

The background of the cover is a complex Indigenous artwork. It features a dark, textured surface with vibrant, multi-colored lines (red, orange, yellow, green, blue, purple) that meander across the frame. In the upper right corner, there are several concentric circular patterns in white and gold. In the lower left corner, there is a circular motif containing a stylized figure, surrounded by smaller concentric circles. The overall style is reminiscent of traditional Indigenous dot painting and line art.

Glenorchy City Council

Reflect Reconciliation Action Plan

September 2023 — 2024



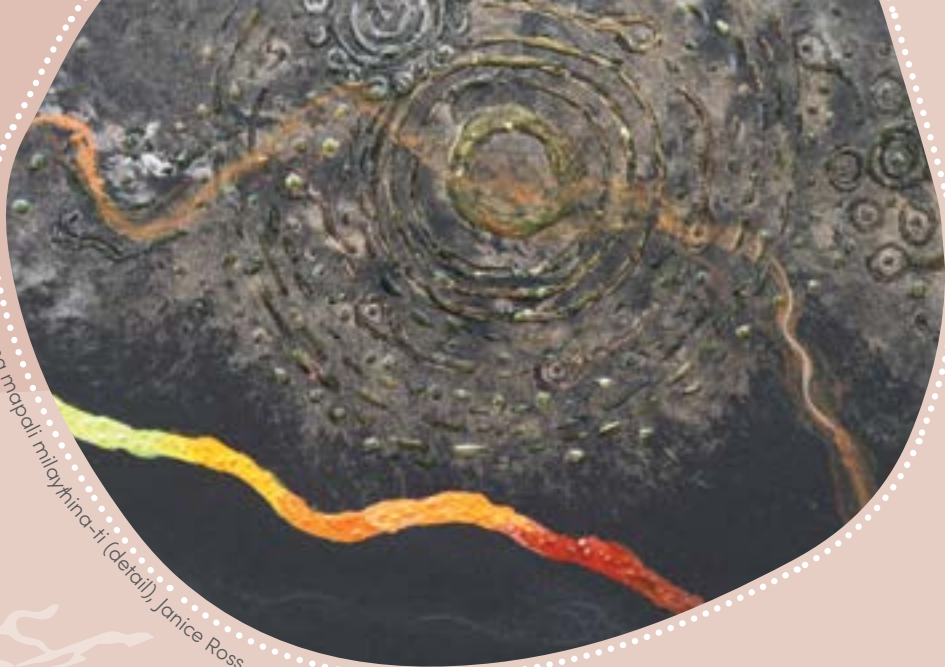


Glenorchy City Council

Reflect Reconciliation Action Plan

September 2023 — 2024

laykara layva mapali milayhina-ti (detail), Janice Ross



Austins Ferry. Photograph by Kevin Pegg





laykara layna mapali milaythina-ti (detail), Janice Ross

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Acknowledgement of Country

Glenorchy City Council acknowledges the Muwinina people as the Traditional Owners of this Land. We recognise the Tasmanian Aboriginal people as the original Owners and continuing Custodians of the Land and Waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.

Glenorchy City Council Commitment to Aboriginal Australians, 17 November 1997

"Glenorchy City Council acknowledges the Traditional Ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago.

The arrival of Europeans brought massive change to this Land and to the Aboriginal Australians who occupied it.

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their Land, their children, their health, their culture, their language and their lives.

We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

We recognise the right of Aboriginal people to live according to their own values, and customs, subject to the Australian legal system, and we commit ourselves to protecting, preserving and respecting Aboriginal sacred sites and special

places. We accept our responsibility to work with the Aboriginal community to develop awareness and appreciation of Aboriginal history and society in our community.

In doing so we acknowledge that Aboriginal culture continues to strengthen and enrich our community. The Glenorchy area is now occupied by people drawn from many different lands who share the values of tolerance and respect for one another.

The Glenorchy City Council encourages Aboriginal and Torres Strait Islander peoples and non-Indigenous people across the Nation to work to overcome their differences and to continue to go forward together.

Council supports Aboriginal and non-Aboriginal people working together for reconciliation."

Wilkinson's Point, Montrose. Photograph by Kelvin Ball

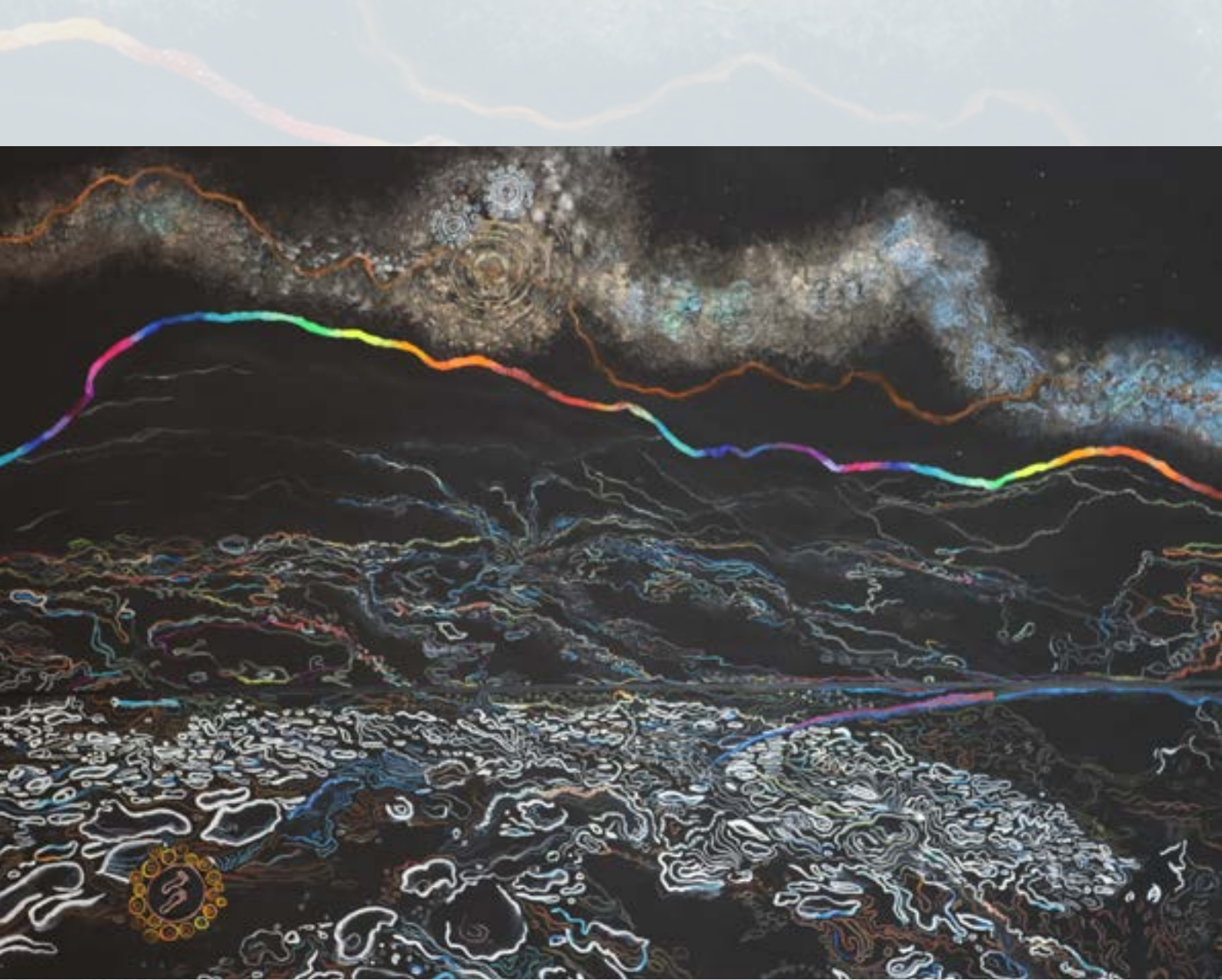


Elders Memorial Garden, Berriedale. Photograph by Kelvin Ball



Brothers of Country, Moonah Arts Centre





*“Connected to my
breath... the wind of
my Ancestors pushing me
faster, my feet connecting
to a Mother through earth
country, connecting to
an entity larger than me,
and kunanyi always
holding me.”*

About the Artwork

laykara layna mapali milaythina-ti Country of many fresh waters running

Artist Statement

The image is a vision of our past, present, and future through Country. The 'Breath of Wind' today gently pushes the local community towards fulfilling their dreams, moving to this place to live, visit, or start their journey from Country.

This place, Glenorchy, is the heart of kunanyi takila and like the heartbeat of Mother Country beats strong, continuous and steady.

The running waters from kunanyi travel through the cultural landscape to meet timtumili minanya the salt waters of the ocean.

The many waters running with bubbles, as river reeds are gathered for continuing our cultural practises of basket weaving, layers of saltwater support the revival and rejuvenation to plant life and sea life.

Today a midden of houses sits like a blanket over the cultural landscape, of shell middens and running waters, continuing to share a deep time and ancient story with us. Strengthening the truths to be shared of our pasts and bringing our stories together, to connect and celebrate, all peoples of culturally diverse traditions.

Our songlines resting over the mountain sing and protect the story of our Ancestors and cultural practices.

The feet deeply acknowledge the presence of our people who have been here since time began, our Traditional Ancestors and Traditional Owners past, present and future, who travel through laykara layna mapali milaythina-ti Country of many fresh waters running.

Janice Ross
2023

About the Artist

Janice Ross Lavinia Lowery Maynard

My journey was created from *kika tiyritcha* Killiecrankie Diamond Country, Bass Strait Islands, born *nipaluna* Country of Hobart, grew up in Rosetta, and live in *lutruwita* my homelands.

mina pakana muka nawnta rrala

I am a strong and proud Tasmanian Aboriginal saltwater sister.

My family, people of the Bass Strait Islands, Flinders and Cape Barren Island are direct descendants of sealers and our Ancestor *Manalargenna*, Chief Warrior of the *Trulwulway* people North-East of Tasmania.

We are the Moon Bird people of the Bass Strait Islands.

I visualise as a Tasmanian Aboriginal Artist to expose the *lutruwita milaythina* Tasmanian cultural landscape through: my eyes, the eyes of the community and the connections we have with Country, the experiences that we continue together.

The country shares its story with us.

Photograph of Janice Ross by Ollie Benson



Statement from the Mayor and General Manager

We acknowledge as Mayor and General Manager the invasion, dispossession and cultural survival of Tasmanian Aboriginal people and that this Land was never ceded.

Glenorchy City Council has a long and proud history of working with the local Aboriginal and Torres Strait Islander community.

In 1997, Council committed to reconciliation through its Commitment to Aboriginal Australians statement and has honoured this commitment by working to understand, acknowledge and appreciate local Aboriginal history and society in our community since this time.

But we know there is much more Council can do to make our community a more welcoming place by listening to, learning from, and working with Aboriginal and Torres Strait Islander people.

We have taken our next steps in this reconciliation journey through Council's adoption of a Reflect Reconciliation Action Plan (RAP).

In our Reflect RAP, we commit to:

- acknowledging and honouring the Traditional Custodians of our Council area and their distinctive, cultural, spiritual, physical, and economic relationship with Land and Waters
- making our Council and community a more welcoming and culturally safe place for Aboriginal and Torres Strait Islander peoples
- remaining accountable and responsive to the needs and aspirations of Aboriginal and Torres Strait Islander peoples in our community; and
- strengthening our relationships with local Aboriginal organisations in their essential role of advancing the rights, interests, and wellbeing of Aboriginal and Torres Strait Islander peoples in Glenorchy.

We recognise that achieving reconciliation will require the collective effort, participation and support of our employees, stakeholders, partners, and members of our diverse community.



Elders Memorial Garden, Berriedale. Photograph by Kelvin Ball

We encourage everyone to take the time to connect with our Reflect RAP and get to know what it contains.

On behalf of the Council, we would like to thank the local Aboriginal community for their generosity, leadership and sharing of cultural knowledge and practice which enriches the life of our community.

We would also like to thank the members of Council's RAP project team and internal working group, particularly those who identify as Aboriginal and/or Torres Strait Islander, for their valuable contributions to this process.

The Elected Members and staff of Glenorchy City Council are very pleased to embark on this journey together with our community, as we work towards a brighter and more inclusive future for all.

With kindness,

Bec Thomas
Mayor & Alderman
Glenorchy City Council

Tony McMullen
General Manager
Glenorchy City Council

Mayor Bec Thomas and General Manager Tony McMullen. Photograph by Kelvin Ball



Statement from Reconciliation Australia CEO

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

Glenorchy City Council joins a network of more than 1,100 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.

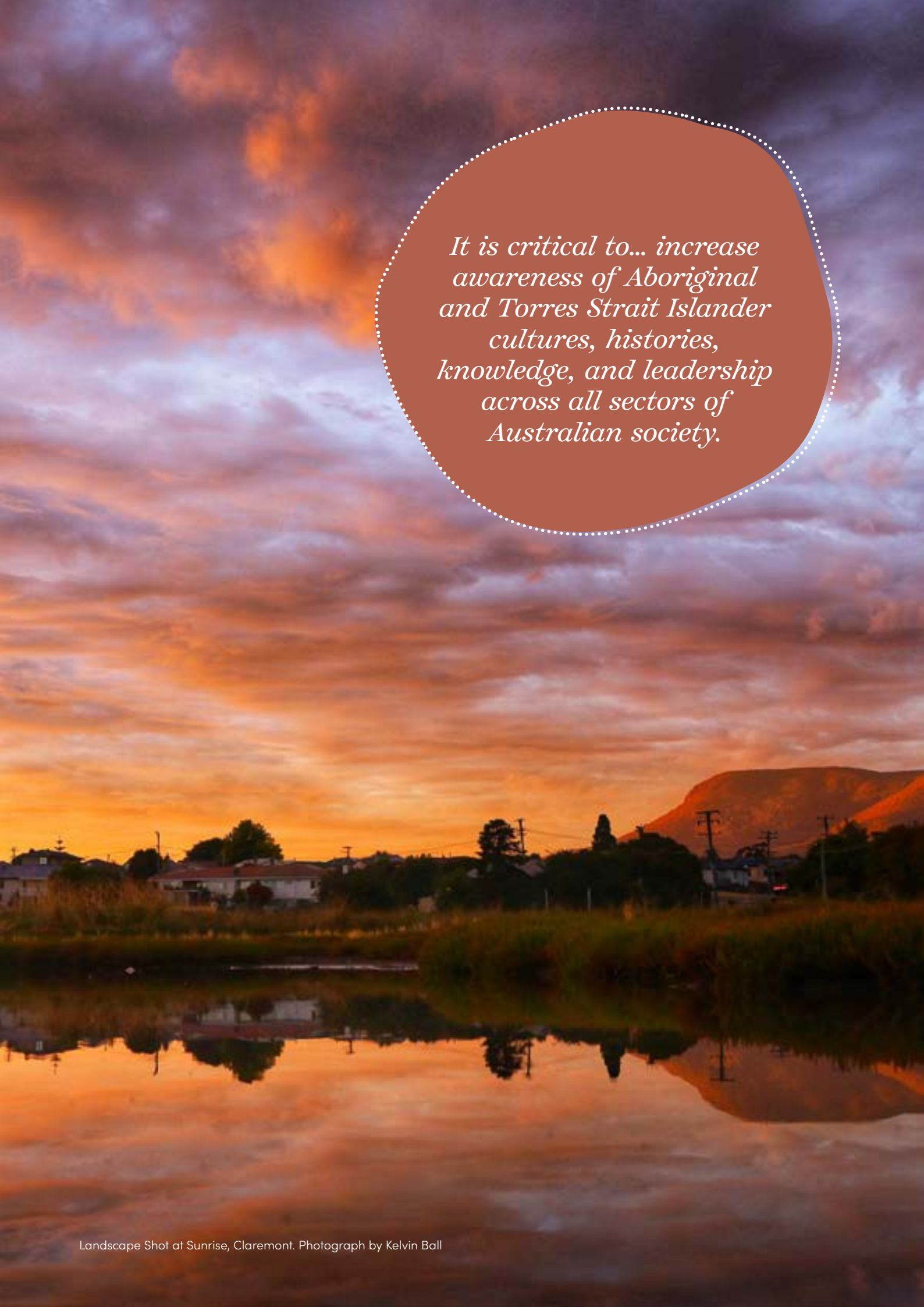
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Glenorchy 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 Glenorchy 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





*It is critical to... increase
awareness of Aboriginal
and Torres Strait Islander
cultures, histories,
knowledge, and leadership
across all sectors of
Australian society.*

Our Community

The City of Glenorchy is a unique and special place.
Our people are the social, cultural and creative heart of our City.

Located on the western shore of the timtimili minanya/River Derwent in the foothills of kunanyi/ Mount Wellington, the City of Glenorchy is Tasmania's fourth largest local government area with a population of just over 51,000 people distributed over an area of 121 square kilometres. The Muwinina Aboriginal people inhabited the area for some tens of thousands of years prior to the arrival of Europeans. Aboriginal and Torres Strait Islander people now make up 5.4% of the population.

Glenorchy is a diverse City, our residents come from 72 different countries and nearly 1 in 5 speak a language other than English at home. The City has experienced increased population growth over the last 5 years, particularly in new residents who were born overseas and young adults.



Claremont. Photograph by Kelvin Ball

*Our people are
the social, cultural
and creative heart
of our City.*



Photograph by Kelvin Ball



Photograph by Kelvin Ball

Our Business

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

Council has 328 employees who are responsible for a wide range of services for the community ranging from infrastructure provision, health and wellbeing programs, early years programs, sports facilities, community safety, public and environmental health and regulatory services.

Council employs Aboriginal and Torres Strait Islander staff and is committed to creating a culturally safe welcoming environment that shows shared respect, meaning and knowledge.

*Council...
is committed to...
a culturally safe
welcoming environment
that shows shared
respect, meaning
and knowledge.*

Photograph by Claire Evans





Cooper Street, Glenorchy. Photography by Kelvin Ball

Our Values

People

We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

Together

We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

Place

We work together to future proof our City so we can enjoy a good quality of life and a safe, sustainable and healthy environment. We respect our heritage and have pride in our City.

Accountable

We are accountable to each other and the Glenorchy community for the difference we make to the life of our City.

Opportunity

We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.





Our Partnerships / Activities

Council seeks to nurture its relationships with local Aboriginal people and groups to foster mutual respect and build cultural awareness.

Council values the sharing of cultural knowledge and opportunities for partnerships with Karadi Aboriginal Corporation, Leprena UAICC Tasmania, Glenorchy Reconciliation Group, Tasmanian Aboriginal Centre and First Tasmanians Aboriginal Corporation.

Some of Council's recent partnerships and/or activities:

- Welcome to Country and Aboriginal acknowledgements included at Council meetings and events
 - Council moved its January citizenship ceremony away from Australia Day, 26 January, in 2023
 - Acknowledgement of NAIDOC Week through representation at the 2023 NAIDOC Week flag-raising, celebrating Elders, including the celebration of the 50th year of the Tasmanian Aboriginal Centre
 - Council participation in the Leprena UAICC Tasmania NAIDOC Week For Our Elders, With Our Elders family friendly community event
 - In collaboration with Karadi Aboriginal Corporation, Council supported NAIDOC Week events
 - Provision of annual support to the Koori Kids NAIDOC School Initiative
 - Promotion of National Reconciliation Week (NRW) to community and staff. Staff and Elected Members attended the Reconciliation Tasmania hosted NRW 2023 breakfast
 - Working with the Glenorchy Reconciliation Group and Karadi Aboriginal Corporation to improve the plantings and signage for the Aboriginal Elder Memorial Gardens in Berriedale
 - Council's Creative Communities team advocacy for the Tasmanian Aboriginal community, promoting culture and story throughout Council programs and facilities, including Moonah Arts Centre annual program; and
 - Council's Early Childhood Services working with Karadi Aboriginal Corporation to support cultural education activities and implementing the Reconciliation Action Plan of the peak body, Early Childhood Australia.
- 



Photograph by Claire Evans



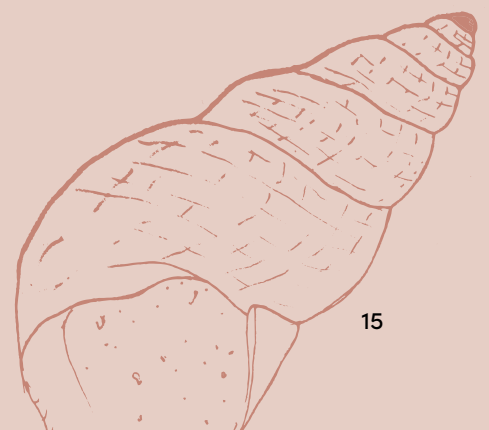
*Council values
the sharing of
cultural
knowledge...*



Brothers of Country, Moonah Arts Centre



laykara layna mapali milaythina-ti (detail), 1910s, Ross





laykara layna mapali milaythina-ti / Country of Many Fresh Waters Running
Janice Ross 2023



Developing Our RAP

In 2022, Glenorchy City Council took steps to further its commitment to reconciliation by embarking on a Reflect Reconciliation Action Plan (RAP). The Aboriginal and Torres Islander community, including Karadi Aboriginal Corporation, First Tasmanians Aboriginal Corporation, Glenorchy Reconciliation Group and Reconciliation Tasmania were generous in their guidance and support throughout the process.

Council is resolute in building respectful relationships with the local community, especially the Aboriginal and Torres Strait Islander people, to work towards achieving meaningful and deliverable outcomes in the spirit of reconciliation. It is a commitment to valuing Aboriginal communities' culture, arts, and heritage, and ensuring that Council staff and the community understand and value the stories and aspirations of Aboriginal and Torres Strait Islander people.

Our RAP journey, led by Mayor Bec Thomas and General Manager Tony McMullen, began by forming a project team and a Reconciliation Action Working Group (RAWG) that included a member who identifies as a Tasmanian Aboriginal person and designating the Director Corporate Services as our RAP Champion. Elected members and staff attended the Come Walk With Us cultural education training delivered by Reconciliation Tasmania.

Members of the project team includes: Mayor, General Manager, Manager Community, Coordinator Community Development, Urban Services Coordinator, Executive Manager Stakeholder Engagement, Manager Contact and Guidance, Manager Works, Manager Property, Environment and Waste and Manager People and Governance.

The RAWG membership includes: Inclusive City Officer, Manager Assets, Engineering and Design, Customer Service Officer, Environment Officer, Natural Areas Engagement Officer, Recreation and Environment Coordinator, Child Care Service Supervisor, Human Resources Support Officer, Learning and Development Advisor, Children Services Worker, Manager Community and Coordinator Community Development.

Our Reflect RAP is aligned with existing Council strategies and plans, including the Strategic Plan 2023–2032, Community Strategy 2021–2030, City of Arts 2040 and Annual Plan 2022/23 to 2025/26, demonstrating Council's integrated approach towards advancing reconciliation.

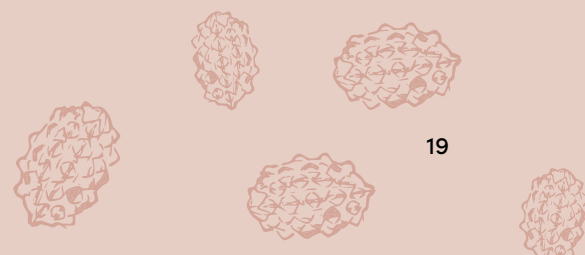
Our Reflect RAP has received advice and guidance from Reconciliation Tasmania, and advice and endorsement from Reconciliation Australia, a leading national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Reconciliation Action Working Group. Photograph by Conrad Gilbey





*...a commitment to
valuing Aboriginal
communities' culture, arts,
and heritage, and ensuring
that Council staff and the
community understand
and value the stories and
aspirations of Aboriginal
and Torres Strait
Islander people.*





Our Conversations

To shape our Reflect RAP actions, we listened to Aboriginal and Torres Strait Islander community groups, our community, Council staff and Elected Members through face-to-face engagements, workshops, an online survey and individual conversations. This inclusive approach aimed to gather diverse perspectives and insights to inform Council's commitment and approach to working with Aboriginal and Torres Strait Islander people in the Glenorchy Local Government Area.

The summary of conversations and key themes include:

1. Recognising the Traditional Custodians of the Land

There was strong consensus on acknowledging and respecting the Traditional Custodians of the Land on which the Council operates. This includes recognising the history, culture, and ongoing connection of the local Aboriginal community to the Land and Waters.

2. Acknowledging the wrongdoings of the past

There was recognition of the need to acknowledge and address the wrongdoings of the past, including the impact of colonisation, dispossession, and injustices faced by the Aboriginal and Torres Strait Islander people. This includes acknowledging the truth of history and promoting healing and reconciliation.

3. Building relationships with the local Aboriginal community

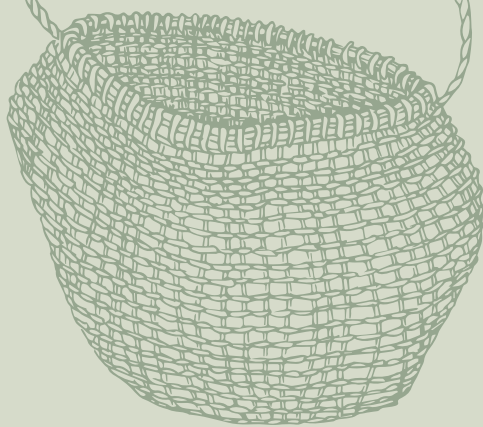
There was an emphasis on building meaningful and respectful relationships with the local Aboriginal community. This includes engaging with local Aboriginal and Torres Strait Islander people and organisations in decision-making processes and involving them in projects that impact them.

4. Learning about and sharing local Aboriginal cultures and histories

There was a shared desire to learn about and promote local Aboriginal cultures, histories, and heritage. This includes increasing cultural awareness and competency through regular training and creating opportunities to share stories, educate, and inform the broader community.



Claremont. Photograph by Kelvin Ball



5. Celebrating local Aboriginal cultures

There was a recognition of the importance of celebrating and valuing local Aboriginal cultures, including through cultural events and activities such as NAIDOC week and other cultural experiences throughout the year.

6. Working together to share stories that educate and inform

There was a commitment to working collaboratively with the local Aboriginal community to share stories, perspectives, and knowledge that educate and inform the broader community about Aboriginal and Torres Strait Islander cultures, histories, and aspirations.

7. Being respectful and inclusive

There was a shared understanding of the need to create an inclusive and culturally safe environment that respects the rights, dignity, and diversity of the Aboriginal and Torres Strait Islander community. This includes actions such as Acknowledgements of Country and flying the Aboriginal flag to demonstrate respect.

8. Building trust

There was a shared understanding of the importance of a dedicated Aboriginal Community Liaison position within Council.



Reconciliation Tasmania Cultural Awareness, Council Elected Members and staff



Our Action Plan

As a Council, we are committed to going on this journey with our community. This commitment is reflected in words in our strategies, but we want to turn those words into actions.

Through the coming pages you will find our action plan, detailing the specific actions the Council commits to undertake to honour these conversations and themes.

Acronyms

Leprena UAICC: Uniting Aboriginal and Islander Christian Congress

NAIDOC: National Aborigines and Islanders Day Observance Committee

NRW: National Reconciliation Week

RAP: Reconciliation Action Plan

RAWG: Reconciliation Action Plan Working Group



Montrose Bay. Photograph by Kelvin Ball



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2023	Coordinator Community Development
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Inclusive City Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Inclusive City Officer
	2.2 RAP Working Group (RAWG) members to participate in an external NRW event.	27 May – 3 June, 2024	Inclusive City 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	Director Corporate Services – RAP Champion
	2.4 Council to lead initiative for NRW in consultation with local Aboriginal and Torres Strait Islander organisations.	27 May – 3 June, 2024	Inclusive City Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	September 2023	General Manager
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2023	Inclusive City Officer
	3.3 Identify RAP and other like-minded organisations that Council can approach to collaborate with on our reconciliation journey.	September 2023	Coordinator Community Development
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	July 2024	Inclusive City Officer
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Manager People and Governance
	4.3 Develop a training package for all staff which is refreshed every 2 years to ensure staff awareness of cultural safety and include in Council's leadership development program.	March 2024	Manager People and Governance
	4.4 Review Council's staff handbook and induction process.	March 2024	Manager People and Governance



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	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.	September 2024	Manager Community
	5.2 Conduct a review of cultural learning needs within our organisation.	July 2024	Manager People and Governance
	5.3 Develop a plan to demonstrate Council's commitment to ongoing cultural awareness training for staff and Elected Members.	December 2023	Coordinator Community Development
	5.4 Offer and facilitate cultural education workshops and On Country opportunities for Council staff and Elected Members.	September 2023	Inclusive City Officer
	5.5 Investigate the historical use of Aboriginal languages for current street names within the Council area and their origins.	July 2024	Inclusive City Officer
	5.6 Explore the inclusion of local Aboriginal cultural storytelling and cultural awareness information and naming of public spaces.	September 2024	Inclusive City Officer
	5.7 Develop processes to include local Aboriginal language in the naming of Council's meeting rooms and spaces.	September 2024	Inclusive City Officer
	5.8 Acknowledge the importance of Land handback and explore Land custodian and stewardship opportunities in consultation with the Aboriginal and Torres Strait Islander community.	September 2024	Manager Property, Environment and Waste



laykara layna mapali milaythina-ti (detail), Janice Ross

Action	Deliverable	Timeline	Responsibility
	5.9 Acknowledge the impacts of colonisation on Aboriginal and Torres Strait Islander people on Australia Day and commit to holding citizenship ceremonies on an alternate date.	January 2024	Mayor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the Lands and Waters within our organisation's operational area.	March 2024	Coordinator Community Development
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2024	Director Corporate Services – RAP Champion
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024	Inclusive City Officer
	7.2 RAWG to participate in an external NAIDOC Week event	First week in July 2024	Inclusive City Officer
	7.3 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Inclusive City Officer
	7.4 Commit to annually support local Aboriginal groups initiatives during NAIDOC week.	First week in July 2024	Manager Community



Respect

Action	Deliverable	Timeline	Responsibility
8. Create a safe and welcoming environment for Aboriginal and Torres Strait Islander people.	8.1 Work alongside the local Aboriginal and Torres Strait Islander community and Council staff to create a culturally safe welcoming environment.	July 2024	Inclusive City Officer
	8.2 Designate and maintain a primary and secondary contact person, within the Council to manage enquiries, concerns, and related issues regarding the Reconciliation Action Plan (RAP) commitments and other matters related to Aboriginal and Torres Strait Islander groups, Council staff, and the broader community.	September 2023	Manager Community
	8.3 Engage with local Aboriginal organisations before commencing works on Council-owned land when Aboriginal values are or are likely to be present.	September 2023	Manager Property, Environment and Waste
	8.4 Support Aboriginal and Torres Strait Islander groups to access and use Council-owned spaces or assist to find other community spaces.	September 2023 and ongoing	Inclusive City Officer



laykara layna mapali milayrhina-ti (detail), Janice Ross

*...a safe
and welcoming
environment for
Aboriginal and
Torres Strait Islander
people.*



Glenorchy City Council Child Care Centre. Photograph by Claire Evans



Frying Pan Island, Rosetta. Photograph by Kp Kewek Iliba



Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2024	Manager People and Governance
	9.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	Manager People and Governance
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Manager People and Governance
	10.2 Investigate Supply Nation membership.	July 2024	Procurement and Contracts Coordinator
	10.3 Develop a Schedule of fees to ensure that Aboriginal and Torres Strait Islander people who are engaged to provide cultural knowledge and expertise are appropriately remunerated.	February 2024	Manager Community
	10.4 Provide opportunities to engage an accredited Aboriginal Ranger.	September 2024	Manager Property, Environment and Waste



laykara layna mapali milaythina-ti (detail), Janice Ross

Action	Deliverable	Timeline	Responsibility
11. Build respect for Aboriginal and Torres Strait Islander cultures and histories through inclusion in local educational initiatives.	11.1 Maintain a culturally appropriate early childhood education curriculum within Council-operated childcare services in consultation with the local Aboriginal and Torres Strait Islander community.	March 2024	Child Care Delivery Coordinator
	11.2 Provide work experience placements for Aboriginal and Torres Strait Islander youth.	March 2024	HR Coordinator
	11.3 Explore and identify opportunities to support local Aboriginal and Torres Strait Islander students through learning and/or scholarship programs, traineeships, and apprenticeships.	September 2024	HR Coordinator



Photograph by Claire Evans





Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective Reconciliation Action Working Group (RAWG) to drive governance of the RAP.	12.1 Draft a Terms of Reference for the RAWG.	October 2023	Coordinator Community Development
	12.2 Maintain a RAWG to govern RAP implementation.	September 2023	Coordinator Community Development
	12.3 Maintain Aboriginal and Torres Strait Islander representation on the RAWG.	September 2023	Coordinator Community Development
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	October 2023	Manager Community
	13.2 Engage senior leaders in the delivery of RAP commitments.	October 2023	Director Corporate Services – RAP Champion
	13.3 Define appropriate systems and capability to track measure and report on RAP commitments.	September 2023	Manager Community
	13.4 Continue to appoint a senior leader to champion our RAP internally.	October 2023	General Manager
	13.5 Allocate a budget for ongoing RAP commitments.	October 2023	General Manager



Photograph by Kelvin Ball

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 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	Inclusive City Officer
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Inclusive City Officer
	14.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Manager Community
15. Continue our reconciliation journey by developing our next RAP	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	Coordinator Community Development







CONTACT DETAILS

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