



RECONCILIATION
ACTION PLAN

INNOVATE

July 2022
to
June 2024

lismore  city council







The Artist & his story: Peter Faulkner-Roberts

Widjabul Wyabal artist Peter Faulkner-Roberts was commissioned by Lismore City Council to supply the artwork to illustrate this Reconciliation Action Plan.

His work, which is used throughout this document, is entitled *Bundjalung Nation Coming Together For Ceremonial Business.*

It was chosen because it beautifully tells the ancestral story of the Widjabul Wyabal people of the Bundjalung nation, the custodians of the land and water on which modern Lismore works, lives and plays.

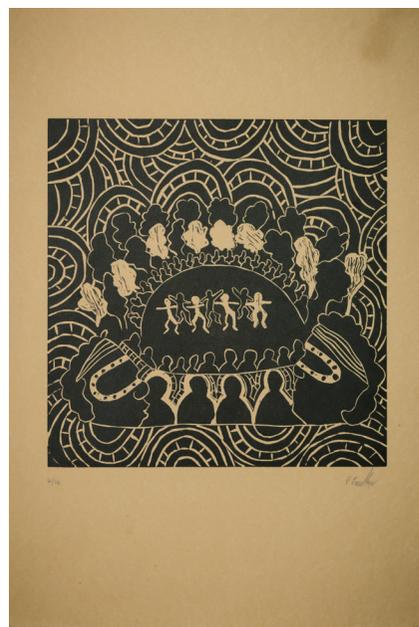
Peter is a proud Widjabul Wyabal man and artist. He was raised in Lismore and is driven to keep the story of Widjabul Wyabal people alive and continue his people's millennia-old tradition of sharing knowledge.

His artworks are inspired by his need to pass his knowledge and ancestral history onto his children and the wider Australian community, which is crucial to keeping alive his stories and those of the Widjabul Wyabal.

Prior to the arrival of western civilisation, these stories and knowledge were shared through cave paintings, drawings and the spoken word.

Today, Peter uses a simple color palette and techniques such as painting, drawing, woodwork, canvas, clay and lino printing to illustrate the coming together of community, cultural clashes and the connectedness of all people of the Bundjalung nation and country.

Peter's inspiration comes from his connection with country - by walking softly and quietly on country, almost in a meditative state, so he can hear and speak with his ancestral spirits.



Bundjalung Nation Coming Together For Ceremonial Business.

Peter's work reveals Bundjalung country and culture long before the arrival of the First Fleet, which inspires the viewer to imagine how life would have been 65,000 years or more ago. It also prods the viewer to consider how the Widjabul Wyabal have fought for their very survival by the sharing of stories and knowledge.

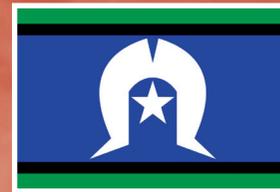
To this day, the Bundjalung language is still a spoken language. While many other First Nations' languages have sadly died, it is alive

It is in this tradition of determined survival that one must view the 'warrior' work of proud Widjabul Wyabal artist Peter Faulkner-Roberts.

Through walking on country, dreaming, connecting with spirits and reading the signs from animals and spiritual guides, Peter is able to reconnect with ancestral history and, through his art, become a voice for his people and their stories and knowledge about the country we all now find ourselves today.

His art has the uncanny ability of reaching back to ceremonial dances, connecting to country, paintings and drawings to keep his ancestral culture alive and importantly, guide us all on the path towards true reconciliation.

Peter recently said his role as an artist was to be a warrior for his community; to keep the passing down of knowledge and stories so they do not disappear, and to keep the spiritual connection to country and what's inside him alive as a proud member of the Widjabul Wyabal people.



We acknowledge the WIDJABUL WIA-BAL people of Bundjalung nation as the Traditional Owners of the lands and waters where we operate our business. We honour their unique cultural and spiritual relationship to the land and waters and their continuing and rich contribution to Lismore City Council and the community. We also pay respect to ancestors and Elders past, present and future.

Additionally, we acknowledge the vibrant contribution that young Aboriginal and Torres Strait Islander people make as emerging leaders within our community.

Council would like to thank proud Widjabul Wia-bal man Noel King who was our cultural guide while taking images for this Reconciliation Action Plan



Message from the Mayor

Steve Krieg

Reconciliation, by its definition is to 'restore friendly relations'. While understanding the meaning is one thing, it is entirely different to put those words into action. That is why the Reconciliation Action Plan (RAP) is so important.

Not forgetting the past is important but learning from previous mistakes is critical. That is where the RAP plays a vital role within the structure of Lismore City Council. The knowledge and understanding shared through the culture of the Widjabul Wiabul people will help us as a community sustain this land for future generations. We can achieve this by working together to heal relationships that have been fragmented, by listening and understanding the cultural heritage of this area, and by planning a future for Lismore that incorporates this understanding.

It should be a goal of Lismore City Council to not have a RAP in the future. A workplace, and a society that is inclusive of all, listens to each other, and works together to achieve a common goal is my vision for Lismore. This will take time, but with the commitment and direction of our Reconciliation Action Plan, it is a goal that I believe is achievable in the foreseeable future. I would like to thank all who have had input into this plan and look forward to working closely with all Council staff to make this plan a reality.



Message from the GM

John Walker

Lismore City Council continues to support reconciliation, and to build processes and systems to support and better integrate Aboriginal and Torres Strait Islander people into Council's workforce.

The question for us all is, is this enough and the answer will always be no. Local Aboriginal and Torres Strait Islander communities know many of the solutions to current day challenges, such as cultural cohesion, education, environmental awareness and the importance of Aboriginal and Torres Strait Islander peoples' connection to country.

Council needs to ensure each element of these insights is brought into our workplace, community, and environment.

At the heart of everything we need to respect. Respect for culture, for history, for place and for purpose.

Lismore City Council will do all it can within and outside the RAP process to address disparity, inequity and injustice and be vigilant in our pursuit of a common and shared understanding of the fact that we are all one people.

I am proud of all our staff for their dedication and commitment to the important work of reconciliation.



RAP Working Group

The RAP Working Group will work together on the delivery of the actions assigned to the Innovate RAP, and ensure accountability is owned from each department within Lismore City Council and external stakeholder engagement.

We have around 30 Aboriginal and Torres Strait Islanders who are included in meetings for RAP updates.

- General Manager
- Director Corporate Services
- Director Partnerships, Planning & Engagement
- Director Infrastructure
- RAP Coordinator
- Manager People and Safety
- Partnerships and Community Engagement Coordinator
- HR Business Partner
- Events and Facilities Coordinator
- Aboriginal Staff



Our Vision for RAP: Communicate/Respect/Strive/Passionate

Our vision for Reconciliation is to build a strong, respectful, trusting and successful long-term relationships within Lismore City Council and the Local Government Area, the wider Aboriginal community of the Bundjalung nation and all Aboriginal/Torres Strait Islander people who reside in the Northern Region.

By promoting and encouraging reconciliation within the community, Lismore City Council hopes to support Aboriginal and Torres Strait Islander people with greater opportunities and breakdown barriers by creating employment pathways and progression through full-time, part-time and casual work, as well as apprenticeships and traineeships.

Having a planned vision of encouraging Aboriginal and Torres Strait Islander people to work at Council will ensure we are on the right track for reconciliation and cultural education. With Aboriginal and Torres Strait Islander people as an integral part of our organisation, it will provide the opportunity to share their culture and stories with our non-indigenous staff and the community, whether it is at events, a conversation during meetings or just a simple catch up in the hallway.

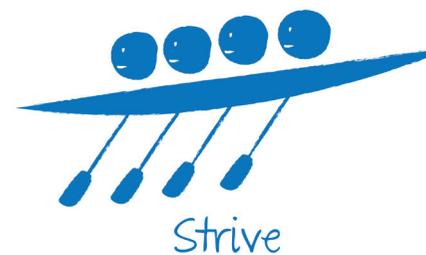
There will always be time and space for future engagement with our Aboriginal and Torres Strait Islander people, and Lismore City Council will always “listen, learn, educate and be educated” on the best ways to move forward within our organisation and our relationship with Aboriginal and Torres Strait Islander people.

Lismore City Council has a strong history of working with Aboriginal and Torres Strait Islanders and supporting reconciliation in the community with activities and events such as NAIDOC Community Day, the annual Koori Rugby League Knockout, Aboriginal Art Exhibitions and the Elsa Dixon School Base Traineeships at Council.

These initiatives are ongoing and will continue to bring the community together as one to share important stories and culture. This is why Council's vision for reconciliation is invaluable in assisting the community to come together and celebrate our Aboriginal and Torres Strait Islander staff and their culture.

Lismore City Council operates with a set of four values: **Communicate, Respect, Strive, Passionate.**

We have incorporated our values in this RAP.





Communicate:

Lismore City Council are listening and adapting to Aboriginal and Torres Strait Islander employees' voices/perspectives and developing a richer and deeper understanding of how to ensure a respectful and productive two-way communication with our Aboriginal and Torres Strait Islander staff.

Respect:

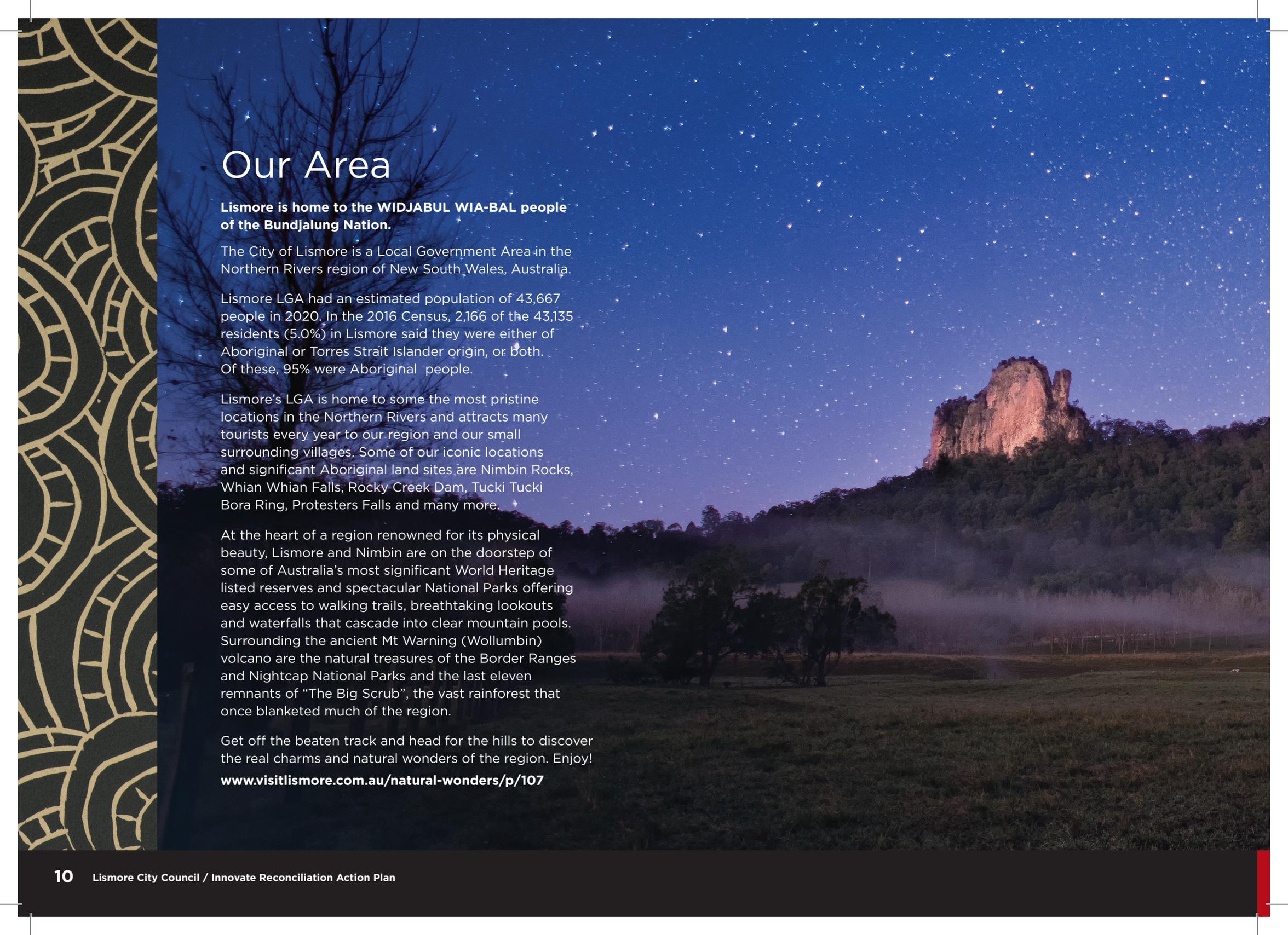
This is a key element within Lismore City Council. Council has high regard for the Aboriginal and Torres Strait Islander staff and community. As a public statement of this respect, Council not only acknowledges significant days to our Aboriginal and Torres Strait Islander staff and community, but also promotes a deeper understanding of their significance within the wider community. Lismore City Council pledges to continually develop methods to deepen Council's and the community's understanding of what respect means.

Strive:

Lismore City Council aims to deliver the best work, training and upskilling opportunities for our staff with an emphasis in helping our Aboriginal and Torres Strait Islander staff achieve their personal and career goals within Council. This is a great opportunity to build skills and experience and to progress our Aboriginal and Torres Strait Islander staff towards becoming future leaders of Lismore City Council and the community.

Passionate:

Lismore City Council is very professional in what we do and what we deliver. Council ensures that our Aboriginal and Torres Strait Islander staff can develop their careers and that they have the support to successfully manage their responsibilities. Most importantly, Council wants to ensure it has a workplace culture where our Aboriginal and or Torres Strait Islander feel safe to express their passion for their culture, and can share stories, ideas and celebrations with Lismore City Council and the wider community.



Our Area

Lismore is home to the WIDJABUL WIA-BAL people of the Bundjalung Nation.

The City of Lismore is a Local Government Area in the Northern Rivers region of New South Wales, Australia.

Lismore LGA had an estimated population of 43,667 people in 2020. In the 2016 Census, 2,166 of the 43,135 residents (5.0%) in Lismore said they were either of Aboriginal or Torres Strait Islander origin, or both. Of these, 95% were Aboriginal people.

Lismore's LGA is home to some of the most pristine locations in the Northern Rivers and attracts many tourists every year to our region and our small surrounding villages. Some of our iconic locations and significant Aboriginal land sites are Nimbin Rocks, Whian Whian Falls, Rocky Creek Dam, Tucki Tucki Bora Ring, Protesters Falls and many more.

At the heart of a region renowned for its physical beauty, Lismore and Nimbin are on the doorstep of some of Australia's most significant World Heritage listed reserves and spectacular National Parks offering easy access to walking trails, breathtaking lookouts and waterfalls that cascade into clear mountain pools. Surrounding the ancient Mt Warning (Wollumbin) volcano are the natural treasures of the Border Ranges and Nightcap National Parks and the last eleven remnants of "The Big Scrub", the vast rainforest that once blanketed much of the region.

Get off the beaten track and head for the hills to discover the real charms and natural wonders of the region. Enjoy!

www.visitlismore.com.au/natural-wonders/p/107







Our Community

Lismore is home to many people from all diverse backgrounds and walks of life.

We are the heart of the Northern Rivers and carry a very strong connection to land within our Aboriginal community and surrounding Aboriginal communities.

Lismore City Council hosts and supports many events and activities including NAIDOC Day, Lismore Koori Knockout, Eat the Street, Carols in Heart, Masters Games, North Coast National Show, Samson Fitness Challenge, Darrel Chapman Fun Run and many more.

NAIDOC Day holds a significant place within the Lismore Aboriginal and Torres Strait Islander community, and the wider community. Through engaging with Aboriginal and Torres Strait Islander organisations and non-Aboriginal organisations, NAIDOC Day provides a moment in time for the community to come together, and move forward as one as we celebrate Aboriginal and Torres Strait Islander history and connection to land.

The annual Lismore Aboriginal Rugby League Koori Knockout is hosted each year in Lismore at Oakes Oval and attracts teams from around the Bundjalung nation, including some teams that travel and stay in Lismore for the Knockout. This is a great way for the community to get together, and for many people to see firsthand, the deadly and raw rugby league talent that the Aboriginal and Torres Strait Islander players have. National Rugby League players (NRL) also come and play at this event and give the kids/youth a chance to meet their NRL stars and role models. This Knockout usually consists of Aboriginal teams which include up to 22 male teams and 12 women teams with games played across one weekend in September. It is coordinated by a local Aboriginal Northern Rivers Regional Rugby League Team, Northern United Dirrawongs.

This is also a very popular event for Aboriginal and Torres Strait Islander families to come together from across the region and celebrate a great weekend with friends and family.



Above: Noel King.

Opposite page (clockwise): Koori Mail General Manager Naomi Moran, dancers from the 2019 NAIDOC celebrations.



Our Business

Lismore is the geographic and economic heart of a region with immense natural wealth - the Northern Rivers.

While our economic assets and beautiful natural landscape contributes to Lismore's strength, its soul is its people. Lismore's real 'heart', its community, is like no other. It is a community sculpted from a unique convergence of historic and cultural events. Together, they have forged a place where diversity is not merely accepted, it is actively embraced.

Lismore City Council delivers local government services to a population of approximately 45,000.

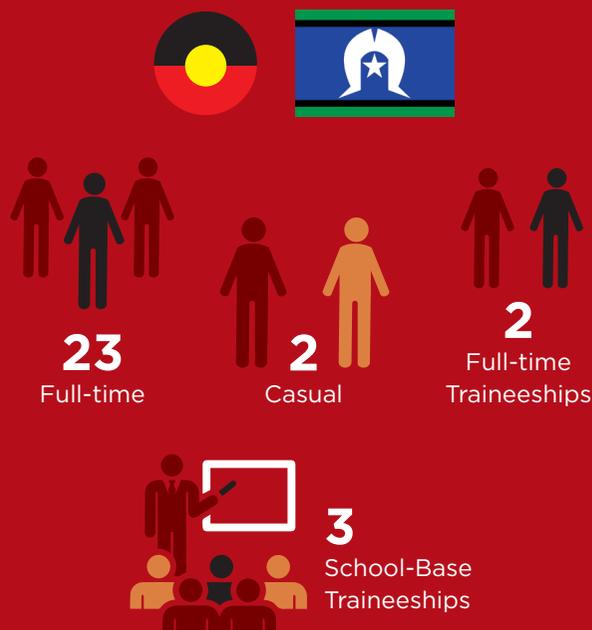
It is a mixed urban and rural community at the heart of the Northern Rivers. The city is situated on the Wilsons River and covers an area of 1,290 square kilometres.

What is your core business?

Lismore City Council's role and responsibilities within the Local Government Area include:

- Urban and rural roads
- Public amenities
- Waste collection
- Leisure centres
- Parks and gardens
- Art gallery and libraries
- Traffic and city safety
- Sporting facilities
- Playgrounds
- Water and wastewater services
- Regulations and enforcements
- Storm water management
- Kerbing and guttering
- Airport management
- Environmental planning and protection
- Town planning
- Crematorium and cemeteries
- Tourism services
- Quarry management
- Community and cultural events

How many Aboriginal and Torres Strait Islander staff does your workplace currently employ?



30 Council employees identify as Aboriginal or Torres Strait Islanders out of total of 478 staff - that's 6.27%.

How many people does your workplace employ in Australia?



What is your organisation's geographic reach?

Lismore LGA, NSW.

What is your organisation's sphere of influence?

Lismore LGA and Northern Rivers Joint Organisation.

How many office locations does your workplace have in Australia and where are they?

8 locations within Lismore.



Our Workforce

Here at Lismore City Council, we are trying to provide the foundation for our Aboriginal and Torres Strait Islander people to help them get employment experience, develop skills, achieve goals, provide the stability of a regular income and bridge the gap in employment.

Council has a large variety of roles, positions and opportunities across the organisation on a full-time, part-time and casual basis. It oversees a large and diverse Local Government Area (LGA).

We aim to help build and develop the everyday and lifelong skills of our Aboriginal and Torres Strait Islander staff while they are working with Council by providing fully supported on-the-job training, as well as training by nationally accredited providers.

Council has pathway progression for almost every job. For example, you can start as a general labourer, progress to a skilled labourer, then on to a leading hand before progressing to a team leader. This progression pathway for is a great way to undertake further training and build on skills allowing for professional development.

Council also offers secondments that are a great opportunity to help progress through the organisation. It allows staff members to gain more experience, skills and knowledge, which can put people on the path to setting and accomplishing career goals.

We also offer School-based Traineeships through to full-time traineeships and caters for work placement experience across the organisation.

Lismore City Council has many roles and positions across the organisation to suit almost everyone in the working sector ranging from:

- 2am to 9am job starts depending on the department
- Indoor and outdoor work
- Admin, customer service
- Leading hand role, Team leader role, Coordinator role
- Work Health & Safety officers
- Ranger officers
- Labourer Roads, Bridges, Water, Waste, Parks & Gardens, Mowing
- Machine operators Roads, Bridges, Water, Waste, Parks & Gardens, Mowing
- Truck Drivers Roads
- Garbage truck waste collection drivers
- Mechanics, Diesel fitters, Welders, Sign design shop
- Lifeguards, Swim instructors, Gym instructors
- Richmond Tweed Regional Library, Regional Art Gallery and many more roles, positions and opportunities.



 Evan Hickling



 Leon Bolt



 Ryan Smith

Our RAP

Why is your workplace developing a RAP?

This 2022-2024 RAP has been developed as an Innovate RAP to build on reconciliation initiatives and focus on lessons learned to date. In 2013, Lismore City Council adopted its first RAP which was one of the first steps in the direction towards reconciliation. Council has come a long way since that first RAP, realising we can always take that one step further each year for reconciliation in our community.

We have a deeper connection to the Aboriginal and Torres Strait Islander community and some of the Aboriginal and Torres Strait Islander organisations in Lismore to date. Lismore City Council also provides a platform for non-Aboriginal organisations and community members to take part in gatherings, events, and celebrations of Aboriginal and Torres Strait Islander people in the Lismore community. Lismore City Council encourages and supports developing respectful and strong relationships within the community and the organisations of Lismore.

This will ensure that together, we are heading in the right direction for reconciliation. Lismore City Council's main aim is to keep building a respectful and reliable relationship with Reconciliation Australia, our Aboriginal and Torres Strait Islander community and non-Aboriginal community. Lismore City Council's General Manager will continue to champion the RAP with the support of a committed RAP Working Group. The RAP Working Group will oversee the implementation of our new plan.

Who champions your RAP internally?

General Manager- John Walker

Lismore City Council's General Manager John Walker will champion the Innovate RAP. John will ensure the RAP has all resources it needs to be successful and the support it needs to help reach the deliveries from each action.

John's commitment and passion for reconciliation is well known and respected across Lismore City Council.



Who internally and externally is involved in your RAP Working Group

Internal:

- Aboriginal and Torres Strait Islander staff members
- General Manager
- Director Infrastructure Services
- Director Partnerships, Planning and Engagement
- Director Corporate Services
- RAP Coordinator
- Manager People and Safety
- Partnerships and Community Engagement Coordinator
- HR Business Partner
- Events and Facilities Coordinator
- Co-ordinator - Parks

External:

- Aboriginal Advisory Group



How have you incorporated Aboriginal and Torres Strait Islander representation in your RAP Working Group?

Our Aboriginal and Torres Strait Islander staff have had a major input into what we would like to see adopted into our Innovate RAP and have proposed some strategic ideas for what we could work on when delivering together as an culturally driven organisation. We will hold quarterly meetings with our Aboriginal and Torres Strait Islander staff to check the progress and track outcomes in our RAP.

Does your organisation have an external Aboriginal and Torres Strait Islander Advisory Group?

Yes, we have an external Aboriginal Advisory Group (AAG). The purpose of the Aboriginal Advisory Group is to provide community representation and advice to Lismore City Council on local government matters. In particular, its policies, strategies and services affecting Aboriginal and Torres Strait Islander people living in the Lismore Local Government Area (LGA).



Lismore City Council has previously adopted Reconciliation Action Plans to support and encourage our Aboriginal and Torres Strait Islander staff and promote reconciliation across our organisation.

In doing so, we are developing mutual respect and cultural understanding.

Lismore City Council has built and will continue to keep building respectful and trustworthy relationships with the Aboriginal and Non-Aboriginal people of our community, with focusing on deeper knowledge and understanding of cultural significance and importance.

Lismore City Council will always have room for improvements within the organisation as we keep endorsing Reconciliation Action Plans from Reconciliation Australia.

In 2013 Lismore City Council developed its first Reflect RAP (Reconciliation Action Plan) to put into action a series of initiatives to advance both Aboriginal and Torres Strait Islander equality and social sustainability within the Lismore Local Government Area. Notably, since 2013, Lismore City Council has:

Established an Aboriginal Advisory Group to provide advice to Council on local government matters affecting Aboriginal and Torres Strait Islander community members.

Established a RAP Working Group to oversee the development, implementation and progress reporting of the RAP project.

Hosted annual National Reconciliation Week celebrations.

Hosted six annual NAIDOC community events that attract an annual average of 3,500 people.

Observed Acknowledgement of Country protocols at all public events and many internal meetings.

Embedded the cultural protocol of Widjabul Elders welcoming community members on to Country at significant community events.

Developed 3-year Aboriginal Employment Strategy (2015 - 2017).

Increased its Aboriginal and Torres Strait Islander employees from 10 - 30 (inclusive of trainees).

Developed a 3-year Cultural Competency Strategy (2015-2017).

Hosted the RAPs in the Region project which introduced numbers of North Coast NGO's and community groups to Reconciliation Australia's processes and directly contributed to the development of five Reconciliation Action Plans.

Over these seven years, there have been clear successes but also challenges. Opportunities for Council to learn and develop have become clear. A review of Council's Aboriginal Employment Strategy (AES) demonstrated that there continues to be gaps in workforce cultural competence and that organisation-wide training will be critical to increasing success.

Relationships

Focus area: Community engagement (relationships). Actions include continuing the Aboriginal Advisory Group established from the 2013 RAP, developing a Memorandum of Understanding with Ngulingah Local Aboriginal Land Council, and participating in National Reconciliation Week events.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	December 2023	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Consult Lismore City Council Aboriginal Advisory Group and other Lismore Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	November 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Investigate the development of a Memorandum of Understanding with the Ngulingah Local Aboriginal Land Council to develop guiding principles for future engagement. 	November 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Engage in relationship building seminar with Aboriginal and Torres Strait Islander people with reaching out to Aboriginal and Torres Strait Islander: <ul style="list-style-type: none"> Organisations Committees Community members 	November 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2023	<ul style="list-style-type: none"> RAP Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	April 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June, 2022/2023	<ul style="list-style-type: none"> Events Team RAP Coordinator
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May-3 June, 2022/2023	<ul style="list-style-type: none"> Events Officer RAP Coordinator
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	April 2023	<ul style="list-style-type: none"> RAP Coordinator

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence, for the broader community with engagement to include reconciliation throughout other platforms and community events in Lismore.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	April 2023	<ul style="list-style-type: none"> Director Corporate Services
	<ul style="list-style-type: none"> Promote, engage, and support Reconciliation with local schools and childcare centres in the community developing an 'Narragunnawali RAP'. 	May 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Promote Reconciliation throughout the community to engage the broader community for participation in collaboration with the Aboriginal and Torres Strait Islander people for future events and celebrations. 	May 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	April 2023	<ul style="list-style-type: none"> Media and Communications Coordinator
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	May 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	May 2023	<ul style="list-style-type: none"> RAP Coordinator
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	May 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	May 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	May 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	May 2023	<ul style="list-style-type: none"> Manager People and Safety
5. Create a designated and respectful area for Aboriginal and Torres Strait Islander staff to meet and gather.	<ul style="list-style-type: none"> Have designated area and time for Yarning Circles to take place for Council staff to encourage responsible, respectful and honest interactions between participants to build trusting relationships. 	May 2023	<ul style="list-style-type: none"> Director Corporate services

Respect

Focus area: Cultural awareness and competency (respect). Actions include implementing a Cultural Competence & Training Strategy for Councillors and staff, hosting NAIDOC Week events, and ensuring Aboriginal and Torres Strait Islander protocols are practiced, such as Acknowledgement of Country.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	April 2023	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	April 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	April 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Cultural competence training and workshops provided for: <ul style="list-style-type: none"> Lismore City Council Councillors. Lismore City Council staff, prioritising training for staff who have direct supervision of Aboriginal employees. Senior Leadership Team. 	April 2023 April 2023	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Create Aboriginal and Torres Strait Islander Yearly Calendar with days of significant and celebrations to be recognised at Lismore City Council. 	April 2023	<ul style="list-style-type: none"> Director: Corporate Services
	<ul style="list-style-type: none"> Cultural awareness, policy, and procedures to be inducted into Lismore City Council's first induction day for new employees. 	April 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander cultural organisations to deliver on training and workshops for Lismore City Council staff. 	April 2023	<ul style="list-style-type: none"> General Manager RAP Coordinator Manager People and Safety
	<ul style="list-style-type: none"> Educate staff about sacred sites within our LGA and surrounding regions 	April 2023	<ul style="list-style-type: none"> Manager People and Safety

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	February 2023	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country 	February 2023	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	February 2023	<ul style="list-style-type: none"> General Manager
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	February 2023	<ul style="list-style-type: none"> General Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2022/2023	<ul style="list-style-type: none"> Director Partnerships, Planning & Engagement
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023	<ul style="list-style-type: none"> Manager People and Safety
	<ul style="list-style-type: none"> NAIDOC week: <ul style="list-style-type: none"> Deliver annual Lismore community Family NAIDOC day Collaborate with Lismore Interagency network to complete and publish an annual Lismore NAIDOC Week Calendar of Events on Lismore City Council website 	June 2022/2023	<ul style="list-style-type: none"> RAP Coordinator Directors Corporate Services Partnerships, Planning & Engagement Infrastructures Services
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July, 2022/2023	<ul style="list-style-type: none"> General Manager
4. Promote and encouragement of Aboriginal and Torres Strait Islander culture for staff within Lismore City Council	<ul style="list-style-type: none"> Collaborate with Aboriginal and Torres Strait Islander Staff to design Aboriginal and Torres Strait Islander designed Council High-Vis Shirt/Vest Toolbox designs for Lismore City Council Trucks Lismore City Council Chambers Office to have designed artwork on windows 	December 2023	<ul style="list-style-type: none"> RAP Coordinator

Action	Deliverable	Timeline	Responsibility
5. Lismore Regional Gallery delivers Aboriginal art experiences.	<ul style="list-style-type: none"> • Stage annual exhibition of Aboriginal work. • Ensure majority of programs include Aboriginal content. • Collaborate with the Quad, local Aboriginal artists, and YWCA to host the annual Bundjalung Art sale event. • Annual Lismore Youth Festival partnership with Dream Bigger. • Develop 'The Space Between'- a project exploring Aboriginal and Torres Strait Islander Astronomy. 	May 2023/2024	<ul style="list-style-type: none"> • Manager Lismore Regional Gallery
6. Continue to develop respectful and positive community relationships through library activities and initiatives.	<ul style="list-style-type: none"> • Deliver six (2) story telling sessions per year. • Celebrate at least three (3) key relevant events such as NAIDOC, National Reconciliation Week, Sorry Day and National Aboriginal and Islander Children's Day. • Engage Traditional Owners and Cultural Advisors in the library setting. 	June 2022/2023	<ul style="list-style-type: none"> • Lismore Area Librarian

Opportunities

Lismore City Council highly support more Aboriginal and Torres Strait Islander employment opportunities, whether it's for our full-time employees, right down to our school-based traineeships. We have had successful input from our Aboriginal and Torres Strait Islander staff in designing new application forms to encourage more Aboriginal and Torres Strait Islander people to apply.

Focus area: Cultural awareness and competency (respect). Actions include implementing a Cultural Competence & Training Strategy for Councillors and staff, hosting NAIDOC Week events, and ensuring Aboriginal and Torres Strait Islander protocols such as Acknowledgement of Country are practiced.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2023	<ul style="list-style-type: none"> • Manager People and Safety
	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. 	February 2023	<ul style="list-style-type: none"> • Manager People and Safety
	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. 	February 2023	<ul style="list-style-type: none"> • Manager People and Safety

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	June 2023	<ul style="list-style-type: none"> • Manager People and Safety
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2023	<ul style="list-style-type: none"> • Manager People and Safety
	<ul style="list-style-type: none"> • Cory James Memorial Scholarship: Ensure Aboriginal and Torres Strait Islander staff are encouraged and supported to apply for the annual 'Cory James Memorial Scholarship' to promote achievements and further professional development. 	November 2022 November 2024	<ul style="list-style-type: none"> • RAP Coordinator
	<ul style="list-style-type: none"> • Maintain a minimum of 6% Aboriginal and Torres Strait Islander representation within Council's workforce to reflect the Lismore LGA working age Aboriginal and Torres Strait Islander population. • Advertise all vacancies through regional Aboriginal and Torres Strait Islanders interagency networks. • Review People and Safety recruitment and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander staff and future applicants participating in our workplace. • Include in all job advertisements and in talking points 'Aboriginal and Torres Strait Islander people are encouraged to apply.' 	June 2023	<ul style="list-style-type: none"> • Manager People and Safety
	<ul style="list-style-type: none"> • Revised Lismore City Council Aboriginal Employment Strategy development. • Develop and implement Aboriginal and Torres Strait Islander employment pathways for internal professional staff, including traineeships and internships. • Promote, Support and encourage the Elsa Dixon Aboriginal Employment Grant (EDAEG) 	June 2022 June 2023 June 2022	<ul style="list-style-type: none"> • Manager People and Safety Directors: <ul style="list-style-type: none"> • Corporate services • Partnerships, planning & engagement • Infrastructures Services

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	November 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	November 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	November 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
	<ul style="list-style-type: none"> Consult with local Aboriginal and Torres Strait Islander economic development advisors to develop a list of Aboriginal and Torres Strait Islander business that can be used to procure goods and services. 	June 2023	<ul style="list-style-type: none"> Procurement and Contracts Manager
3. Support Aboriginal and Torres Strait Islander leadership.	Establish a Lismore City Council traineeship/apprenticeship to enable a Lismore Aboriginal community member to: <ul style="list-style-type: none"> Establish a career pathway within Lismore City Council. Undertake vocational or tertiary studies. Participate in cultural mentoring activities. 	July 2022	<ul style="list-style-type: none"> Director Corporate Services
		December 2022	<ul style="list-style-type: none"> Procurement and Contracts Manager
4. Collaborate with Northern United Rugby Club to deliver the Local Aboriginal Rugby League Koori Knockout at Lismore City Council's Sporting Hub at Oakes Oval	<ul style="list-style-type: none"> Support the Koori Knockout Rugby League Festival. 	September 2023	<ul style="list-style-type: none"> Director Partnerships, Planning & Engagement

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	June 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	October 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March, June, September, December 2022/2023	<ul style="list-style-type: none"> RAP Coordinator
2. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	September 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	September 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	September 2022	<ul style="list-style-type: none"> RAP Coordinator
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	September 2022	<ul style="list-style-type: none"> General Manager
3. Build trustworthy and stable accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally, with all reporting submitted annually by September 30.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	30 June annually 2022/2023	<ul style="list-style-type: none"> RAP Coordinator Human Resources
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August annually 2022/2023	<ul style="list-style-type: none"> RAP Coordinator Human Resources

Action	Deliverable	Timeline	Responsibility
<p>4. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	February 2024	<ul style="list-style-type: none"> • RAP Coordinator
<p>5. Establish an Aboriginal Advisory Group to be maintained for the term of each Council.</p>	<ul style="list-style-type: none"> • Open calls for expressions of interest (EOI) to be made to Lismore's Aboriginal Community. • A minimum of eight (8) appointed by 14 May 2022 - with a maximum of 15 • On-going membership of existing appointed AAG members may be maintained. • Mid-term additional EOI processes may be implemented to refresh the group during any Council term. 	May 2022	<ul style="list-style-type: none"> • Coordinator Community Engagement



