

City of Kalamunda

INNOVATE RECONCILIATION
ACTION PLAN

NOVEMBER 2019 - NOVEMBER 2021

ACKNOWLEDGEMENT TO COUNTRY

The City of Kalamunda acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging.

What is the difference between a Welcome to Country and Acknowledgment to Country?

"A Welcome to Country can be provided by a person who has a 2,000 plus generation connection to the place the Welcome is being provided. Therefore only a Traditional Owner/Custodian of that place can provide a Welcome To Country. If a person, Aboriginal or non-Aboriginal, does not have that traditional connection then they can provide an Acknowledgment to Country.

An Acknowledgment to Country is often provided in response to a Welcome from a Traditional Owner/Custodian or at gatherings or meetings of importance when there is no Traditional Owner/Custodian present. An Acknowledgment to Country is a sign of respect to the Traditional Owners and is done in the spirit of reconciliation. It is similar to going to someone's home where you wait at the door and don't enter until invited in by the house owner.

The Welcome and the Acknowledgment are very important in recognising and acknowledging Aboriginal and Torres Strait Islander people as the first peoples of the land on which we gather."

Danny Ford

A Noongar man and a senior Traditional Owner of Whadjuk Country, with connections to the wider Noongar Country and Aboriginal communities across Western Australia.

Cover page artwork by Nerolie Bynder-Blurton

The painting is around the 2018 NAIDOC theme.

"Because of her, we can"

My painting is called "because of her we can shine and grow"

The energy is strong above the lady spirit.

The spirit tree represents strong women in your life, who have helped you shine. The white circle around the spirit centre is the fire shining.

The leaves represent growth.

All the small dots connected are the connections/journeys that have been made because of her.

The mid section is a big river flowing and representing life.

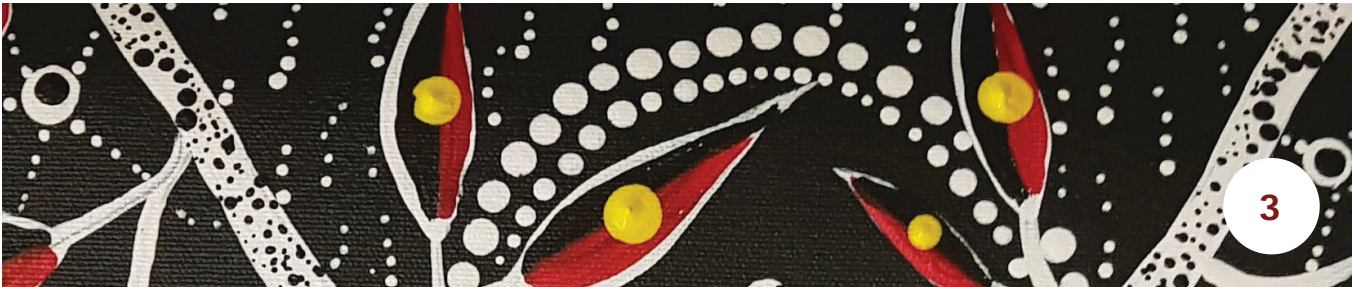
The bottom section waterholes which are representing birthingplaces/homes you have come from or lived an met women with strong spirit.

The spirit celebrates the strong woman that you are as well.



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MESSAGE FROM THE LOCAL ELDER

Reconciliation means coming together, working together as one. I'm talking about Aboriginal and all non-Aboriginal people. So, it's the community as a whole. I think that's the only way that things can work because at the end of the day we need each other. That's Reconciliation.

The benefits of the City of Kalamunda having a RAP is that, number one, having a working party, developing new opportunities for the local Aboriginal people and working with the City will be good for our community. You know, at the end of the day its building relationships and filling those gaps that are required within the community.



I found that being involved in the development of the RAP was very empowering and at the end of the day it is Elders having their input into seeing what is really happening for the community. Its only us, the Aboriginal community that can make some of these changes that are positive to the wider community. Working with local government, government and community together with Aboriginal people taking the role of leadership. Also, what's really inspired me is that we have a voice, we want to be able to share our wisdom and knowledge you know, to the wider community. It's important that these meetings go ahead, but one thing I will say is actions speak louder than words. So, no good having these meetings if it's just yeah yeah nod your head – it's got to be proactive.

Us Elders now that are on this RAP need to set the pace, and the foundation for upcoming generations like our young ones, for employment and training. It's the Elders that are making the way and allowing dreams to come true, and I quote, Martin Luther King, "I have a dream" and we all do have a dream. I see people that have addictions, no matter what it is, and I think to myself, when they're laying around on the streets, what happened to their dream? It's become dead. So, we've got to keep the dreams alive. You can't change what happened yesterday, but we can look forward for today and the future.



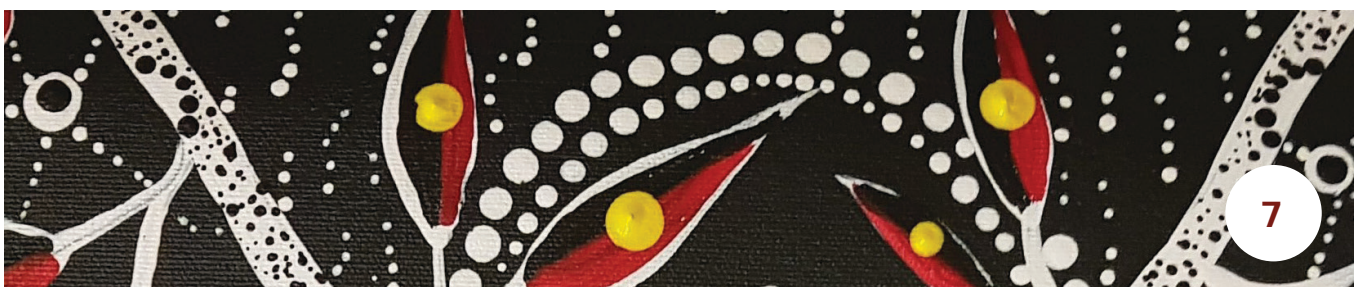
It's going to take time and that's the essence of it all. Rome was not built in a day. It's step by step and it's by us having these RAP meetings, going out meeting all different people that is important so that we have links into the wider community. I think at the end of the day it is about seeing who is out there, who wants to form partnerships and who is interested in creating new opportunities.

I would like to see a Culture Centre developed, and it is something I have spoken up about, because we don't have one that is available, there is a lot of tourists who go to the Kalamunda region because of the Bibbulmun track, we have many special places. Also, somewhere Aboriginal people can come, relate or have a yarn if there's any issues they are facing in the community. So, like an advocacy place, like a hub I s'pose, a one stop shop. Also looking at employment and training, it would be good to see more Aboriginal people employed in the City, these are the things that have formed a basis of our RAP.

It's about having a plan and taking action, all working together so that we can do well, can know more Culture and can understand County better. It's got to be like that because at the end of the day we all need each other. I am proud to have been a part of the RAP and I am looking forward to working with the City to see these things become our reality. Together, as one.

"Focus on today, let tomorrow come, you can't change yesterday."

Sharron Yarran
Local Elder





OUR BUSINESS

Governing For Our Place and Our People

The City of Kalamunda is a local government. We are focused, then, on our much more than ourselves as a corporation; we are committed to ensuring that people and communities living in our area have optimum wellbeing. In this, we also strive to ensure that the natural environment — the Boodjar — in our area is healthy and strong, and that all infrastructure and buildings meet the needs and aspirations of our residents and other stakeholders.

We also have responsibility for much of the land — the Boodjar — in our area. We are responsible for ensuring that the Boodjar remains as healthy as possible, and that our communities and our visitors are enriched by connection with this Boodjar. Whadjuk people have been the custodians of this Boodjar for millennia, and remain deeply connected to it today, so we want to honour that connection by working in partnership with them in this work of caring for country.

We cover an area of 324 square km. The majority of that area is rural, state forest, or National Park. Around 60,000 people live within our boundaries, with over 75% of them living in the urban suburbs. Over 1,000 people — 1.8% — identified as Aboriginal or Torres Strait Islander in the 2016 Census. In addition, many Traditional Custodians of our country live in other parts of the Perth Metropolitan area.

OUR ORGANISATION

We employ 304 people. Of these, 0.65% identify as Aboriginal. We hope that in enacting this plan and subsequent Reconciliation Action Plans we will increase this percentage. One of our Councillors is Aboriginal (non-Noongar).





TOWARDS PARTNERSHIP

We govern for all our residents and stakeholders. We are aware that Aboriginal people have experienced a very particular history of race-based exclusion, segregation and injustice on our land. As a result, we acknowledge that quite specific reconciliation work is needed to build a relationship of trust and partnership; a relationship in which the people who so generously welcome us to country come to know that they and thousands of generations of their ancestors are genuinely respected. Our hope and our commitment is that this relationship and respect will provide a foundation for us to stand together with Aboriginal people in their long, courageous journey of healing, re-empowerment and opportunity.

CULTURAL HERITAGE MANAGEMENT PLAN

The RAP will also honour a commitment made in February 2017. At that time, Council endorsed the Hartfield Park Redevelopment Project inclusive of an Aboriginal Cultural Heritage Management Plan requiring the City to enter into a RAP, engaging with the Whadjuk Noongar people and other Noongar consultants.

In doing so we hope we can support Whadjuk Noongar people in their ongoing cultural revival and maintenance and they in turn will help us all in genuinely understanding this land we are on. That is an exciting prospect and we hope that this Innovate RAP will create the foundations for that work. Many of our residents have a thirst for Noongar knowledge of our country and we will all benefit as we work together to build that knowledge.



WHAT IS A RAP?

The City of Kalamunda Innovate RAP outlines the steps to prepare our organisation for Reconciliation. The City's vision for reconciliation is to promote unity, respect and understanding. We aim to create lasting and meaningful relationships, encourage respect, and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians within our region. The Innovate RAP has four focus areas.

Focus Area 1 **RELATIONSHIPS**

The City values more meaningful relationships with the Traditional Owners of the land by:

- Community Connections
- Events
- Treaty
- Anti Discrimination Strategies
- Communication and Connection
- Work Collaboratively

Focus Area 2 **RESPECT**

Through partnerships we can work with all our community to create mutual respect and harmony by:

- Respect for Boodjar
- Respect for Cultures
- Acknowledge impacts of Dispossession and need for healing and re empowerment
- Creating Public Awareness and Interest
- Cultural Competences

Focus Area 3 **OPPORTUNITIES**

The City aims to build capacity within the community, to create opportunities for all and ensure equality and diversity within our organisation by:

- Employment
- Business Development
- Opportunities for Young People

Focus Area 4 **GOVERNANCE AND REPORTING**

The City will continue to reinforce current strategic directions and Reconciliation Australia guidelines by:

- RAP Reference Group
- Implementation
- Reporting
- Sustainability



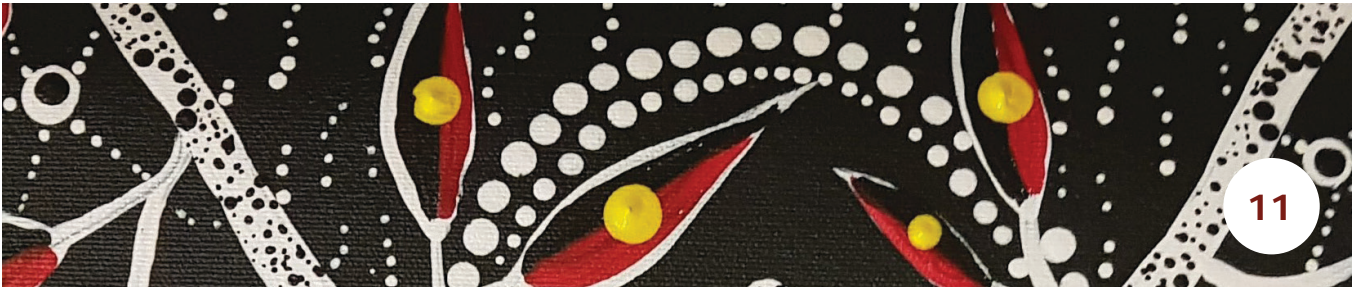
WHO CHAMPIONS OUR RECONCILIATION ACTION PLAN (RAP)

The Coordinator of Community Services is responsible for the implementation and reporting of the Reconciliation Action Pan (RAP). There are two main groups that will support the implementation, the RAP Reference group and the RAP staff working group. These groups together will provide accountability that the proposed actions and key deliverables are being met.

The RAP Reference Group is a community led group comprised of Aboriginal and Torres Strait Islander Traditional Owners, local Aboriginal and Torres Strait Islander people who live, work of have an affiliation with the City. Residents who are interested in Reconciliation and community groups or organisations that operate within the City. The RAP Reference Group is coordinated by the Coordinator Community Services.

The Reference Group members will provide guidance to Council for the successful delivery of the RAP as the City aims toward Reconciliation. The Key members are:

- | |
|---|
| Manager Customer and PR / Community Development |
| Coordinator Community Services |
| Six Community Members with a minimum of two members who identify as Aboriginal or Torres Strait Islander |



Internally, the City’s RAP will be championed through the RAP Staff working group and coordinated by Coordinator Community Services.

The RAP Staff working group members will assist with the implementation of the RAP and importantly help raise awareness from within the organisation.

The variety of departments and varying levels of seniority within our staff working group means that we can promote awareness of our RAP, support implementation and affirm commitment to these actions throughout the entire organisation.

Internal Steering Group Members are:

Building Surveyor
Coordinator Community Services
Coordinator Economic and Tourism Development
Coordinator Events
Coordinator Natural Area
Economic Development Specialist
Library Officer
Manager Customer and PR
Organisational Development Coordinator
Planning Officer
Recreation Services
Senior Procurement Officer



IN KEEPING WITH OUR STRATEGIC COMMUNITY PLAN

Our Innovate RAP will help us realise key aspects of our Strategic Community Plan including:

Our Vision: "Connected Communities, Valuing Nature and Creating our Future Together."

"Our simple guiding principle will be to ensure everything we do will make Kalamunda socially, environmentally and economically sustainable."

In particular it will further our values of:

- Service
- Respect
- Diversity
- Ethics (including honest, open, equitable and responsive leadership)
- Creativity
- Courage
- Prosperity and
- Harmony



Our Priorities

1 Kalamunda Cares and Interacts

Looking after our people and providing our people with social and cultural enjoyment

2 Kalamunda Clean and Green

Delivering environmental sustainability and maintaining the integrity of the natural environment

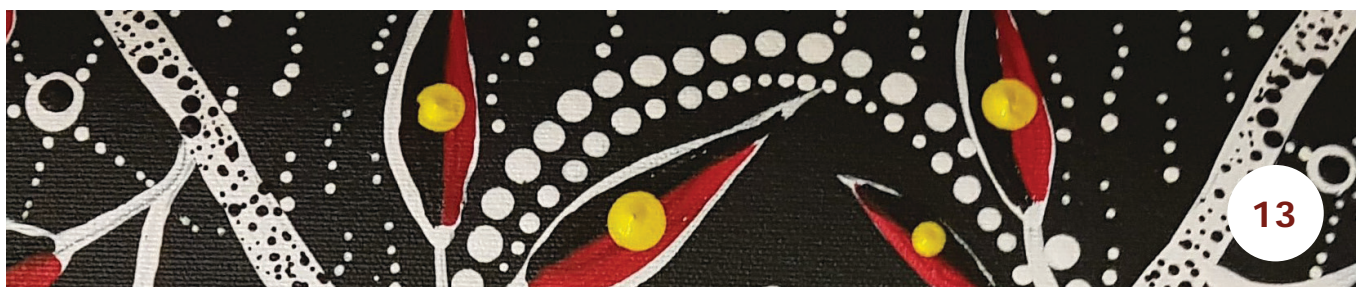
3 Kalamunda Develops

Supporting our local economy and using our land and assets sustainably, diversely and effectively

4 Kalamunda Leads

Providing good government and leadership

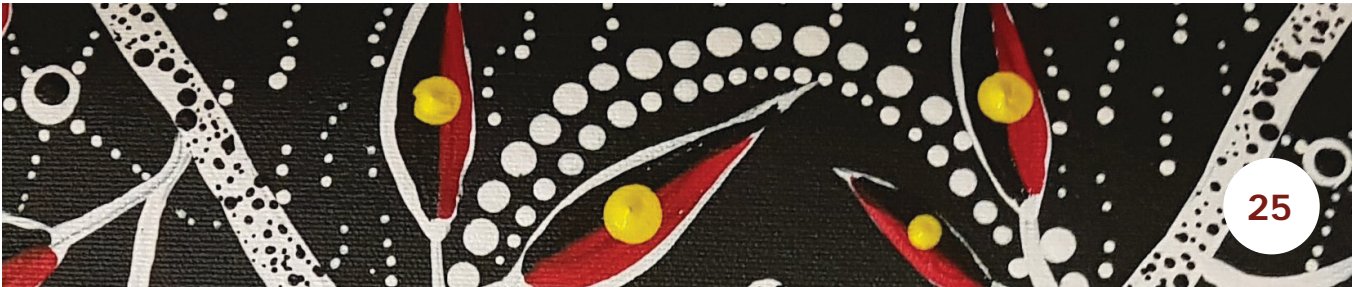
Our hope through this RAP is that Whadjuk, Noongar and other Aboriginal residents and stakeholders will want to stand in partnership with us in ensuring that their people and their Boodjar thrives. We know that can only occur if we take genuine, committed action as outlined in this Plan.







The City of Kalamunda will align with Reconciliation Australia’s guidelines with a view to consider developing our future Reconciliation Action Plans



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Themes	This Reconciliation Action Plan has been developed in line with the National Reconciliation Action Plan model provided by Reconciliation Australia. The key themes of the Reconciliation Plan are: Relationships, Respect ,Opportunities and Governance.
Action	Each theme has a number of high-level action items that will support reconciliation in the City of Kalamunda
Deliverable	Each Deliverable outlines a process or initiative to contribute to achieving the Action item.
Responsibility	Each Deliverable assigns responsibility to Council Business Units
Timeframe	Immediate actions: for completion within year one (2019-2020) Short Term actions: for completion within years one and two(2019-2021) Ongoing: is an ongoing activity with completion dates noted(2019-2021) Actions that are listed as “to investigate” may be progressed and implemented during the two year term of this plan when the result from the investigation recommends this. It is not necessary to wait for the development of a subsequent Reconciliation Action Plan.

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisation

1.1 COMMUNITY CONNECTIONS- Enhance direct connections between Aboriginal and non-Aboriginal residents.			
	Deliverable	Responsibility	Timeframe
1.1.1	Encourage local community centres, learning centres and agencies to hold 'story circles'.	Economic & Tourism Development Community Development	Review April and September 2020
1.1.2	Identify opportunities for shared experiences at which Aboriginal and non-Aboriginal people can engage together.	Community Development	Review April and September 2020
1.1.3	Strongly encourage City of Kalamunda staff and RWG to attend all these opportunities.	All Staff	Review April and September 2020
1.2 EVENTS- Facilitate and/or arrange events that bring Aboriginal and non-Aboriginal people together including National Reconciliation Week. Encourage arts and creativity to promote connection, interest and awareness.			
	Deliverable	Responsibility	Timeframe
1.2.1	Identify in partnership with the Reconciliation Reference Group, events and festivals that will promote Reconciliation.	Public Relations	Dec-19
1.2.2	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Public Relations	Apr-20 Apr-21
1.2.3	RAP Working Group members to participate in an external NRW event.	Community Development Public Relations	May-20
1.2.4	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	People Services	May-20 May-21
1.2.7	Ensure Noongar cultures, art, knowledge and creativity is incorporated into local events.	Public Relations	Mar-20 Mar-21
1.2.9	Organise at least one Nation Reconciliation Week event each year.	Public Relations	May-20 May-21
1.2.10	Register all our NRW events on Reconciliation Australia's NRW website.	Public Relations	May-20 May-21
1.2.11	Engage with local event organisers to include Aboriginal community connection.	Public Relations	Apr-20 Apr-21
1.2.12	Encourage Staff who organise events and festivals to actively include Aboriginal and Torres Strait Islander people as performers entertainers and public attendees.	Public Relations	Apr-20 Apr-21
1.3 TREATY- Explore (in collaboration with other Local Governments and Whadjuk people) a local Treaty or equivalent agreement			
	Deliverable	Responsibility	Timeframe
1.3.1	Consider with the RRG and other key Elders and leaders, the potential benefits and risks of a local treaty or equivalent agreement.	Community Development Public Relations	Aug-21
1.4 ANTI- DISCRIMINATION STRATEGIES- Promote positive race relations through anti discrimination strategies.			
	Deliverable	Responsibility	Timeframe
1.4.1	Research best practice and policies in areas of race relations and anti-discrimination.	People Services	Sep-20
1.4.2	Workforce Plan includes review of People Services policies and procedures to identify existing anti-discrimination provisions and future needs.	People Services	Review May and October 20, 21
1.4.3	Develop, implement and communicate an anti-discrimination policy for our organisation.	People Services	Jun-20
1.4.4	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	People Services	Jun-20
1.4.5	Educate senior management Group and Executive Team on the effects of racism.	People Services	Jun-20
1.5 COMMUNICATION AND CONNECTION- Develop improved communications and connections between Council, Whadjuk people and other Aboriginal and non-Aboriginal residents.			
	Deliverable	Responsibility	Timeframe
1.5.1	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Public Relations Community Development	Dec-20
1.5.2	Identify via the RRG, Aboriginal residents and stakeholders who may be interested in ongoing communications.	Public Relations	Dec-20
1.5.3	Identify volunteer opportunities for community to assist with local Noongar activities.	Community Development	Dec-20

1.5.4	Develop locally focused connection with Noongar Radio.	Public Relations	Dec-20
1.5.5	Facilitate the establishment of Aboriginal led community workshops.	Public Relations	Dec-20
1.5.6	Promote the Reconciliation Action Plan on social media, websites and in hardcopy	Public Relations	Dec-19
1.5.7	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Public Relations Community Development	Oct-20
1.5.8	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Public Relations Community Development	Feb-20
1.5.9	Implement strategies that engage our staff in reconciliation	People Services	Apr-20
1.6 WORK COLLABORATIVELY- Foster genuine 'co-design' - collaborative planning and decision making around policies and practices that particularly impact on Aboriginal stakeholders and residents.			
Deliverable		Responsibility	Timeframe
1.6.1	Develop, in collaboration with RRG, Aboriginal Stakeholders and residents, clear protocols on 'who can speak' for different issues.	Public Relations	Dec-20
1.6.2	Ensure that the RRG continues to have a direct and formal relationship with the City of Kalamunda to oversee the development of the RAP and consequent activities.	Public Relations Community Development	Feb-20 Feb-21
1.6.3	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Public Relations Community Development	Jul-21

2.1 RESPECT FOR BOODJAR- Work together to enhance respect for the Boodjar (life- giving country) we're on; led by Whadjuk knowledge and perspectives			
Deliverable	Responsibility	Timeframe	
2.1.1	Identify in partnership with RRG, appropriate Whadjuk partners to undertake "Respect for Boodjar" project	Community Services	Dec-20
2.1.2	Develop with RRG a 'Respect for Boodjar' Plan that identifies and documents sacred and significant sites	Assets Planning and Management	Dec-20
2.2 RESPECT FOR CULTURES- Enhance visibility of, and respect for, ongoing Whadjuk presence, culture and language			
Deliverable	Responsibility	Timeframe	
2.2.1	Continue to fly the Aboriginal flag at all City of Kalamunda Council buildings with a flag mast, whenever the Australian flag is being flown. Educate Community on why we fly all three flags	Customer and public relations	Sep- 20
2.2.2	Develop public awareness campaign on why the Aboriginal flag is being flown	Public Relations	Dec-19
2.2.3	Encourage community learning centres and educational institutions to provide Noongar language courses.	Community Development	Dec-20
2.2.4	Work with RRG to consider/be consulted on new open spaces, roads, sub-divisions, etc with appropriate and approved Noongar names.	Asset Planning and Management	Sept-19 Sept-21
2.2.5	Engage staff to include Acknowledgment to Country at the beginning of all important meetings.	Public Relations	Dec-19
2.2.6	Encourage staff and Councillors and RWG to participate in Aboriginal and Torres Strait Islander cultural events such as NAIDOC week events.	Community Development Public Relations	May-20 May-21
2.2.7	Promote NAIDOC Week events to Kalamunda residents.	Public Relations	Apr-20 Apr-21
2.2.8	Develop a mutual understanding between Senior Management and Staff that encourages participation in External NAIDOC events.	People Services	Dec-19
2.2.9	Include appropriate Acknowledgment to Country at all events hosted by Council and invite local Traditional Owner or Custodian to provide a Welcome to Country and/or other appropriate cultural protocol at Significant events of The city including Corymbia, Mayoral dinner and connected communities events.	Public Relations	Dec-19
2.2.10	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	People Services Public Relations	Dec-19
2.2.11	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Public Relations	Apr-20
2.2 RESPECT FOR CULTURES- Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.			
Deliverable	Responsibility	Timeframe	
2.2.1	RAP Working Group to participate in an external NAIDOC Week event.	Community Development	Apr-20 Apr-21
2.2.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	People Services Public Relations	Apr-20 Apr-21
2.2.3	Promote and encourage participation in external NAIDOC events to all staff.	People Services	Apr-20 Apr-21
1.3 ACKNOWLEDGE IMPACTS OF DISPOSSESSION AND NEED FOR HEALING AND RE-EMPOWERMENT- Heighten awareness and acknowledgement of the history of dispossession and its impacts on us today(within Council and local community).			
Deliverable	Responsibility	Timeframe	
2.3.1	Include in local historical information the facts about and impacts of, dispossession on Whadjuk people.	Economic and Tourism Development	Sep-21
2.3.2	Library Services to develop and promote collections on local, state and national history from an Aboriginal and/or reconciliation perspective.	Library Services	Dec-19
2.3.3	Identify healing places within the City.	Economic Development	Sep-21
2.3.4	Tourism/historical tours to be incorporated into the Tourism Strategy	Tourism Development	Sep-21
2.4 PUBLIC AWARENESS AND INTEREST - Increase public awareness of, and interest in, Aboriginal culture, history, and current Aboriginal circumstances (including strengths).			
Deliverable	Responsibility	Timeframe	
2.4.1	Develop and Promote in collaboration with RRG, an 'information pack' about Whadjuk, and wider Aboriginal culture, history and current circumstances.	Public Relations Economic & Tourism Development Community Development	Sep-21
2.4.2	Pursue via Western Australian Local Government Association (WALGA) a coordinated local government approach to public engagement in Reconciliation	Public Relations Community Development	Sep-21
2.4.3	Identify opportunities for interpretive signage that positively highlights Aboriginal connection (both historic and contemporary).	Public Relations	Sep-21

2.4.4	Establish an 'Aboriginal Leadership Award' that recognises leadership by local residents or by Aboriginal people who have a positive impact on local Boodjar (land) or community.	Public Relations	Sep-21
2.5 CULTURAL COMPETENCES - Enhance cultural competence within the City of Kalamunda.			
	Deliverable	Responsibility	Timeframe
2.5.1	Conduct a review of cultural learning needs within our organisation.	People Services	Dec-19
2.5.2	Create 'Towards Reconciliation' training opportunities for staff and Councillors, to gain a greater understanding of Cultural issues, Impacts of dispossession and Keys to enhancing relationships with Aboriginal people	People Services Community Development	Dec 19 Dec-20
2.5.3	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Public Relations Community Development	Jun-21
2.5.4	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	People Services Community Development	May-20 May-21

3.1- EMPLOYMENT- Significantly increase Aboriginal and Torres Strait Islander employment within the City.			
	Deliverable	Responsibility	Timeframe
3.1.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	People Services	review May each year
3.1.2	Workforce Plan includes an annual review of industry best practise strategies.	People Services	Dec 20 Dec 21
3.1.3	Develop an Aboriginal employment strategy including Identifying internal champions and mentors, and an Aboriginal and Torres Strait Islander target	People Services	Dec-20
3.1.4	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	People Services	May-21
3.1.5	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	People Services	Jul-20
3.1.6	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	People Services	Jan-20
3.1.7	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	People Services	Apr-20
3.1.8	Identify opportunities to assist in Aboriginal-led caring for Boodjar’ for example environmental/horticultural/park management.	People Services Environmental Services	Dec-20
3.1.9	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	People Services	Oct-21
3.2 BUSSINESS DEVELOPMENT- Support Aboriginal business development			
	Deliverable	Responsibility	Timeframe
3.2.1	Establish a relationship with the Noongar Chamber of Commerce to identify oppotunities for Aboriginal and Torres Strait Islander business development.	Economic Development	Dec-19
3.2.2	Seek guidance from the Chamber, other Local Governments and/or WALGA on effective procurement strategies	Corporate Services	Dec-19
3.2.3	Develop an affirmative Aboriginal procurement strategy, to assist in developing the capacity of Aboriginal businesses	Corporate Services	Dec-20
3.2.4	Investigate Supply Nation membership.	Corporate Services	Feb-20
3.2.5	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Corporate Services	Mar-20
3.2.6	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Corporate Services	Sep-20
3.2.7	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Corporate Services	Dec-20
3.3 OPPORTUNITIES FOR YOUNG PEOPLE- Contribute to the empowerment of young Aboriginal residents (and emerging leaders).			
	Deliverable	Responsibility	Timeframe
3.3.1	Seek out and engage with young Aboriginal residents and emerging leaders.	Community Development	Dec-19
3.1.2	Through ongoing support and engagement with young people, provide opportunities for: Connection with Elders, Leadership programs and/or awards , access to relevant and culturally safe services and clubs, Sports opportunities and employment opportunities	Community Development	Dec-19

4.1- RECONCILIATION REFERENCE GROUP- Establish and maintain an effective Reconciliation Reference Group (RRG) to drive governance of the RAP.			
Deliverable		Responsibility	Timeframe
4.1.1	Formalise the RRG to assist with the governance RAP implementation	Public Relations Community Development	Dec-19
4.1.2	Establish and be guided by the Terms of Reference for the RRG	Public Relations Community Development	Dec-19
4.1.3	Maintain Aboriginal and Torres Strait Islander representation on RRG	Public Relations Community Development	review Dec, March, June and Sept each year
4.2 IMPLEMENTATION- Provide appropriate support for effective implementation of RAP commitments.			
Deliverable		Responsibility	Timeframe
4.2.1	Define resource needs for RAP implementation	Public Relations Community Development	Dec-19
4.2.2	Engage our Senior Leaders and staff in the delivery of the RAP	Public Relations Community Development	Dec-19
4.2.3	Define appropriate systems and capability to track, measure and report on RAP commitments.	Public Relations Community Development	Dec-19
4.2.4	Appoint and maintain 2 internal RAP champions from Senior Management	Public Relations Community Development	Dec-19
4.3 REPORTING- Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.			
Deliverable		Responsibility	Timeframe
4.3.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Public Relations Community Development	30 Sep-20 30 Sep-21
4.3.2	Report RAP progress to all staff, Councillors and senior Management quarterly	Public Relations Community Development	review Dec, March, June and Sept each year
4.3.3	Publicly report our RAP achievements, challenges and learnings, annually and share with networks	Public Relations Community Development	review Dec, March, June and Sept each year
4.3.4	Investigate the possibility in participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Public Relations Community Development	May-20
4.4 SUSTAINABILITY- Continue our reconciliation journey by developing our next RAP			
Deliverable		Responsibility	Timeframe
4.4.1	Register via Reconciliation Australia's website to begin developing our next RAP.	Public Relations Community Development	Aug-21