

# REFLECT RECONCILIATION ACTION PLAN

July 2022 – June 2023



RECONCILIATION  
ACTION PLAN

REFLECT

## **Acknowledgement of Country**

Woollahra Council acknowledges that we are on the land of the Gadigal and Birrabirragal people, the Traditional Custodians of the land. We pay our respects to Elders past, present and emerging.

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

# Story of artwork



This artwork is based on the 2021 NAIDOC theme: Healing Country.

## **Healing Country by Jasmine Sarin**

The large circles represent places and communities close to the sea and water. It is made up of concentric circles which highlight the diverse mix of people and histories within those communities. The circles are all connected by white connection lines. These are shaped like the creeks and rivers that are the veins of life throughout this country. We must look after and care for these connections. They are connecting us to each other, to the land, to the stories and histories we hold; to the elders of the past and the spirit of the future. The leaves are symbolic of gum leaves used in smoking ceremonies to cleanse, heal and receive welcome from our ancestors as we travel on different country. The rocks along the bottom signify the strength in our land and the rugged terrain we have cared for since time immemorial.

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Adoption date 27 September 2022

Image: Gamay Dancers on Redleaf Beach performing the Marida Dance.



A photograph of a man with traditional Aboriginal body paint and a blue loincloth, holding a bundle of green reeds by a body of water. The man is the central figure, shown from the waist up, with intricate white and ochre body paint on his chest and arms. He is wearing a blue loincloth with a rope belt. He is holding a bundle of green reeds in his right hand. The background is a body of water with a blue and white wave pattern.

'As an Aboriginal staff member it is a distinct honour and responsibility to be a part of Council's RAP working group. I am proud to work for an organisation that is foregrounding reconciliation and celebrating the past and future of Aboriginal culture in this beautiful area.'

**Sebastian Goldspink, Gallery Coordinator**

A proud descendant of the Burramattagal people of Western Sydney

# Our Commitment to Reconciliation



## Message from the Mayor

Woollahra Council is committed to reconciliation and building greater understanding and respect among all people who live, work in and visit Woollahra.

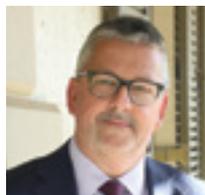
We value our culturally diverse community and we are focused on working in partnership with the local Aboriginal and Torres Strait Islander communities to celebrate and learn about Aboriginal and/or Torres Strait Islander cultures, honor local First Nations heritage and make Woollahra Council a culturally safe space for First Nations people. Following the recent adoption of our Aboriginal and Torres Strait Islander Protocols and Guidelines and our Aboriginal Heritage Study, I am excited to share our Reflect Reconciliation Action Plan (RAP).

Our Reflect RAP details the steps we are taking to develop and enhance relationships with Aboriginal and Torres Strait Islander community members, and decide on our vision for reconciliation.

I would like to thank all who have contributed to the development of this Reflect RAP, particularly representatives from the Gujaga Foundation, the La Perouse Local Aboriginal Land Council and Reconciliation Australia for their support during the process.

## Councillor Susan Wynne

Mayor of Woollahra



## Message from the General Manager

Woollahra Council's Reflect RAP represents a wonderful opportunity to make a real difference as we strive us to embed principles of

reconciliation across our organisation, and determine what actions we will take to help create a more equitable and inclusive community.

We have developed this document in collaboration with the La Perouse Local Aboriginal Land Council, the Gujaga Foundation- which is the peak organisation leading language, cultural and research activities within La Perouse First Nations communities- and the Gamay Rangers, who undertake natural and cultural resource management activities in areas of Indigenous cultural significance.

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

We look forward to further consultation and refinement of this important document prior to its implementation.

## Craig Swift-McNair

General Manager

# Message from Reconciliation Australia



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

Woollahra 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.

Image: Gamay Dancers on Redleaf Beach performing the Marida Dance.

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 Woollahra 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 Woollahra 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



# Our Business



Our Local Government Area (LGA), the Woollahra Council Municipality is located in Sydney's eastern suburbs and is made up of 12.6km<sup>2</sup> of mostly residential and some commercial areas, parklands and military reserve.

The Woollahra Municipality is located approximately 5 kilometres east of the Sydney GPO and is divided into five electoral wards of Bellevue Hill, Cooper, Double Bay, Paddington and Vaucluse, each of which is represented by three Councillors. The suburbs included in the Woollahra Municipality are Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay (part), Vaucluse (part), Watsons Bay and Woollahra.

Image: Woollahra Council Chambers

## Our Business

Significant areas of the natural environment include Sydney Harbour National Park sites at Nielsen Park at Steele and Vacluse Points, Strickland House, South Head, Green Point Reserve and Gap Bluff; Christison Park, Gap Park, Robertson Park, Parsley Bay Reserve, Vacluse Park, Lynne Park, Woollahra Park, Rose Bay Park, Steyne Park, McKell Park, Yarranabbe Park, Cooper Park, Trumper Park and Rushcutters Bay Park.

The Traditional Custodians of the Woollahra area are the Gadigal and Birrabirragal people. Our estimated resident population in 2021 was 59,431 (ABS 2020). According to 2016 census data, 0.3% of our population, or 160 people, identify as Aboriginal and/or Torres Strait Islander people.

Our staff work to create an inclusive, thriving and sustainable community building strong and respectful connections between people and place, so that we enhance and protect the natural and built beauty of Woollahra and its quality of life, for the enjoyment of everyone.

Our core business is to provide direct and indirect services to make Woollahra a great place to live, work, and visit. Our Woollahra 2030 Community Strategic Plan is based on five broad and interrelated themes that best summarise what our community values most: Community Wellbeing; Quality Places and Spaces; a Healthy Environment; Local Prosperity; and Community Leadership.

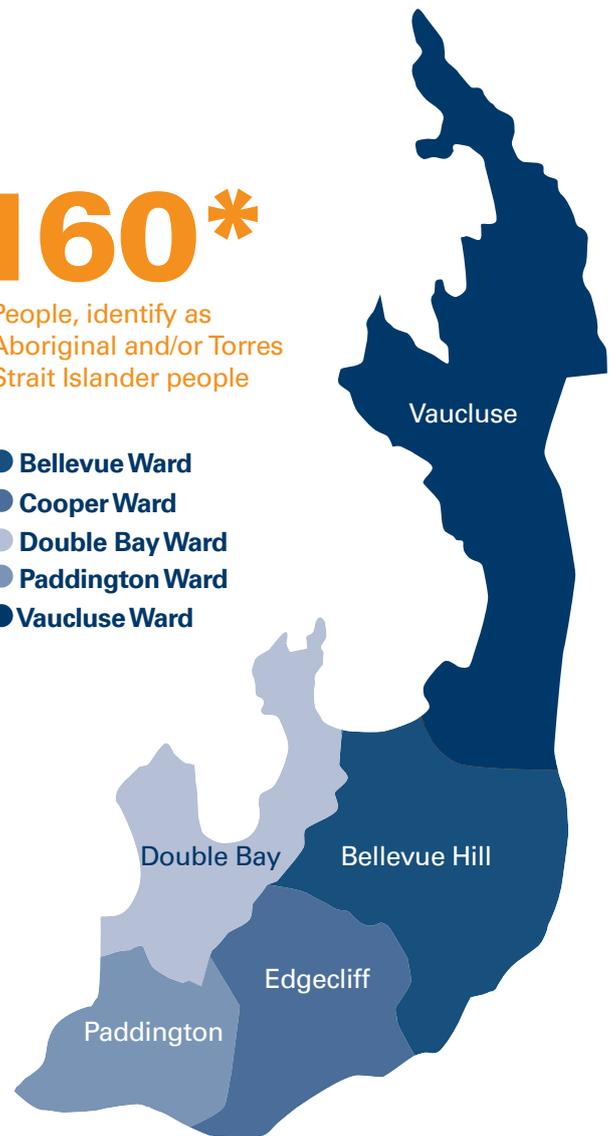
Our reach as a Local Government authority is generally local to our area and regionally across metropolitan Sydney. Our staff work from across various office spaces, three depots, three libraries and a preschool, with around half of our staff working outdoors in the community every day undertaking activities such as community services, open space maintenance, waste collection, street cleansing, minor and major capital works and roads maintenance.

\* 2016 census data

# 160\*

People, identify as  
Aboriginal and/or Torres  
Strait Islander people

- Bellevue Ward
- Cooper Ward
- Double Bay Ward
- Paddington Ward
- Vacluse Ward



Our estimated resident population in 2021

# 59,431\*

Woollahra Council employs approximately 420 people. To the best of our knowledge, Council has four Aboriginal and/or Torres Strait Islander staff members in our employment. It should be noted that, at present, Council does not collect this information as part of our recruitment process, so there may well be additional staff who identify as Aboriginal and/or Torres Strait Islander people of whom we are not aware.

# Our Vision to Reconciliation

Woollahra Municipal Council recognises the unique status of Aboriginal and Torres Strait Islander Peoples as the First Australians. We acknowledge the unique and diverse histories of Aboriginal and Torres Strait Islander peoples, culture and customs, as well as their ongoing connection to lands and waters.

We are committed to working in partnership with Aboriginal and/or Torres Strait Islander peoples to recognise Aboriginal heritage in the area based on genuine engagement and consultation with the Aboriginal Land Council, Elders and community members.

We are working to develop stronger relationships with the La Perouse Local Aboriginal Land Council (La Perouse LALC); the Gujaga Foundation, which is the peak organisation leading language, cultural and research activities within the La Perouse First Nations communities; and the Gamay Rangers, who undertake natural and cultural resource management activities on cultural areas. Our contact with these groups has led us to learn more about Aboriginal and Torres Strait Islander histories, cultures, languages and stories.

Image: Gamay Dancers on Redleaf Beach performing the Marida Dance.



# Our RAP

On 25 October, 2021 Woollahra Municipal Council resolved to create a Reflect Reconciliation Action Plan which will provide Council with a formal, appropriate and accredited approach to reconciliation with the aim of strengthening our relationship with local Aboriginal and Torres Strait Islander communities.

Our Reflect RAP has support from Woollahra Council, our General Manager and all Senior Management. We have formed a RAP Working Group comprised of staff who have self-nominated to join the Working Group and are committed to reconciliation.

These staff represent all four divisions within Woollahra Council and include two Aboriginal staff members, Council's Art Gallery Coordinator and one of Council's Bush Regenerators.

The General Manager has been appointed as Chair of the Working Group and the Director, Community and Customer Experience has been appointed as the RAP Champion.

The Working Group will play a key role in developing and leading the implementation of our RAP, commencing with this current Reflect RAP.

As we begin preparation of this Reflect RAP, we understand that it is good to learn and grow in understanding over time. Council aims to develop an Innovate RAP after the expiry of this Reflect RAP and will continue the journey to develop subsequent RAPs as appropriate to support our reconciliation journey.

# RAP team



**Craig Swift-McNair (Chair)**  
General Manager

**Patricia Occelli (RAP Champion)**  
Director Community and  
Customer Experience

**(Secretary)**  
Community Development  
Officer, Community and Culture

**Rudi Adlmayer**  
Bushcare Liaison Officer,  
Infrastructure and Sustainability

**Sharna Dominish**  
Learning and Development  
Advisor, Corporate Performance

**Sebastian Goldspink**  
Art Gallery Coordinator,  
Community and Culture

**Katherine Grant**  
Bush Regenerator,  
Open Space and Trees

**Justine Henderson**  
Manager Communications &  
Engagement, Community and  
Customer Experience

**Vicki Munro**  
Manager Community  
and Culture

**Flavia Scardamaglia**  
Strategic Heritage Officer,  
Planning and Place

Image: RAP team members.  
Artist Jasmine Sarin, Healing  
Country artwork at Woollahra  
Library at Double Bay



# Relationships

Woollahra Council has demonstrated a commitment to reconciliation over many years through participation in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF).

Consultation with the La Perouse Local Aboriginal Land Council and the Gujaga Foundation is an integral part of the Reflect RAP process. The Council is excited to find ways of deepening our relationship with local Aboriginal and Torres Strait Islander communities through the Reconciliation Action Plan process.

## **Current initiatives and achievements**

Council developed the Aboriginal and Torres Strait Islander Protocols and Guidelines in 2019 with the support and advice of the La Perouse Local Aboriginal Land Council. The purpose of this document is to provide Councillors, council staff, volunteers and community members with a clearer understanding of important protocols and guidelines for working with Aboriginal and Torres Strait Islander peoples.

We have had an Acknowledgement of Country endorsed by the La Perouse Local Aboriginal Land Council and we use this at Council meetings and events.

The Council is an active member of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) which includes Woollahra, Randwick, Waverley, City of Sydney, Bayside and Inner West Councils.

Woollahra has supported community events and activities to support National Reconciliation Week and NAIDOC Week each year.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	i. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2022	Manager, Community and Culture
	ii. Research best practice and principles that support partnerships with Aboriginal and/or Torres Strait Islander stakeholders and organisations, in consultation with La Perouse LALC and Gujaga Foundation for best practice.	September 2022	Manager Community and Culture
	iii. Establish regular meetings between Council's General Manager and the leaders of the La Perouse LALC.	September 2022	Manager Community and Culture
	iv. Explore potential opportunities for partnership with the Gujaga Foundation.	September 2022	Manager Community and Culture
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	i. Circulate National Reconciliation Australia's NRW resources and reconciliation materials to our staff and management.	May 2023	Community Development Officer
	ii. Co-ordinate National Reconciliation Week activities being held by different teams across Woollahra Council each year.	May 2023	Manager Community and Culture
	iii. RAP Working Group members to participate in at least one external NRW event.	May 2023	RAP Working Group Chair
	iv. Encourage and support staff and management to participate in at least one external event to recognise and celebrate NRW.	May 2023	Manager People Safety and Performance
<b>3. Promote reconciliation through our sphere of influence.</b>	i. Identify external stakeholders whom our organisation can engage with on our reconciliation journey.	July 2022	Manager Community and Culture
	ii. Develop a resource to profile our commitment to reconciliation for use at Staff Inductions, Council Sub-Committees and Working Parties.	July 2022	Manager Community and Culture
	iii. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	Manager Community and Culture
	iv. Communicate our commitment to reconciliation to all Council staff.	May 2023	Manager Communication and Engagement / Manager Community and Culture

Action	Deliverable	Timeline	Responsibility
	v. Incorporate messages in the General Manager's weekly emails to all Council staff promoting National Reconciliation Week and NAIDOC Week.	May 2023, June 2023	RAP Working Group Chair
	vi. Feature Council activities relating to reconciliation in the Staff eNewsletter.	May 2023, June 2023	Manager Communication and Engagement / Manager Community and Culture
	vii. Schedule presentations to staff induction sessions and induction sessions of Council's Sub-Committees and Working Parties on Council's reconciliation and RAP commitment.	June 2023	Manager People Safety and Performance/ Manager Governance and Risk
	viii. Communicate our commitment to reconciliation to the Woollahra community.	June 2023	Manager Communication and Engagement / Manager Community and Culture
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	i. Research best practice and policies in areas of race relations and anti-discrimination in order to inform our Reconciliation Action Plan strategies.	November 2022	Manager People Safety and Performance/ Learning and Development Advisor
	ii. Review current HR policies and procedures to identify existing anti-discrimination provisions and to incorporate future needs, in alignment with Council's Workforce Strategy.	November 2022	Manager People Safety and Performance/ Learning and Development Advisor



Image: NAIDOC Heartdancers  
Saturday Story Time, Woollahra  
Library at Double Bay.

# Respect

We seek opportunities that will contribute to reconciliation and greater understanding and respect among all people who live, work and visit within the Woollahra Municipality, both now and into the future.

Respect is one of Woollahra Council's values. The Council is committed to embedding respect for Aboriginal and Torres Strait Islander peoples, communities and cultures throughout our organisation.



Image top: Survey in progress with Coast, La Perouse LALC heritage officers and Rudi Adlmeyer from Council.

## Current initiatives and achievements

We have flown the Aboriginal flag at Council Chambers permanently since 2018.

In 2021 Council adopted the Woollahra Aboriginal Heritage Study to manage Aboriginal heritage at development stage. As a consent authority, Council has the statutory obligation to consider impact of development proposals on Aboriginal heritage, in accordance with NSW legislation.

Council engaged Aboriginal Heritage Consultants, Coast History & Heritage, to work closely with the La Perouse Local Aboriginal Land Council in relation to Aboriginal heritage and broader issues that have created opportunities for increased dialogue.

The consultants surveyed, identified and researched First Nations heritage sites across the LGA. The study provided Council with a much better understanding of the Aboriginal history and heritage of Woollahra; where traces of that history are known, and where others are likely to be. It also provided Council with a recommended strategy for managing known and undocumented Aboriginal heritage sites. This will influence management of future development in the LGA and promote greater awareness of local Aboriginal heritage in the community and across Council in a culturally appropriate manner.

Three public online talks were hosted to support the study, as well as one internal talk for staff.



Council was successful in obtaining a grant from the National Australia Day Council to assist with filming of the Gamay Dancers from the Gujaga Foundation and Welcome to Country recording by Uncle Lloyd Walker.

The clip was produced to support a remote e-access citizenship ceremony due to COVID concerns, enabling the Gamay Dancers' clip to be shared via zoom.

It shows the Gamay Dancers on Redleaf Beach performing the Mairiada Dance (the story of the sea eagle). Ray Ingrey, Chairperson of the Gujaga Foundation also explains the meaning behind the dance.

This is an initial clip with more to be produced as part of the project. A short and long version of a Welcome to Country were recorded with Uncle Lloyd Walker, plus another clip featuring Uncle Lloyd Walker, who explains why a Welcome to Country is important.

The Woollahra Plaques Advisory Committee has included First Nations people such as William Warrell, who played a significant role in Rose Bay in the 2022 Plaque unveilings. The Gujaga Foundation has been consulted on the location and wording of the plaque, which is planned for unveiling in May 2022.

Council has commenced discussions with the La Perouse LALC, the Paddington Society and internal heritage staff on suggested alternative names (relevant heritage and sense of place connection) for the Dillon Street Reserve. Consultation is currently underway.

Council is in the process of identifying opportunities within Council's parks to enhance First Nations heritage, including interpretation, conservation works, art works and interpretative signage, such as when Council creates Masterplans of our parks and other parks improvement projects.

Image top: Uncle Lloyd Walker with Gamay Dancers after a day of filming Welcoming to Country on Redleaf Beach.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	i. Conduct a review of cultural learning needs within our organisation.	July 2022	Manager People Safety and Performance / Learning and Development Advisor
	ii. Develop a resource for increasing understanding, value and recognition of Aboriginal and /or Torres Strait Islander cultures, histories, knowledge and rights amongst staff.	November 2022	Manager Communication and Engagement / Manager Community and Culture
	iii. Provide information on local First Nations histories and cultures and current cultural activities on Council's website.	May 2023	Manager Communication and Engagement / Manager Community and Culture
	iv. Investigate and implement opportunities for RAP Working Group members, management and Councillors to participate in formal and structured cultural learning.	June 2023	Manager People Safety and Performance / Learning and Development Advisor
	v. Investigate the potential for a program of work that enables the learnings of histories, cultures, language and stories to be honoured more permanently into place by permanent installations; forming the basis for cultural walks and other educational opportunities to the community.	June 2023	Manager Woollahra Libraries
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	i. Develop a child-friendly Acknowledgement of Country for use at Council's Libraries and Preschool, in consultation with First Nations Elders and stakeholders, and share this with local schools.	July 2022	Manager Community and Culture
	ii. Implement the cultural language program at Woollahra Preschool in liaison with the Gujaga Foundation.	July 2022	Manager Community and Culture
	iii. Review and promote Council's Aboriginal and Torres Strait Islander Protocols and Guidelines (2019) to ensure alignment with Council's reconciliation goals.	August 2022	Manager Community and Culture

Action	Deliverable	Timeline	Responsibility
	iv. Ensure meeting places and Council venues fly the Aboriginal flag and Torres Strait Islander Flag. Including Woollahra Council Chambers, AIF, Fletcher St, Quarry St Depots and in the 3 libraries of Double Bay, Paddington and Watson Bay.	September 2022	Manager Governance and Risk
	v. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our Local Government Area.	June 2023	Manager Community and Culture
	vi. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Manager Communication and Engagement / Manager Community and Culture
	vii. Provide an Acknowledgement of/Welcome to Country at the beginning of Council's events and programs and at each formal work meeting.	June 2023	Manager Communication and Engagement / Manager Community and Culture
	viii. Maintain the First Nations heritage sensitivity maps to ensure they remain accurate as new information is submitted over time.	June 2023	Manager Strategic Planning and Place/Manager Development Assessment
	ix. Consult the community regarding the use of Aboriginal and/ or Torres Straits Islander language when naming local features.	October 2023	Manager Open Space and Trees
	x. Consult with the Aboriginal and/or Torres Strait Islander community regarding Australia Day activities or legislated citizenship ceremonies.	October 2023	Manager Governance and Risk
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	i. Co-ordinate NAIDOC Week activities being held by different teams across Woollahra Council each year.	July 2022, July 2023	Manager Community and Culture
	ii. RAP Working Group and management to participate in at least one external NAIDOC Week event.	July 2022, July 2023	RAP Working Group Chair
	iii. Encourage and support staff and management to participate in at least one internal or external event to recognise and celebrate NAIDOC Week.	July 2022, July 2023	Manager People Safety and Performance
	iv. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week by promoting internal and external events in our local area.	June 2023	Manager Communication and Engagement

# Opportunities



**We aim to create a workplace that offers cultural safety to Aboriginal and Torres Strait Islander peoples and celebrates diversity, education and awareness. Our goal is for all of our staff to understand reconciliation, what it is and why it matters.**

**We are committed to attracting, training and developing Aboriginal and/or Torres Strait Islander staff.**

Image: Terry Lennis, a Dharawal man and expert horticulturalist, educating locals on Bush Tucker Walks in Nielsen Park.

## **Current initiatives and achievements**

Woollahra has taken the opportunity to make connections with our local Aboriginal and/or Torres Strait Islander communities to deliver the following services.

Woollahra Libraries commissioned an artwork by Jasmine Sarin titled Healing Country for use in Woollahra Library at Double Bay to celebrate NAIDOC Week, 2021. This was so popular, Council has negotiated a wider use for this artwork until Jan 2023.

Six Bush Tucker Walks are provided during the warmer months each year in Nielsen Park, hosted by Dharawal man and expert horticulturalist Terry Lennis.

Mr Lennis has partnered with Council on a range of other events, such as bush tucker tastings, seniors Bush Tucker Walks at Cooper Park, and native edible garden planting workshops.

Dharawal language classes for children at Woollahra Preschool and First Nations Cultural Professional Development training for Preschool staff have been organised, from July 2022. These will be delivered by the Gujaga Foundation.

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	i. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2022	Manager People Safety and Performance / Learning and Development Advisor
	ii. Consult with current Aboriginal and/or Torres Strait Islander staff to inform future employment and professional development opportunities.	November 2022	Manager People Safety and Performance / Learning and Development Advisor
	iii. Review our recruitment process and investigate how to improve its cultural appropriateness and the accessibility of the process for First Nations applicants.	January 2023	Manager People Safety and Performance / Learning and Development Advisor
	iv. Investigate potential internships for First Nations students in partnership with TAFE and the Gujaga Foundation.	February 2023	Manager People Safety and Performance / Learning and Development Advisor
	v. Investigate potential opportunities to support First Nations staff through a mentoring program or scholarship.	February 2023	Manager People Safety and Performance / Learning and Development Advisor
	vi. Incorporate strategies for increasing Aboriginal and/or Torres Strait Islander employment within our organisation, in alignment with Council's Workforce Strategy.	April 2023	Manager People Safety and Performance
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	i. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2022	Chief Financial Officer
	ii. Investigate Supply Nation membership.	November 2022	Chief Financial Officer

# Governance

Woollahra Councillors have endorsed the development of the Reflect RAP at their meeting held on 25 October 2021.

The responsibility for the implementation of the RAP sits at the highest level with the General Manager as Chair of the RAP Working Group.

Woollahra Council's RAP actions have been incorporated into our Delivery and Operational Plan. Implementing the RAP will take place in the day-to-day operations of the organisation.



Image: NAIDOC Zoomobile, Woollahra Library at Double Bay.

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	i. Maintain a Reconciliation Action Plan Working Group to govern RAP implementation.	February 2023	Manager Community and Culture
	ii. Maintain Aboriginal and/or Torres Strait Islander representation on the RAP Working Group.	February 2023	Manager Community and Culture
	iii. Review and, if required, update the Terms of Reference for the RWG adopted 17 February 2022.	February 2023	Manager Community and Culture
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	i. Engage our management team in the delivery of RAP commitments.	July 2022	Manager Community and Culture
	ii. Define resource needs for RAP implementation.	July 2022	Manager Community and Culture
	iii. Define appropriate systems and capability to track, measure and report on RAP commitments within existing Operational Plan progress reports, every 6 months.	December 2022, July 2023 and December 2023	Manager Community and Culture / Coordinator Strategy and Performance
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	i. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	Manager Community and Culture
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	i. Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	Manager Community and Culture

For more information  
please contact:

**Vicki Munro**

Manager Community and Culture

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