

ITEM 3 DRAFT RECONCILIATION ACTION PLAN

The draft Wollongong City Council (WCC) Innovate Reconciliation Action Plan 2021-2023 (draft RAP) is a strategic document that includes practical actions to drive our contribution to reconciliation in our workplace and in the work we do for, and with our community. The draft RAP has been developed in line with Reconciliation Australia's guidelines and standards.

This report seeks support of the draft RAP and Implementation Plan.

RECOMMENDATION

- 1 Council support the Wollongong City Council Innovate Reconciliation Action Plan 2021-2023.
- 2 Council note the Wollongong City Council Innovate Reconciliation Action Plan 2021-2023 – Implementation Plan.

REPORT AUTHORISATIONS

Report of: Sue Savage, Manager Community Cultural + Economic Development
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

- 1 Draft Wollongong City Council Innovate Reconciliation Action Plan 2021-2023
- 2 Wollongong City Council Innovate Reconciliation Action Plan 2021-2023 – Implementation Plan
- 3 Reconciliation Action Plan Engagement Report

BACKGROUND

At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. A Reconciliation Action Plan (RAP) provides a strategic approach to drive an organisation's contribution to the national reconciliation movement. Reconciliation Australia provides a framework and guidelines to support organisations develop their RAP. RAP's that meet the framework and guidelines receive nationally recognised endorsement from Reconciliation Australia.

In March 2020, Council began the journey to develop a Reconciliation Australia endorsed RAP. Reconciliation Australia's RAP framework consists of four RAP types - 'Reflect, Innovate, Stretch and Elevate'. Each RAP is designed to suit the stage of an organisation's reconciliation journey. An assessment of Council's current actions, activities and programs determined the appropriate RAP to develop was an Innovate RAP.

As per Reconciliation Australia's RAP Framework, an 'Innovate' RAP must include a statement that captures an organisation's vision for reconciliation and the actions they commit to deliver in the areas 'Relationships, Respect and Opportunities'. An 'Innovate' RAP is delivered over a two-year period and requires annual reporting on progress to Reconciliation Australia.

The development of the draft RAP has been guided by our RAP Steering Working Group, which consists of representatives from Council's Aboriginal Reference Group, Illawarra Aboriginal Medical Service, Illawarra Local Aboriginal Land Council, Illawarra Aboriginal Corporation and Council staff.

Extensive engagement has been undertaken to inform the development of the draft RAP. Through the process it was evident a strong appetite exists for reconciliation. The information collected through the engagement informed the actions and deliverables of the draft RAP and Implementation Plan and the draft vision:

'We acknowledge our past and recognise the continuing connection the Traditional Custodians of Dharawal country have with these lands and waters. We celebrate, value and respect the diverse

cultural history, heritage and traditions of Aboriginal and Torres Strait Islander people living in our community.

Our vision for reconciliation is a shared future where Aboriginal culture is celebrated and thrives. We are committed to working together, side by side, to create an inclusive and connected community where Aboriginal people feel a sense of pride and belonging.'

Our draft RAP was submitted to Reconciliation Australia in December 2020. Following a formal review process the draft RAP received conditional endorsement from Reconciliation Australia on 2 September 2021. Final endorsement will be provided by Reconciliation Australia once the RAP is endorsed by Council.

PROPOSAL

This report seeks Council endorsement of the draft RAP and Implementation Plan. The delivery of the RAP will be supported by the Implementation Plan, which provides further detail on the resourcing and delivery of each action in the plan.

CONSULTATION AND COMMUNICATION

A range of engagement methods have been undertaken to build awareness of reconciliation and inform the development of our draft RAP and vision. Since March 2020 the following has been undertaken:

- Our intention to develop a RAP was discussed with Traditional Custodians.
- A Steering Working Group was established including representatives from Illawarra Aboriginal Land Council, Illawarra Medical Services, Illawarra Aboriginal Corporation and our Aboriginal Reference Group.
- An Operational Working Group was established including representation from Organisational Development, Recruitment, City Works, Community Development, Library, Heritage, Engagement and Steering Working Group members.
- A Reconciliation Week communication strategy was delivered across the business.
- Staff were encouraged to answer the question 'what does reconciliation mean to you?' via an online tool.
- Presentations were delivered to the Senior Leadership Team and business unit teams.
- Vision workshop and vision refining workshops were held with staff.
- Internal 'exhibition' was undertaken, inviting feedback from staff on the draft Vision.
- RAP actions workshop was held with staff from across the business.
- Individual and team discussions were held with those with assigned actions in the draft RAP Implementation Plan.
- A Councillor Briefing was held in October 2020.
- Engagement was undertaken with the broader Aboriginal community including Traditional Custodians, Aboriginal organisations, Aboriginal community groups and identified individuals. The engagement implemented the principles and practice detailed in our Aboriginal Engagement Framework.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal “We are a connected and engaged community”. It specifically delivers on the following:

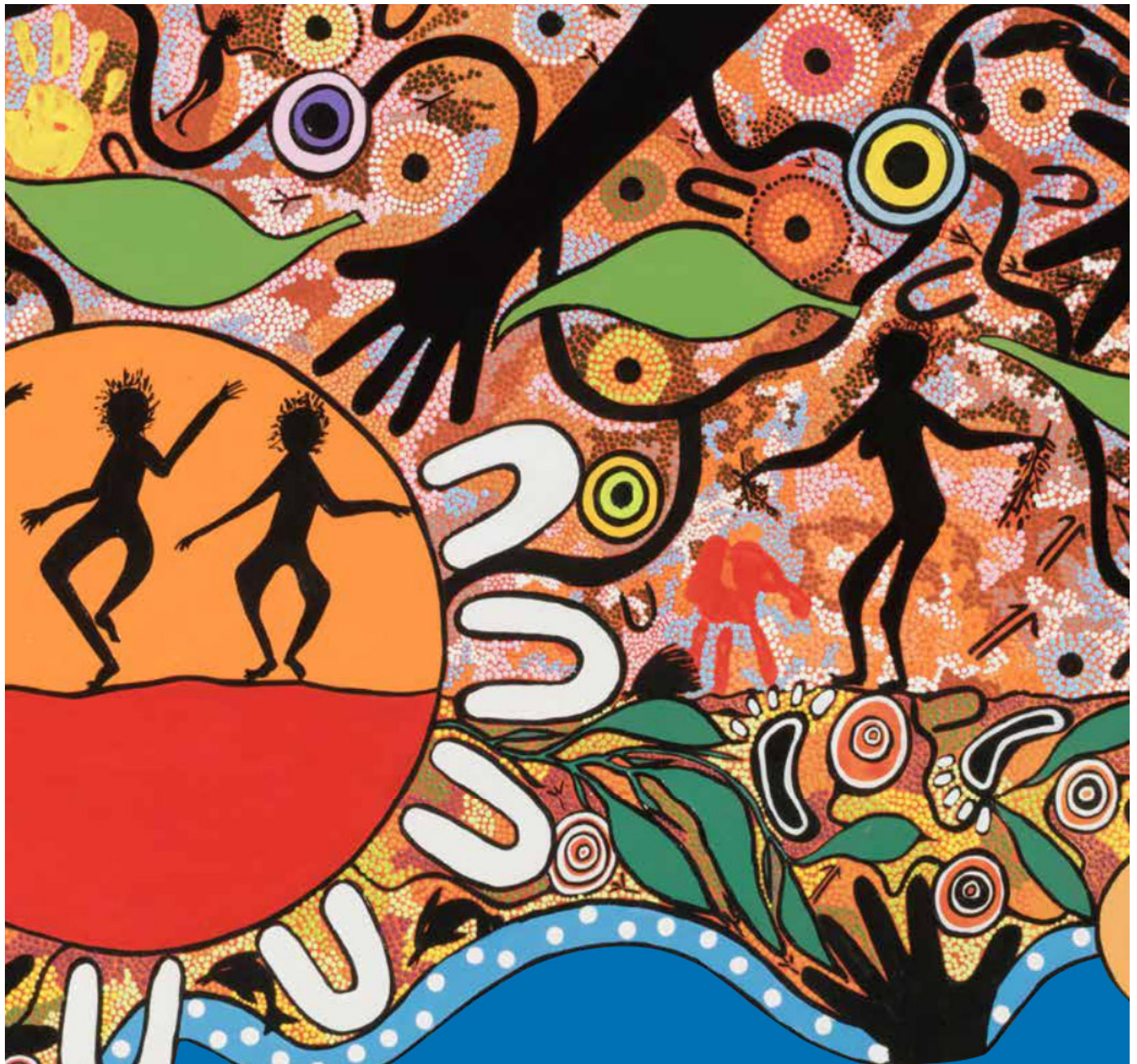
Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
4.1.3 Government continue to partner with our local Aboriginal community	4.1.3.1 Council continue to partner with our local aboriginal community	4.1.3.1.2 Identify additional opportunities for working in partnership with the local Aboriginal community.

FINANCIAL IMPLICATIONS

The delivery of the draft RAP is primarily funded through existing budgets. Some strategies and actions require us to work differently rather than requiring additional funding. Those strategies that are unfunded will be considered as part of the annual planning process. Where appropriate potential grant opportunities will be pursued.

CONCLUSION

The development of the draft RAP is an important achievement that consolidates our long-standing commitment to reconciliation. Our draft RAP is a strategic document that supports the delivery of Our Wollongong 2028 - Community Strategic Plan, Delivery Program and Operational Plan. It includes practical actions that will drive our contribution to reconciliation both within our organisation and in the work we do for, and with, our community.



WOLLONGONG CITY COUNCIL
Innovate
**RECONCILIATION
ACTION PLAN**
NOV 2021 – NOV 2023

ACKNOWLEDGEMENT

We acknowledge the Traditional Custodians of the land on which our City is built, the Aboriginal people of Dharawal Country. We recognise and appreciate their deep connection to this land, waters and our greater community.

We pay respect to Elders past, present and those emerging and extend our acknowledgement and respect to all Aboriginal and Torres Strait Islander peoples who call our city home.

We recognise Aboriginal and Torres Strait Islander peoples as the first people to live in the area. We respect their living cultures and recognise the positive contribution their voices, traditions and histories make to our city.

In celebration of unity and cultures, both traditional and contemporary, we acknowledge the rich histories of local Aboriginal and Torres Strait Islander heritage.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images of people who have passed away.

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MESSAGE FROM THE LORD MAYOR

Welcome to Wollongong City Council's Reconciliation Action Plan (RAP).

We are proud of our city and the people who have made it an inclusive space. We celebrate our community's diversity with pride and welcome all those who call Wollongong home. As our city continues to change and grow, it is important to recognise and respect our long histories and the diverse cultures that have strong connections here. The most significant connection is that of the First Australians.

We acknowledge and respect the ancient, ongoing connection Aboriginal and Torres Strait Islander people of Dharawal Country have with these lands and waters. Our aim is to strengthen and build relationships that are meaningful and long lasting and show our respect for the important contributions Aboriginal and Torres Strait Islander peoples and their communities make to our city.

We have been walking a shared path of reconciliation for many years, but there is still work to be done. This Plan is a step towards creating a more inclusive Wollongong, and will guide our actions in building positive relationships, demonstrating respect and creating opportunities for Aboriginal and Torres Strait Islander peoples. I look forward to seeing the positive outcomes this RAP will create for our community.

GORDON BRADBURY AM
Lord Mayor



MESSAGE FROM THE GENERAL MANAGER

Our Council is committed to creating a place where diversity is valued, people are included and feel they belong. This is Wollongong City Council's first Innovate RAP and has been developed through extensive engagement with our staff, local Elders and Aboriginal and Torres Strait Islander communities. This collaborative process strengthened our commitment to developing a deeper understanding of our past and will guide us as we work with Aboriginal and Torres Strait Islander communities to create a better future together.

Reconciliation is everyone's business here at Council, and this Plan seeks to build an inclusive workplace with a strong focus on reconciliation. I am committed to providing visible and supportive leadership that will guide the delivery of the key areas of our RAP; relationships, respect and opportunities, and ensuring the priorities of Aboriginal and Torres Strait Islander communities are reflected in our Plan. While we cannot undo the past, we respect the long-standing relationship local Aboriginal and Torres Strait Islander communities have with this area and we will continue to

build our understanding of their experiences. We will strive to lead in a different way to inspire and celebrate reconciliation across our organisation and the community. This Plan will guide Council's actions toward building an inclusive community by working together, promoting respect, creating opportunities and building on our community's existing strengths.

The development of this RAP is an important achievement that consolidates our long-standing commitment to reconciliation. I want to thank everyone who contributed in bringing this Plan to life.

GREG DOYLE
General Manager



MESSAGE FROM THE CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Wollongong City Council on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Wollongong City Council to expand

its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Wollongong City Council will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Wollongong City Council is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Wollongong City Council's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Wollongong City Council on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
Chief Executive Officer
Reconciliation Australia





OUR VISION

We acknowledge our past and recognise the continuing connection the Traditional Custodians of Dharawal Country have with these lands and waters. We celebrate, value and respect the diverse cultural histories, heritage and traditions of Aboriginal and Torres Strait Islander peoples living in our community.

Our vision for reconciliation is a shared future where Aboriginal and Torres Strait Islander cultures are celebrated and thrive. We are committed to working together, side by side, to create an inclusive and connected community where Aboriginal and Torres Strait Islander peoples feel a sense of pride and belonging.

BIG ISLAND - FIVE ISLANDS NATURE RESERVE

ROCKY ISLET

Images: Viva la Ganga photo by Betha - Fischer

OUR COMMITMENT

Diversity is the strength of our city and we are passionate about creating a place where our people feel valued and have a strong sense of belonging.

We are committed to working with Aboriginal and Torres Strait Islander peoples, their communities and wider community as we continue our reconciliation journey. We know that reconciliation is everyone's business and we will lead through our actions.

In partnership with, and guided by local Aboriginal and Torres Strait Islander communities, we will:

- Continue to create a connected community that thrives on positive relationships and embraces cultural diversity;
- Improve the level of participation of local Aboriginal and Torres Strait Islander peoples in making decisions that affect them;

- Increase awareness and understanding and promote our commitment to reconciliation;
- Strengthen relationships with partnered organisations and work to improve the experiences of local Aboriginal and Torres Strait Islander peoples and their communities;
- Celebrate National Reconciliation Week, NAIDOC Week and other days of significance, and encourage the involvement of our staff and community in these events;
- Respect and continue to increase our understanding of Aboriginal and Torres Strait Islander people's special places and sites of significance;
- Ensure reconciliation is alive in our organisation by increasing our understanding and appreciation of local Aboriginal and Torres Strait Islander cultures, histories and experiences;
- Increase opportunities for Aboriginal and Torres Strait Islander peoples to be employed within Wollongong City Council; and
- Lead and enable our staff and community to work together as we continue our reconciliation journey.

We will continue to work side by side with local Aboriginal and Torres Strait Islander communities to ensure our actions and behaviours are consistent with our commitment.

Image: Regional NAIDOC Awards Dinner, photo by Bernie Fischer



Image: Reconciliation Conference, photo by Bernie Fischer

OUR COMMUNITY

Local Aboriginal communities are made up of Traditional Custodians, knowledge holders, language holders, Aboriginal groups and organisations and individuals. Aboriginal and Torres Strait Islander peoples identify themselves according to their cultural and national identities. These identities represent different heritages, languages, cultural practices, spiritual beliefs and geographic areas and are extremely important to Aboriginal and Torres Strait Islander people.

Whilst the Illawarra is made up of three local government areas, Wollongong, Shellharbour and Kiama, it is important to acknowledge and respect that for Aboriginal and Torres Strait Islander peoples, these boundaries do not reflect the cultural boundaries of the local Aboriginal and Torres Strait Islander communities.

The unemployment rate for Aboriginal and Torres Strait Islander communities was **14.3%** compared to Wollongong's unemployment rate of 7.1%*



The average household income of the local Aboriginal and Torres Strait Islander community was **\$1,273** compared to \$1,335 for all other households*

The most common types of occupations were:

- Community & Professional Services Worker
- Clerical & Administrative Workers
- Technicians & Trades Workers
- Professional

This is similar to our wider community.*

References

- * .id Community Demographic Resources 2020
- ** Australian Bureau of Statistics 2019



17.3% have a tertiary qualification compared to 28.9% of our overall population*

The name **Wollongong** is said to originate from the Dharawal word **Woolyungah**, meaning five islands

5,348 people or 2.5% of our population identified as Aboriginal or Torres Strait Islander *

Over **218,000** people call Wollongong home*



A larger percentage of households were renting - **53.7%** compared to 29.1%* of all other households

A larger percentage of households were living in social housing - **22.8%** compared to 7.4%* of all other households

A lower percentage of households fully owned their home - **14.7%** compared to 33.4%* of all other households

A similar percentage of households were still buying their home - **27.9%** compared to 29.8%* of all other households

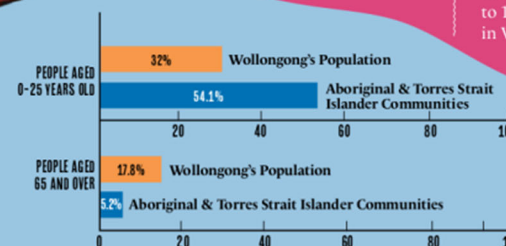


The average size household was **4** people, this is double the size of the average household for Wollongong*

16.4% couples without children compared to 23.9% of other families in Wollongong*

31.9% couples with children compared to 30.2% of other families in Wollongong*

27.6% one parent families compared to 11.5% of other families in Wollongong*



The average age is **22 years** compared to 39 years for our wider community**

OUR BUSINESS

Wollongong City Council is the local government authority of the Wollongong Area. We have over 1,300 staff who provide important services and facilities to our community. As at July 2020, 26 people or 2% of our staff identified as Aboriginal and/or Torres Strait Islander. We currently have two permanent identified roles, along with an exemption to advertise and recruit two Aboriginal and/or Torres Strait Islander people for our Cadet, Apprentice and Trainee Program each year.

Around half of our workforce is based at our administration building in the Central Business District (CBD). We also have work sites spread across the city, including at depots, libraries, community centres, pools and beaches.

Our purpose is to create an extraordinary Wollongong. Our purpose guides us as we work towards achieving our community's vision, goals and aspirations outlined in *Our Wollongong 2028 – Community Strategic Plan*.

We provide important services and facilities that improve the day to day life of our residents and make our City a great place to live, work and play.

Some of our services include:

- Planning, construction and maintenance of infrastructure such as playgrounds, stormwater, shared paths, roads, parking and traffic facilities;
- Maintenance of local parks, sportsfields, golf course, pools and beaches;
- Waste management and recycling;
- Management and preservation of our natural areas;
- Regulation and enforcement related to public health and safety, animal control and parking;
- Libraries, community centres and community halls;
- Tourist parks, leisure centres, Botanic Garden, The Vale Golf Course and Wollongong Art Gallery;
- Memorial gardens and cemeteries;
- City Centre management;
- Community development, cultural development, youth services and community engagement;
- Community Transport and Social Support Services;
- Heritage, tourism and events;
- Emergency management;
- Economic development;
- Land use planning and development control; and
- Customer service.



Our Community's Vision

From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.

Our Community's Goals

To support the achievement of our community vision, collaborative efforts will focus on six interconnected goals:

1. We value and protect our environment;
2. We have an innovative and sustainable economy;
3. We have a creative, vibrant city;
4. We are a connected and engaged community;
5. We have a healthy community in a liveable city; and
6. We have affordable and accessible transport

OUR RAP

We have a strong commitment to reconciliation as demonstrated through our actions and our RAP. We formally began our reconciliation journey in 2000 guided by the development and delivery of our *Statement of Reconciliation and Commitment* and *Aboriginal Reconciliation and Commitment Action Plan*. These significant pieces of work formed the foundation for the building of strong relationships, creation of new opportunities and delivery of many initiatives – some of which we continue to deliver today.

The development of our Vision and RAP has been guided by our RAP Steering Working Group, which consists of representatives from Council's Aboriginal Reference Group, Illawarra Aboriginal Medical

Service, Illawarra Local Aboriginal Land Council, Illawarra Aboriginal Corporation and Council staff.

Our Plan has been developed with input from both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff, from all levels of our organisation. Council staff participated across several internal engagement activities where they shared their passion, thoughts and ideas about how we as an organisation, and as individuals, can contribute to reconciliation. In addition to this, we engaged with local Aboriginal and Torres Strait Islander community members through phone calls and one on one meetings. Traditional Custodians and members of the local Aboriginal and

Torres Strait Islander communities were invited to a Yarning Circle that was held on 22 October 2020 at The Land. The information collected as part of our engagement has been used to inform the actions and deliverables of our RAP.

We have identified that an Innovate RAP is most suitable to guide our organisation on the next part of our reconciliation journey as it acknowledges the work we have already done. This Plan is made up of a series of actions and initiatives in four key areas: Relationships; Respect; Opportunities and Governance. Some are new initiatives and some are already standard practice within our organisation.

Our Innovate RAP is a strategic document that supports the delivery of *Our Wollongong 2028 - Community Strategic Plan, Delivery Program and Operational Plan*. It includes practical actions that will drive our contribution to reconciliation both within our organisation and in the work we do for and with our community. Our Lord Mayor, General Manager and Executive Management Team are committed to championing and providing strong and supportive leadership to guide the implementation of our Innovate RAP. Through the delivery of our RAP Council will demonstrate leadership to local businesses, service providers and other organisations, encouraging the development of their own Reconciliation Action Plans.

Image: Reconciliation Conference, photo by Bernice Fischer



OUR RAP STEERING WORKING GROUP

Our RAP Steering Working Group has played an important role in the development of our Reconciliation Action Plan and will continue to oversee and guide the implementation and reporting phases of our RAP.

Our RAP Steering Working Group consists of representatives from local Aboriginal and Torres Strait Islander communities, local organisations and Council staff. We have nine members on our RAP Steering working group, six of whom identify as Aboriginal and/or Torres Strait Islander:

- Illawarra Aboriginal Corporation
– Chief Executive Officer
- Wollongong City Council Aboriginal Reference Group member
- Community Development + Engagement Manager
– Chair
- Youth Development Worker
– Co-chair
- Aboriginal Community Development Worker
- Community Partnerships + Safety Coordinator
- Community Development Worker
- Illawarra Aboriginal Lands Council
– Chief Executive Officer
- Illawarra Aboriginal Medical Service
– Chief Executive Officer



Image: Regional NAIDOC Awards Dinner, photo by Bernie Fisher

OUR CURRENT INITIATIVES

As part of our ongoing commitment to reconciliation we deliver several initiatives to support and celebrate our staff and local Aboriginal and Torres Strait Islander communities. Some of these initiatives include:

LORD MAYOR'S ELDERS NAIDOC LUNCHEON

An opportunity for Aboriginal and Torres Strait Islander Elders to be acknowledged and celebrated by the Lord Mayor for the contribution of their wisdom within the Aboriginal and Torres Strait Islander and broader communities.

NAIDOC WEEK GRANTS

Council provides small grants to not-for-profit groups holding community events during NAIDOC Week. This program aims to get as many people as possible involved in NAIDOC Week and celebrate the histories, cultures and achievements of local Aboriginal and Torres Strait Islander communities.

REGIONAL NAIDOC AWARDS DINNER

Council is a member of the organising committee and assists in the running of the Regional NAIDOC Awards Dinner each year. The evening is an opportunity to celebrate and recognise the many achievements of local Aboriginal and Torres Strait Islander Elders, community members and organisations.

SANDON POINT JOINT MANAGEMENT AGREEMENT

As part of this agreement Council and representatives of local Aboriginal and Torres Strait Islander communities work together to protect and promote Aboriginal and Torres Strait Islander cultures, heritage and connection to this significant site.

ABORIGINAL REFERENCE GROUP

Made up of five community representatives, three representatives from local Aboriginal and Torres Strait Islander organisations, two Councillors and one Council officer, this group gives advice to Council about issues that affect local Aboriginal and Torres Strait Islander communities. They also promote activities that celebrate Aboriginal and Torres Strait Islander cultures and help to provide a stronger connection between Council and local Aboriginal and Torres Strait Islander communities.

WELCOME TO AND ACKNOWLEDGEMENT OF COUNTRY PROTOCOL 2018-2021

This policy provides Council and Council officers with a set of protocols to be followed when organising either a Welcome to Country or Acknowledgement of Country for a Council event or activity.



RELATIONSHIPS

We are committed to working closely with local Aboriginal and Torres Strait Islander communities, organisations, peoples and staff as we continue our reconciliation journey. Through the delivery of our RAP we will continue to strengthen existing, and develop new relationships underpinned by honesty, trust and mutual respect.

We will have conversations and engage local Aboriginal and Torres Strait Islander peoples and their communities about matters that are important to them. By listening to the diverse voices within our local communities and engaging in a way that is consistent and culturally appropriate we will build stronger, more meaningful relationships.

We recognise the importance of encouraging and providing opportunities for our diverse communities to come together and celebrate their cultures, histories and experiences. We are committed to celebrating significant cultural events and creating opportunities for the development of greater understanding and stronger connections between Aboriginal and Torres Strait Islander peoples and our wider community.



ACTION 1. ESTABLISH AND MAINTAIN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2021	Engagement Coordinator
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2021	Engagement Coordinator
Facilitate an Aboriginal reference group and provide updates on Council projects, grants and engage on matters of importance to local Aboriginal and Torres Strait Islander communities.	November 2021, February, May, August, November 2022, February, May, August, November 2023	Coordinator Community Partnerships + Safety
Maintain existing relationships with local Aboriginal and Torres Strait Islander community groups and organisations.	November 2022 & 2023	Coordinator Community Partnerships + Safety
Identify opportunities for working in partnership with the local Aboriginal and Torres Strait Islander communities.	November 2022 & 2023	Coordinator Community Partnerships + Safety
Work in collaboration with Aboriginal and Torres Strait Islander communities to codesign the section of Wollongong Lawn Cemetery that has been allocated to Aboriginal and Torres Strait Islander communities for memorials.	November 2022 & 2023	Coordinator Community Partnerships + Safety

ACTION 2. BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 & 2023	Coordinator Community Partnerships + Safety
RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022 & 2023	Community Development + Engagement Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022 & 2023	Community Development + Engagement Manager
Organise at least one NRW event each year.	27 May - 3 June 2022 & 2023	Coordinator Community Partnerships + Safety
Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 & 2023	Coordinator Community Partnerships + Safety

ACTION 3. PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Implement strategies to engage our staff in reconciliation.	May - June 2022 & 2023	Community Development + Engagement Manager
Communicate our commitment to reconciliation publicly.	27 May - 3 June 2022 & 2023	Manager Community Cultural and Economic Development
Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	December 2021	Manager Community Cultural and Economic Development
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2022 & 2023	Coordinator Community Partnerships + Safety
Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	November 2022 & 2023	Coordinator Community Partnerships + Safety

ACTION 4. PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	January 2022	Organisational Development Manager
Continue to promote our anti-discrimination policy for our organisation.	November 2022 & 2023	Organisational Development Manager
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2022	Organisational Development Manager
Educate senior leaders on the effects of racism.	February 2022	Organisational Development Manager



Image: Viva La Geng, photo by Bernice Fischer



Image: Blue Mile Tramway Seawall and Shared Path Opening, photo by Bernice Fischer



RESPECT

We recognise the importance of acknowledging and gaining a better understanding of the histories, cultures, and experiences of local Aboriginal and Torres Strait Islander communities. We will provide opportunities for our staff to increase their cultural awareness and knowledge and gain a greater appreciation of the unique contributions Aboriginal and Torres Strait Islander peoples and cultures make to our city. As we increase our understanding, we will make improvements to the way we work with and deliver services for our local community.

Through celebrating cultures, both old and new, we will create a city where Aboriginal and Torres Strait Islander peoples can feel a strong sense of pride, belonging and connection to a community that respects, understands, appreciates and values their heritage.



ACTION 5. INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of cultural learning needs within our organisation.	December 2021	Community Development + Engagement Manager
Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	January – March 2022	Community Development + Engagement Manager
Develop, implement and communicate a cultural learning strategy for our staff.	April 2022	Organisational Development Manager
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2022	Organisational Development Manager
Establish a page on Council's intranet containing a variety of resources and local information to support self-led learning amongst staff.	November 2021	Manager Community Cultural and Economic Development

ACTION 6. DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2022 & 2023	Community Development + Engagement Manager
Review, update and communicate Council's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2021	Community Development + Engagement Manager
Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022 & 2023	Events and Visual Strategy Manager
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2021	Governance and Risk Manager
Develop and implement a strategy for Acknowledgement of Country to be displayed at Council facilities.	November 2022 & 2023	Coordinator Community Partnerships + Safety
Update Council's virtual communications and platforms to include Acknowledgement of Country.	January 2022	Manager Community Cultural and Economic Development

ACTION 7. BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK.

DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Steering Working Group to participate in external NAIDOC Week events.	July 2022 & 2023	Community Development + Engagement Manager
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2022	Safety + Workplace Services Manager
Promote and encourage participation in external NAIDOC events to all staff.	July 2022 & 2023	Community Development + Engagement Manager
Continue to provide small grants to support the delivery of community events to celebrate NAIDOC Week.	June 2022 & 2023	Coordinator Community Partnerships + Safety
Deliver events to celebrate NAIDOC Week.	July 2022 & 2023	Coordinator Community Partnerships + Safety

ACTION 8. HIGHLIGHT AND CELEBRATE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES AND COMMUNITIES THROUGH COUNCIL'S COMMUNICATIONS.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Seek to incorporate images of Aboriginal and Torres Strait Islander peoples and artwork in Council's publications and external communications.	November 2022 & 2023	Events and Visual Strategy Manager
Develop a communications plan to highlight, celebrate and mark days and events of cultural significance through Council's internal and external communications.	January 2022	Manager Community Cultural and Economic Development

ACTION 9. INCORPORATE LOCAL LANGUAGES, HISTORIES AND CULTURES INTO SIGNAGE AND PLACE.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Consult with local Aboriginal and Torres Strait Islander communities to inform the development of Aboriginal Language Signage Guidelines.	November 2023	Engagement Coordinator
Apply for grant funding through NSW Heritage funding programs to establish a Walking on Country pilot program.	November 2023	Land Use Planning Manager



Image: Karaara Bridge Mural, Artist: Warwick Keen, Mitch Geurin (baka), Jess Brown, photo by Bernie Fischer



OPPORTUNITIES

Providing opportunities for Aboriginal and Torres Strait Islander peoples is vital to our organisation. We are committed to increasing employment opportunities at Council, increasing opportunities for the procurement of goods and services that support Aboriginal and Torres Strait Islander businesses and investing in the professional development of our staff.

Creating an organisational culture that is welcoming, inclusive and respects Aboriginal and Torres Strait Islander peoples, cultures and histories is key in developing an environment where our staff are enabled to reach their full potential.

Through the delivery of our RAP we will contribute to closing the gap in education and employment outcomes between Aboriginal and Torres Strait Islander peoples and our broader community.

ACTION 10. IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2022	Organisational Development Manager
Seek to establish a peer support network for Aboriginal and Torres Strait Islander staff.	February 2022	Community Development + Engagement Manager
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2022	Organisational Development Manager
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2022	Organisational Development Manager
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2022 & 2023	Organisational Development Manager
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	Organisational Development Manager
Seek to incorporate recognition of Aboriginal and Torres Strait Islander kinship systems and cultural responsibilities when updating Council's Enterprise Agreement and Employment Policies and Procedures.	November 2021	Safety + Workplace Services Manager
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	November 2022 & 2023	Organisational Development Manager
Continue to provide targeted Aboriginal and Torres Strait Islander positions as part of Council's annual Cadet, Apprentice and Trainee intake.	October 2022 & 2023	Organisational Development Manager
Explore experiential opportunities between Council and local Aboriginal and Torres Strait Islander organisations to enrich our cultural awareness.	February 2023	Organisational Development Manager

ACTION 11. INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2021	Supply Chain + Logistics Manager
Investigate Supply Nation membership.	December 2021	Supply Chain + Logistics Manager
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2022 & 2023	Supply Chain + Logistics Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Supply Chain + Logistics Manager
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2022 & 2023	Supply Chain + Logistics Manager
Seek to develop a process for payment to Traditional Custodians and knowledge holders for services and time.	November 2022	Coordinator Community Partnerships + Safety





Image: Wollongong, photo by Bernice Elspeth



GOVERNANCE

We are committed to providing effective leadership and appropriate resourcing to deliver our RAP. We will remain accountable and committed to delivering positive outcomes for Aboriginal and Torres Strait Islander communities as we continue our journey towards reconciliation.

ACTION 12. ESTABLISH AND MAINTAIN AN EFFECTIVE RAP STEERING WORKING GROUP TO DRIVE GOVERNANCE OF THE RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Working Group.	November 2022 & 2023	Community Development + Engagement Manager
Review and update Terms of Reference for the RAP Steering Working Group.	November 2022	Community Development + Engagement Manager
Meet at least four times per year to drive and monitor RAP implementation.	December 2021 March, June, September & December 2022 March, June & September 2023	Community Development + Engagement Manager

ACTION 13. PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	November 2021	Coordinator Community Partnerships + Safety
Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2022 & 2023	Community Development + Engagement Manager
Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2021	Corporate Strategy Manager
Appoint and maintain an internal RAP Champion from senior management.	November 2021	Manager Community Cultural and Economic Development

ACTION 14. BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 & 2023	Coordinator Community Partnerships + Safety
Report RAP progress to all staff and senior leaders quarterly.	January, April, July & October 2022 January, April, July & October 2023	Community Development + Engagement Manager
Publicly report our RAP achievements, challenges and learnings, annually.	November 2022 & 2023	Community Development + Engagement Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Coordinator Community Partnerships + Safety

ACTION 15. CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	Coordinator Community Partnerships + Safety

CONTACT:

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Position: Community Development & Engagement Manager
Phone: (02) 4227 7111
Email: council@wollongong.nsw.gov.au

ABOUT THE ARTWORK AND ARTISTS

Language is incredibly significant within our culture, as it is in many cultures of the world.

Language gives us our identity of who we are and the clans we belong to. The artwork is showing us our cultural connection of the coastline, our special places, our waterholes, and sacred sites.

We are all connected through culture, our ancestors, and ancestral ties. The centre is the meeting place, a place to gather, a place to dance, a place to talk and a place to be connected to each other and keeping culture alive.

Lorraine Brown is the premier artist of the Coomaditchie United Aboriginal Corporation. Lorraine is a Yuin/Gunai Kurnai woman born in Bega, one of seven children. Lorraine views her ability to paint as a gift. She uses bold colours that reflect her coastal upbringing. “We’re East Coast Saltwater People”, Lorraine says. “My colours symbolise my life. I had a great childhood, great parents and family and extended family”.

Narelle Thomas is one of Lorraine’s sisters and they paint together. Lorraine does the fine work and Narelle fills in the details. Lorraine and Narelle work like professional dancers, one leads and the other follows and no-one steps on any toes. It is clear they have been working together for many, many years.





thank you

Wollongong City Council would like to thank everyone involved for their commitment in developing our Innovate RAP. We would also like to thank the Aboriginal and Torres Strait Islander peoples of Wollongong for their valuable contribution to our city. We look forward to working together, side by side, and a future built on mutual respect and harmony.

Wollongong City Council Innovate Reconciliation Action Plan – Implementation Plan

This document directly relates to the Wollongong City Council Innovate Reconciliation Action Plan public document Z20/202724 and provides further detail regarding the implementation of this plan.

Pillar: Relationships									
Action	Deliverable	Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Community Engagement	Community Development + Engagement Manager	Existing Operational Budget	November			4.1
	1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Community Engagement	Community Development + Engagement Manager	Existing Operational Budget	December			4.1
	1.3	Facilitate the Aboriginal reference group and provide updates on Council projects, grants and engage on matters of importance to local Aboriginal and Torres Strait Islander communities.	Community Development	Community Development + Engagement Manager	Existing Operational Budget	November	February, May, August, November	February, May, August, November	4.1
	1.4	Maintain existing relationships with local Aboriginal community groups and organisations.	Community Development	Community Development + Engagement Manager	Existing Operational Budget		November	November	4.1
	1.5	Identify opportunities for working in partnership with the local Aboriginal and Torres Strait Islander community.	Community Development	Community Development + Engagement Manager	Existing Operational Budget		November	November	4.1
	1.6	Work in collaboration with Aboriginal and Torres Strait Islander communities to codesign the section of Wollongong Lawn Cemetery that has been allocated to Aboriginal and Torres Strait Islander communities for memorials.	Community Development	Community Development + Engagement Manager	Existing Operational Budget		November	November	4.1
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Community Development	Community Development + Engagement Manager	Existing Operational Budget		May	May	4.3

Pillar: Relationships										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	2.2	RAP Steering Working Group members to participate in an external NRW event.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		27 May – 3 June	27 May – 3 June	4.3
	2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		27 May – 3 June	27 May – 3 June	4.3
	2.4	Organise at least one NRW event each year.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		27 May – 3 June	27 May – 3 June	4.3
	2.5	Register all our NRW events on Reconciliation Australia's NRW website.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		May	May	4.3
3. Promote reconciliation through our sphere of influence.	3.1	Implement strategies to engage our staff in reconciliation.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		May - June	May - June	4.3
	3.2	Communicate our commitment to reconciliation publicly.	Communications	Community Development	Community Cultural and Economic Development Manager	Existing Operational Budget		27 May – 3 June	27 May – 3 June	4.3
	3.3	Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	Communications	Community Development	Community Cultural and Economic Development Manager	Existing Operational Budget	December			4.3
	3.4	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3

Pillar: Relationships										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	3.5	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3
4. Promote positive race relations through anti-discrimination strategies.	4.1	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Organisational Development		Organisational Development Manager	Existing Operational Budget		January		4.3
	4.2	Continue to promote our anti-discrimination policy for our organisation.	Organisational Development		Organisational Development Manager	Existing Operational Budget		November	November	4.3
	4.3	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Organisational Development	Community Development	Organisational Development Manager	Existing Operational Budget		April		4.3
	4.4	Educate senior leaders on the effects of racism.	Organisational Development	Community Development	Organisational Development Manager	Existing Operational Budget		February		4.3

Pillar: Respect										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1	Conduct a review of cultural learning needs within our organisation.	Community Development	Learning & Development	Community Development + Engagement Manager	Existing Operational Budget	December			4.3
	5.2	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Community Development	Learning & Development	Community Development + Engagement Manager	Existing Operational Budget		January - March		4.3
	5.3	Develop, implement and communicate a cultural learning strategy for our staff.	Learning & Development	Community Development	Organisational Development Manager	Existing Operational Budget		April		4.3
	5.4	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Learning & Development		Organisational Development Manager	Existing Operational Budget		April		4.3
	5.5	Establish a page on Council's intranet containing a variety of resources and local information to support self-lead learning amongst staff.	Communications	Community Development	Community Cultural and Economic Development Manager	Existing Operational Budget	November			4.3
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3
	6.2	Review, update and communicate Council's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Community Development		Community Development + Engagement Manager	Existing Operational Budget	December			4.3

Pillar: Respect										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	6.3	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Events Coordination	Cultural Development City Centre & Crown St Mall Wollongong Art Gallery Library Services Botanic Garden & Annexes	Events and Visual Strategy Manager	Existing Operational Budget		November	November	4.3
	6.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Corporate & Councillor Support		Governance and Risk Manager	Existing Operational Budget	November			4.3
	6.6	Develop and implement a strategy for Acknowledgement of Country to be displayed at Council facilities.	Community Development	Community Facilities Libraries Russell Vale Golf Course Leisure Centres Wollongong Memorial Gardens & Cemeteries Wollongong Youth Services Infrastructure Strategic Planning	Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3
	6.7	Update Council's virtual communications and platforms to include Acknowledgement of Country.	Communications		Community Cultural and Economic Development Manager	Existing Operational Budget		January		4.3
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1	RAP Steering Working Group to participate in an external NAIDOC Week event.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		July	July	4.3
	7.2	Review HR policies and procedures to remove barriers to	Industrial Relations		Safety + Workplace Services Manager	Existing Operational Budget		March		4.3

Pillar: Respect									
Action	Deliverable	Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	staff participating in NAIDOC Week.								
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		July	July	4.3
	7.4 Continue to provide small grants to support the delivery of community events to celebrate NAIDOC Week.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		June	June	3.2
	7.5 Deliver events to celebrate NAIDOC Week	Community Development		Community Development + Engagement Manager	Existing Operational Budget		July	July	3.2
8. Highlight and celebrate local Aboriginal and Torres Strait Islander cultures, histories and communities through Councils communications.	8.1 Seek to incorporate images of Aboriginal and Torres Strait Islander peoples and artwork in Council's publications and external communications.	Visual Strategy	Community Development Communications	Events and Visual Strategy Manager	Existing Operational Budget		November	November	4.2
	8.2 Develop a communications plan to highlight, celebrate and mark days and events of cultural significance through Council's internal and external communications.	Communications	Community Development	Community Cultural and Economic Development Manager	Existing Operational Budget		January		4.2
9. Incorporate local languages, histories and cultures into signage and place	9.1 Consult with local Aboriginal and Torres Strait Islander communities to inform the development of Aboriginal Language Signage Guidelines.	Community Engagement		Community Development + Engagement Manager	Existing Operational Budget			November	4.1

Pillar: Respect										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	9.2	Apply for grant funding through NSW Heritage funding programs to establish Walking on Country pilot program.	Heritage	Community Development	Land Use Planning Manager	External Funding			November	1.4

Pillar: Opportunities										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Organisational Development		Organisational Development Manager	Existing Operational Budget		February		4.3
	10.2	Seek to establish a peer support network for Aboriginal and Torres Strait Islander Staff.	Community Development	Organisational Development	Community Development + Engagement Manager	Existing Operational Budget		February		4.3
	10.3	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Attraction & Retention	Community Development Learning & Development	Organisational Development Manager	Existing Operational Budget		April		4.3
	10.4	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Attraction & Retention	Learning & Development	Organisational Development Manager	Existing Operational Budget		June		4.3
	10.5	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Attraction & Retention		Organisational Development Manager	Existing Operational Budget		November	November	2.1
	10.6	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Attraction & Retention		Organisational Development Manager	Existing Operational Budget		July		4.3
	10.7	Seek to incorporate recognition of Aboriginal kinship systems and cultural responsibilities when updating Council's Enterprise Agreement and Employment Policies and Procedures.	Industrial Relations		Safety and Workplace Services Manager	Existing Operational Budget	November			4.3
	10.8	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Attraction & Retention		Organisational Development Manager	Existing Operational Budget		November	November	2.1

Pillar: Opportunities										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	10.9	Continue to provide targeted Aboriginal and Torres Strait Islander positions as part of Council's annual Cadet, Apprentice and Trainee intake.	Learning & Development		Organisational Development Manager	Existing Operational Budget		October	October	2.1
	10.10	Explore experiential opportunities between Council and local Aboriginal organisations to enrich our cultural awareness	Organisational Development		Organisational Development Manager	Existing Operational Budget			February	2.1
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Supply Management		Supply Chain + Logistics Manager	Existing Operational Budget	December			2.1
	11.2	Investigate Supply Nation membership.	Supply Management		Supply Chain + Logistics Manager	Existing Operational Budget	December			2.1
	11.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Supply Management		Supply Chain + Logistics Manager	Existing Operational Budget		November	November	2.1
	11.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Supply Management		Supply Chain + Logistics Manager	Existing Operational Budget	December			2.1
	11.5	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Supply Management		Supply Chain + Logistics Manager	Existing Operational Budget		November	November	2.1
	11.6	Seek to develop a process for payment to traditional custodians and knowledge holders for services and time.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November		4.1

Pillar: Governance									
Action	Deliverable	Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
12. Establish and maintain an effective RAP Steering Working Group to drive governance of the RAP.	12.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Working Group.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.1
	12.2 Review and update Terms of Reference for the RAP Steering Working Group.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November		4.1
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	Community Development		Community Development + Engagement Manager	Existing Operational Budget	December	March June, September December	March June September	4.1
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	Community Development		Community Development + Engagement Manager	Existing Operational Budget	November			4.3
	13.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Community Development		Community Development + Engagement Manager	Existing Operational Budget	November			4.3
	13.4 Appoint and maintain an internal RAP Champion from senior management.			Manager Community Cultural and Economic Development	Existing Operational Budget	November			4.3
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		September	September	4.3
	14.2 Report RAP progress to all staff and senior leaders quarterly.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		January April July October	January April July October	4.3
	14.3 Publicly report our RAP achievements, challenges and learnings, annually.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		November	November	4.3

Pillar: Governance										
Action	Deliverable		Delivery Stream	Collaboration	Responsibility	Resourcing	Year 1 2021	Year 2 2022	Year 3 2023	Link to CSP
	14.4	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Community Development		Community Development + Engagement Manager	Existing Operational Budget		May		4.3
15. Continue our reconciliation journey by developing our next RAP.	15.1	Register via Reconciliation Australia's website to begin developing our next RAP.	Community Development		Community Development + Engagement Manager	Existing Operational Budget			April	4.3



OUR WOLLONGONG

JOIN THE CONVERSATION

Reconciliation Action Plan Engagement Report 2020

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Background

On 15 May 2000, in relation to acknowledging and recognising Aboriginal and Torres Strait Islander peoples as the first peoples of Australia, Council adopted the following statement from the Australian Local Government Association; "Local Government of Australia reaffirms its commitment to maintaining a culturally diverse, tolerant and open society, united by an overriding commitment to our nation, and its democratic institutions and values".

WCC has since undertaken numerous actions, activities and programs that have progressed reconciliation between WCC and our Aboriginal community as well as our general community. The development of a RAP will be a strategic document that reflects the WCC actions, activities and programs and how they contribute to the national reconciliation movement as well as organisational goals. Further, it will present the opportunity to identify new initiatives to contribute to reconciliation.

Reconciliation Australia's RAP framework provides organisations with a structured approach to advance reconciliation. There are four types of RAP that an organisation can develop, which include: 'Reflect, Innovate, Stretch or Elevate'. Each RAP is designed to suit the stage of an organisation's reconciliation journey. For example, organisations begin with either a 'Reflect' or 'Innovate' RAP before progressing to a 'Stretch' or 'Elevate' RAP. An assessment of WCC's current actions, activities and programs has determined the appropriate RAP according to the Reconciliation Australia framework for WCC to develop is an 'Innovate' RAP. Developing an 'Innovate' RAP will also provide the opportunity to include new initiatives.

Stakeholders

Stakeholders identified prior to the commencement of the engagement period included:

INTERNAL

Executive Management Team
Senior Leadership Team
Staff

EXTERNAL

Traditional custodians	Illawarra Local Aboriginal Land Council
Individual knowledge holders	Illawarra Aboriginal Corporation
Aboriginal Education Consultative Group South	Illawarra Aboriginal Medical Service
Aboriginal Education Consultative Group North	Coomaditchie United Aboriginal Corporation
Korewal Elouera Jerrungarugh (KEJ)	Noogaleek Children's Centre
Wadi Wadi Coomaditchie Aboriginal Corporation	Warrigal Employment
Wodi Wodi Elders Corporation	NTSCorp
Illawarra Koori Men's Group	Woilyungah (University of Wollongong)
Aboriginal Elderly Womens Support Group	WCC Aboriginal Reference Group
Sandon Point Aboriginal Tent Embassy	NSW Department of Aboriginal Affairs
Wulungu Elders Council	Aboriginal Education and School Accessibility
Illawarra Aboriginal Cultural Emerging Group	Forum
Illawarra Aboriginal Community Base Working Group	

Engagement Process

An engagement process was undertaken from May to November 2020 to inform the development of our draft RAP. Key milestones included:



Traditional Custodians

Traditional Custodians were contacted by phone between 16 April and 27 May 2020 to let them know about our intention to start developing and ask for input into our approach. Our interaction was impacted by COVID restrictions.

Steering Working Group

A Steering Working Group was established including representatives from Illawarra Aboriginal Land Council, Illawarra Medical Services, Illawarra Aboriginal Corporation and our Aboriginal Reference Group. The group met via the Team platform to oversee the development of the draft RAP. The group will continue to meet through the delivery of the endorsed RAP.

Operational Working Group

An Operational Working Group was established including representation from Organisational Development, Recruitment, City Works, Community Development and Engagement, Library, Heritage, Engagement and Steering Working Group members.

Internal Education and Awareness

A Reconciliation Week communication strategy was delivered across the business. Staff were encouraged to answer the question 'what does reconciliation mean to you?' via an online tool. Presentations were delivered to the Senior Leadership Team and business unit teams.

Draft Vision

Vision workshop and Vision refining workshops were held with staff and an internal 'exhibition' was undertaken, inviting feedback from staff on the draft Vision.

RAP Actions

RAP actions workshop was held with staff from across the business. Individual and team discussions were held with those with assigned actions in the RAP implementation plan.

Feedback on draft RAP – Aboriginal community

A Yarning Circle was held on 22 October at The Land. Invitations were sent to 18 stakeholder and follow up phone calls were made to 16 stakeholders.

One on one conversations were held with key stakeholders to gather their feedback.

Results

This section provides details on the participation, engagement activities and the feedback received during the communication and engagement period.

Engagement Participation Results

Engagement activity	Participation
Traditional Custodians notified (external)	6
Steering Working Group	4
Operational Working Group	5 meetings
Online survey (internal)	8
Vision workshop/s (internal)	50
RAP actions workshop (internal)	35
Yarning Circle (external)	3
One on one conversations (external)	12

Feedback results

Aboriginal community members and Council staff were asked to provide feedback and share their thoughts about the draft Reconciliation Action Plan. Feedback received from staff is available at Z20/251150. Key themes from the engagement with the Aboriginal community are outlined below.

About the RAP

Overall feedback about Council's 'Innovate' Reconciliation Action Plan was positive and very well received. Developing a RAP is a great step forward in working more strategically with our local Aboriginal and Torres Strait Islander people/s and their communities, Aboriginal organisation and the broader

"I love the artwork throughout the RAP"

community. Comments made about the structure and design of our RAP suggesting it presented a clear message and that it was developed with effort and thought. The document shows local recognition of people, culture and identity.

"It great there is pictures of local people in it"

Internal support for Aboriginal staff

We were asked if our RAP actions or deliverables acknowledged the importance of developing an internal staff support network for Council's Aboriginal staff members. Comments were made about the Council's large work force and provided an opportunity to bring Aboriginal staff together will increase support and connection.

Case studies

It was recommended that Council provide a case study of an Aboriginal employee or project that highlights the work Council is currently doing in the space of Aboriginal culture, heritage, recognition and support. The case study will provide readers with the opportunity to see the commitment and acknowledgement of Aboriginal culture, values and the importance of relationships. We were also told that it will demonstrate strong recognition about their approach towards reconciliation.

The word Dharawal

Feedback on the use of the word Dharawal was positive including how it is represented in our written communications, such as, our Acknowledgement of Country Protocols and other documentation that reflects on the Traditional Aboriginal people of our local government area. It was presented that the use of Dharawal can be represented as a language group, Nation/Country, people or clan group, the word Dharawal is mentioned throughout our RAP in recognition and respect of our Traditional Custodians and the rich history and heritage of our local Aboriginal culture. One Traditional Custodian group advised they do not use Dharawal. When asked for an alternative it was stated that information can be provided to Council but due to sensitivities it will only be provided if permission was given to use it.

The majority of community members supported using the word Dharawal, as long as it represents and respects the Traditional lands we operate on.

Relationships

The importance of relationships was a common message throughout engagement with the Aboriginal community, especially in relation to the development on our RAP. To accomplish our actions and deliverables identified in our RAP, establishing and strengthening relationships with the local Aboriginal

community play a vital part in achieving them. It was suggested that Council needs to consult more with Traditional Custodian groups, advise the right people and to maintain consistent and mutual engagement with the Aboriginal community.

We were also told we need to respect and understand the importance of engaging with the local Aboriginal people and that sometimes there may some disagreements or conflict, but that should not stop getting everyone involved.

General Comments

There were comments made about the importance of reconciliation and for a RAP to have meaningful impact, there must be involvement and commitment from all community and all levels of Council.

Community members also provided comments about RAP's being developed by other organisations and business, they mentioned the lack of engagement with the Aboriginal community in their processes showed that it was only about their organisations and not the community.