  - Sites awareness training for field staff to increase awareness of and protection of sites in bushland reserves. Delivered by AHO.
  - Urban Bushland Plan of Management outlines Council objectives in managing cultural heritage and site interpretation.
  - Aboriginal artists commissioned to create site specific contemporary artworks, e.g., mural work at Flat Rock Gully and sculptural work at Mowbray Park.
  - An interpretive site was established near the Lane Cove River foreshore. Mowbray Park has also been used for storytelling and other outdoor activities.
  - “Bo-ra-ne Ya-goo-na Par-ry-boo-goo: Yesterday Today Tomorrow – An Aboriginal history of Willoughby” by Jessica Currie distributed to local schools. The Council supported the publishing of this book.
  - Walking track brochures produced by the AHO that emphasize Indigenous themes have also been made available to the public.
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## **Bushland**

### **Bushland Interpretative Program**

- Acknowledging local Aboriginal history of place before each guided bushwalk, activity or event with community and school groups.
- Aboriginal Heritage Education Officer is engaged to run at least two guided bushwalks each year, speak to High School groups throughout the year and involved in teaching Primary School groups.
- The Bushland Interpretive Program ran a yearly activity for the JCS Rainbow Stay Project for 10 years (visiting children from Fukushima) to provide a bushland experience and time with an Indigenous Interpreter.
- Local resident Professor Jakelin Troy, author of The Sydney Language. contacted to present to the community on language.
- Organise and run yearly activities for the Gai-mariagal Festival. e.g., Aboriginal storytelling and stargazing around a fire, bush tucker talks and Aboriginal heritage walks and other programs and activities for community members.
- Activities designed for school holiday groups. e.g., Indigenous games, reconciliation activities, arts and crafts etc.
- Bush Tucker garden design and cooking workshops designed and run by Bushland Team
- The Bushland Team provided assistance to local preschools and schools to help create bush tucker gardens. e.g., providing design plans, supply of plans and running planting activities.

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## **Environmental Education**

- Held World Environment Day event at the Zenith in June 2020. The Walangari Karntawarra and the Dirlamu Aboriginal dance and didgeridoo troupe did a smoking ceremony and short performance. Children were invited to participate onstage.

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## **Planning**

- Liaise with Aboriginal Heritage Office in relation to planning issues that may impact on local Aboriginal heritage sites.
  - Establishment and ongoing financial contribution to Aboriginal Heritage Office (annual).
  - Governance of Aboriginal Heritage Office e.g. participation on advisory committee.
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## Relationships

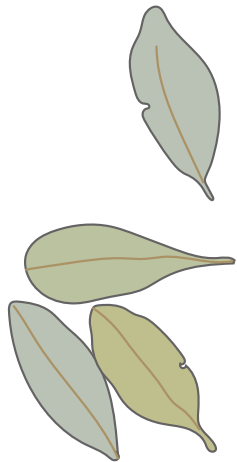
Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Feb 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> Community Engagement Lead and Multicultural Community Project Officer
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> All Managers

# Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff, contractors and volunteers.	May 2024	<b>Lead:</b> Community Life Manager. <b>Support:</b> Community Engagement and Internal Communication Lead, People and Culture Manager and Multicultural Community Project Officer
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> All Managers and Multicultural Community Project Officer
	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, 2024	People and Culture Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	3.1 Communicate our commitment to reconciliation to all staff.	March 2024	Community Engagement and Internal Communication Lead.

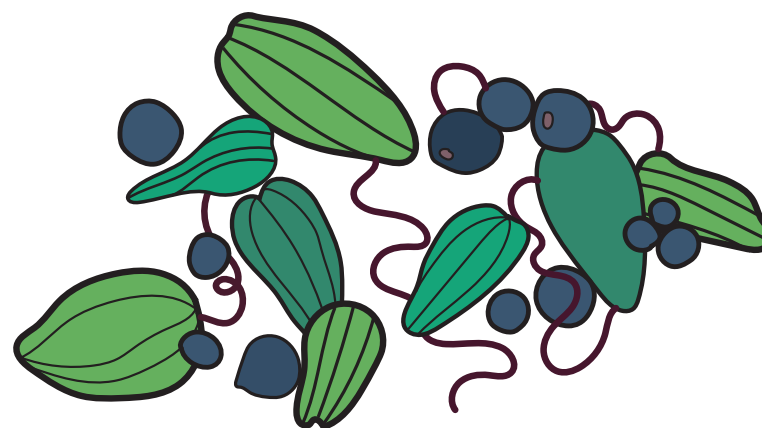


Action	Deliverable	Timeline	Responsibility
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> All Managers and Multicultural Community Project Officer
	3.3 Communicate our commitment to reconciliation to the wider Willoughby community.	March 2024	Marketing Media and Communication Lead
	3.4 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> Multicultural Community Project Officer
	3.5 Incorporate messages in the CEO weekly updates to all Council staff promoting National Reconciliation Week, NAIDOC Week and Gai-mariagal Festival.	May 2024	Community Engagement and Internal Communication Lead
	3.6 Working with Aboriginal and Torres Strait Islander Community members to identify a suitable place for and work towards the establishment of, a Yarning Circle as a way to build respectful relationships and to preserve and pass on cultural knowledge.	September 2024	<b>Lead:</b> Director Community, Culture and Leisure <b>Support:</b> Open Spaces and Recreation Lead



# Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti- discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	May 2024	<b>Lead:</b> Manager People and Culture <b>Support:</b> Multicultural Community Projects Officer
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2024	Manager People and Culture
	4.4 Explore membership of Welcoming Cities as part of creating a welcoming environment for all.	June 2024	Multicultural Community Projects Officer



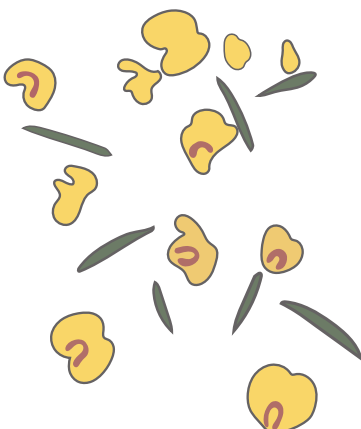




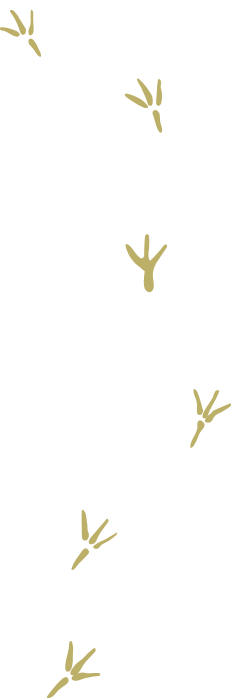
## Respect

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2024	Manager People and Culture
	5.2 Conduct a review of cultural learning needs within our organisation.	October 2024	Manager People and Culture

# Reconciliation Action Plan

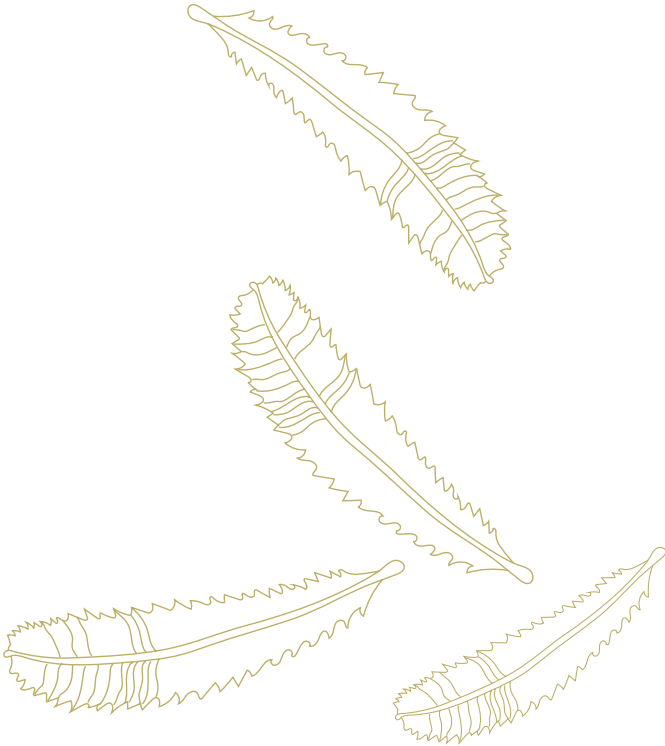
Action	Deliverable	Timeline	Responsibility
	5.3 Investigate and implement opportunities for RAP working group members, management and Council staff to participate in cultural learning opportunities.	April 2024	Manager People and Culture
	5.4 Include Local Government NSW Aboriginal cultural awareness training module in the Council staff and Councillors induction process.	May 2024	Manager People and Culture
	5.5 Review the content and placement of the First Nations information page on Council's website.	February 2024	Multicultural Community Projects Officer
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2025	<b>Lead:</b> Community Life Manager. <b>Support:</b> Multicultural Community Project Officer
	6.2 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2024	Multicultural Community Projects Officer



Action	Deliverable	Timeline	Responsibility
	6.3 Consult the community regarding the use of Aboriginal and Torres Strait Islander language when naming local features, social and community infrastructure and events.	November 2024	Open Spaces and Recreation Lead
	6.4 Include the Aboriginal and Torres Strait Islander flags on Council website and electronic collateral e.g. email signature.	February 2024	<b>Lead:</b> Community Life Manager <b>Support:</b> Multicultural Community Project officer
	6.5 Review and refresh online channels such as Council's website and social media to ensure they contain culturally appropriate information as a way to educate Council staff and the broader community. Include the Aboriginal and Torres Strait Islander flags across all Council web pages.	March 2024	Multicultural Community Projects Officer
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	<b>Lead:</b> Community Engagement and Internal Communication Lead. <b>Support:</b> Marketing Media and Communication Lead

# Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
	7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Marketing Media and Communication Lead
	7.3 RAP Working Group to participate in an external NAIDOC Week event.	July 2024	Multicultural Community Project Officer





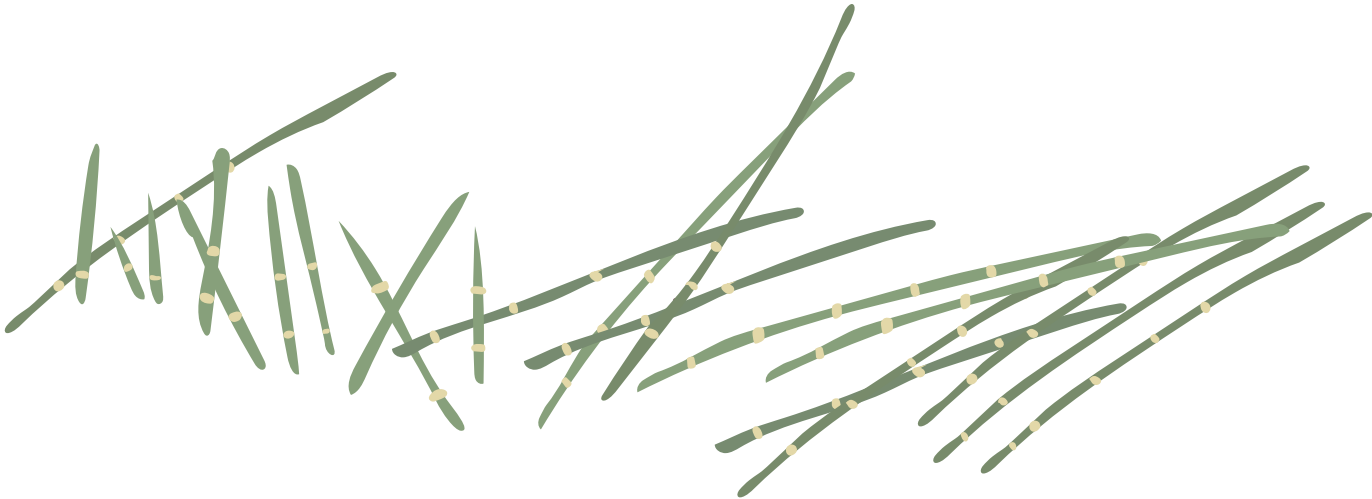


## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2025	Manager People and Culture
	8.2 Review our recruitment processes to improve accessibility for First Nations applicants.	October 2024	Manager People and Culture
	8.3 Implement appropriate protocols to identify and support Aboriginal and Torres Strait Islander staff in order to better target future employment and professional development opportunities.	February 2025	Manager People and Culture

# Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop a business case for increased procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2024	Procurement and Contracts Team Leader
	9.2 Investigate Supply Nation membership.	November 2024	Procurement and Contracts Team Leader





## Governance

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	10.1 Form a RWG to govern RAP implementation.	February 2024	Multicultural Community Projects Officer
	10.2 Draft terms of reference for the RWG.	February 2024	Multicultural Community Projects Officer
	10.3 Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2024	Multicultural Community Projects Officer
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	11.1 Define resource needs for RAP implementation	April 2025	Community Life Manager
	11.2 Engage senior leaders in the delivery of RAP commitments.	April 2024	Community Life Manager



# Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
	11.3 Appoint a senior leader to champion our RAP internally.	February 2024	CEO
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2024	Community and Culture Leisure Director
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	12.1 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 annually	Multicultural Community Projects Officer
	12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Multicultural Community Projects Officer
	12.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Multicultural Community Projects Officer
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	13.1 Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Three months prior to RAP expiry date	Multicultural Community Projects Officer



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