



# Workshop Program

**Tuesday 3 May 2016 commencing at 6.15pm**

Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082

**Workshop Chair: Cate Atkinson,  
Chief Executive Officer**

## Agenda

Workshop Opening

- Apologies –
- On Leave -

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Meeting Close



## Workshop Guidelines

The following details provide an overview of the procedures to be observed:

1. The Workshop will be held on the first and second Tuesday of each month, other than January of each year, between the hours of 6.15pm and 9.30pm (commencing with a light meal for elected members and staff), for the term of the Council or until the Council determines to discontinue the Workshop structure.
2. The need for extraordinary Workshops will be assessed and determined by the CEO.
3. The Workshops will be held in the Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082.
4. The time, date and location may be subject to change by the CEO where necessary.
5. The Workshops will be open to the public and media. Notice of a Workshop and the program for a Workshop is to be placed on the Council's website.
6. No decisions will be made at the Workshops. There will be the opportunity for discussion and questions and answers only, and the provision of guidance to the Administration.
7. The CEO or proxy will convene and chair the Workshop to ensure the smooth running of the meeting. The proxy will be determined by the CEO on a needs basis.
8. All Elected Members will be encouraged to attend.
9. The CEO will ensure the Program and papers for the Workshop, which will include Agenda items for the following Council Meeting, will be provided to members by the Friday preceding the Workshop to allow time for members to read the reports and prepare their questions prior to the Workshop.
10. Notes will be made of the general issues and items covered by the Workshop, given that no decisions can be made, and distributed to Elected Members for information.
11. The format for the Workshop may vary on a meeting by meeting basis and could include training, planning, presentations, and discussions.
12. The format for the Workshop will be determined by the CEO.
13. External parties may make Presentations/ deputations to the Workshop, subject to prior agreement by the CEO.
14. Elected Members, employees and consultants will be required to disclose any financial and/or conflicts of interest in matters to be discussed. The disclosure of such interest and participation in the Workshop will need to be made as if the matter was considered in accordance with the Local Government Act 1999. A record of the disclosures of interest will be made and maintained by the CEO.

## Workshop Protocol

The protocols are a set of guiding principles that aim to achieving enhanced, meaningful engagement of members and to facilitate an equal and equitable participation of all members.

The individual members commitment to active listening and disciplined talking, displaying both courtesy and respect to other members is paramount.

1. The Chair ensures that every members' input is heard and not overlooked or lost, and will enforce a limit on speakers' time when it is best required.
2. No rank and/or officer position of administrative or governance authority recognised within the workshop (except for the Chair), and protocols are enforced when deemed necessary.
3. Members and staff are to be addressed by their first name and not by their title of office they hold.
4. Discussion must be focussed on the issues and matters being the subject of discussion.
5. One member speaking at a time is a right, and must be enjoyed by all members.
6. Interrupting another member speaking is not desired and members are encouraged to exercise restraint for the benefit of all concerned. Equally, there should be no dialogue between members and person(s) in the gallery that interrupts the workshop discussion.
7. No ridicule, blame or shame to be expressed and/or exchanged during the workshop and care should always be taken with the words used in debate.
8. Problems and solution expressed by members are a healthy part of the discussion and may lead to positive outcomes, and should not be frowned upon but rather encouraged.
9. Although it is not a decision-making forum, it is an important part of ensuring a well-informed and enhanced decision-making process for Council.
10. The imperatives for a successful conduct of these workshops are that all members need to work together, displaying courtesy and respect to each other.

It is important that all members recognise the above list of protocols is not about rules; protocols are a set of guiding principles that are agreed on and committed to by all participating members.

# Notes from previous workshop

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## Notes from Workshop 12/04/2016

**Chair:** Cate Atkinson, Chief Executive Officer  
**Present:** D O'Loughlin, K Barnett, A Bowman, T Evans, M Larwood, M Lee, M Groote, M Standen  
**On leave:** A Harris  
**Apologies:**

Notes from previous workshop 05/04/2016

- Taken as read.

Workshop Items

### **1. China Outbound Mission Debrief**

- David O'Loughlin gave a briefing on the Shandong mission 5-10 April 2016.
- Ginny Moon attended with Mayor O'Loughlin and was invaluable in assisting with getting the Prospect message across.
- 18 SA Mayors were in attendance.
- Several relationships were made and we are expecting visits with various investors in April, May and June.
- A meeting with Hisense went very well, with a number of project leads received.
- Full report will be presented to the April Council meeting.

### **2. Rates Modelling and Operating Projects**

- Current growth amount 0.21% as at 8 April, expected to be around 0.5% by June.
- Various rate models were discussed and guidance given to the finance team to help shape a report for Council in April.
- Churchill Road valuation increases to be reviewed in light of the increased development along the length of Churchill Road.
- Operating project budget bids were reviewed against various proposed rates.
- Several projects were identified as staying on the list awaiting community feedback.
- Know our community - to be moved to recurrent
- Town Hall facilities - to be moved to recurrent
- Good Design Forum to be rebadged.
- More information requested on Club5082 initiatives
- Several project items including LGMA Challenge and Village Heart Maintenance to be moved to recurrent
- Waste calendars - investigate if they can be included in the rates notices or the magazine.
- Updated operating projects list to be distributed to Elected Members following the workshop.

### **3. Capital Projects – extra information**

- The Men's Shed (\$27k) and the Village Heart Tree Project (\$83k) were discussed following further information from staff on these projects, and it was generally agreed to include them on the Capital Projects list for consultation.

Workshop closed at 9.40pm

# Workshop Items

## 1 Reconciliation Action Plan

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**Responsible Director:**

**Nathan Cunningham**

**Director Community, Planning & Communications**

**Expected Duration: 30 minutes**

**Presented by: Carolyn Ramsey, Rick Chenoweth, Liz Gunn, Zoey Cook and guest Dennis Rigney**

A Reconciliation Action Plan (RAP) outlines practical actions an organisation will take to build strong relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians. A RAP Program is about turning Councils good intentions into real actions.

- On 12 August 2013 Council endorsed a National Sorry Day Acknowledgement and a Statement of Reconciliation
- In 2015/16 - Council endorsed \$8,000 for Reconciliation and the development of a RAP

### **Purpose of the Workshop**

To inform Council of where the development of Council's Draft Reconciliation Action Plan (RAP) and working group are up to.

To complete our RAP and submit it to Reconciliation Australia for endorsement and registration and have it included on their website alongside other RAPs, we are seeking your input to the following questions

- Draft City of Prospect 'Reflect' Reconciliation Action Plan
- Our vision for reconciliation?
- Why our organisation is developing a RAP?
- Who are our RAP champions?
- What is our longer term commitment to a RAP?

**Attachments:** DRAFT 'Reflect' Reconciliation Action Plan

Elected Members are invited to make comments on the DRAFT 'Reflect' Reconciliation Action Plan to Carolyn Ramsey [carolyn.ramsey@prospect.sa.gov.au](mailto:carolyn.ramsey@prospect.sa.gov.au) via email prior to the workshop and / or up to 13 May 2016.

## 2 Public Lighting Tender

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**Responsible Director: Greg Georgopoulos**

**Greg Georgopoulos, Director Infrastructure, Assets and Environment**

**Expected Duration: 20 minutes**

**Presented by: Greg Georgopoulos**

The Public Lighting Tender is an information session to discuss a key Eastern Region Alliance (ERA) Project in relation to reviewing SA Power Networks maintenance, lighting replacement and tariff charges.

**Attachments: Nil**

## 3 Public Realm Upgrade – Rose Street Intersection

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**Responsible Director:**

**Matt Grant, Director Business and Economic Development**

**Greg Georgopoulos, Director Infrastructure, Assets and Environment**

**Expected Duration: 45 minutes**

**Presented by: Gene Fong (Urban Strategy Designer)**

**Matt Grant (Director Business and Economic Development)**

**and Greg Georgopoulos (Director Infrastructure, Assets and Environment)**

An opportunity has been presented to strengthen the Prospect Village Heart and its links with the proposed mixed-use building by developers 'Maras Group'. Located on the corner of Rose Street and Prospect Road, the new building offers a range of retail, eatery and entertainment value to the existing Village Heart.

Staff will present a proposed concept design for an enhanced streetscape treatment, financial implications, opportunities and benefits for quality interactive spaces at the Rose Street Intersection.

**Attachments: Nil**

## **4 Strategic Plan – Engagement Outcomes**

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**Responsible Director:**

**Nathan Cunningham**

**Director Community, Planning & Communications**

**Expected Duration: 60 minutes**

**Presented by: Nathan Cunningham and Brendan Lott**

The draft 2020 Strategic Plan was endorsed by Council for community consultation on 15 December 2015, commencing at Tourrific Prospect on 18 January 2016 and concluding 23 March 2016, the week after Prospect Fair.

Findings from the consultation are now available to inform a revision of Council's Strategic Plan. A revised version will be led by the responses and comments received from approximately 200 residents engaged during Council events as well as the 399 contributions to Council's on-line survey.

Staff will present findings under key themes to assist discussion, with a view to confirmation of the next steps required towards final confirmation of the 2020 Strategic Plan.

**Attachments: Nil**

## **Future Workshop and Council Agenda Items**

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**Members may seek advice as to the purpose, or intended resolutions planned for the next Council meeting. These items are subject to change.**

### **Special Council Meeting 03/05/2016**

- Draft Annual Business Plan for Public Consultation

### **Workshop 10/05/2016**

- Communications Strategy
- Local Area Traffic Management
- Annual Training & Development Program for Councillors (Budget Spend)
- Tourrific Prospect Event Objectives – 2017
- Waste Contract Tender

### **Workshop 31/05/2016**

- Urban Design

### **Council Meeting 24/05/2016**

- Mayoral Report
- Annual Training & Development Program for Councillors
- Request to Change Fee Charges – Works on Capital Land
- Prospect Fair Overview
- Local Area Traffic Management
- LibraryPLUS – Consultation Feedback and Tour Notes (Common Themes)
- Draft Strategic Plan – Engagement Outcomes and Amendments
- CEO Performance Development Review Committee Meeting Report
- Clayton Church Homes Concept Proposal

# Reflect Reconciliation Action Plan Project Plan

## 1. Background

- 1.1 On 27 August 2013 Council received a report that outlined current or planned projects and activities related to Aboriginal and Torres Strait Islander Reconciliation.
- 1.2 A Council workshop on the intent, development and implications of a Reconciliation Action Plan (RAP) was held on 29 October 2013.
- 1.3 It was agreed at the workshop that a report be prepared discussing the possibility of working with Town of Walkerville, a draft budget, cultural awareness training and Council's commitment to engaging with the Aboriginal and Torres Strait Islander and broader community.
- 1.4 Staff have contacted Town of Walkerville and they have expressed an in-principle commitment to exploring opportunities to work together in the development of a Reconciliation Action Plan for our local area. This arrangement would still require discussion and a formal agreement.
- 1.5 In June 2013 Council requested a report on the process for "joint naming of City of Prospect and Prospect Oval with Kaurna names."
  - 1.5.1 The report which clearly outlined the process for joint naming was considered in August 2013 and it was resolved "no further action be undertaken until Council has considered the development of a Reconciliation Action Plan."
  - 1.5.2 It is recommended that joint naming not be considered until the Reflect RAP process is well underway or complete. As outlined by Reconciliation Australia "your Reflect RAP is focused on listening and learning, rather than on developing actions, programs or targets without the right groundwork. It's important not to rush into 'solutions' before you really know what the issues are from the perspective of your organisation's Aboriginal and Torres Strait Islander stakeholders."
- 1.6 While joint naming is not recommended at this time (as above) should Council wish to pursue this concurrently or instead of a RAP, the process has been clearly outlined in the previous report (August 2013, item 20.4).
- 1.7 Small steps to build awareness within the organisation and show commitment to reconciliation during the RAP process could include Membership of Reconciliation SA, NAIDOC week schools initiative and cultural awareness training for Elected Members and staff.

## Overview

Founding Members RAP Working Group – Rick Chenoweth, Zoey Cook, Liz Gunn, Carolyn Ramsey, Denis Rigney (community representative) and Nathan Cunningham Director Community, Planning & Communications (Champion)

Have met monthly since January 2016 and in this time have:

- reviewed and undertaken an audit of current Prospect activities, events, networks, policies, practises, projects, protocols, training and work
- researched and compared the development of Prospect's RAP with other Councils
- researched external RAP partners and stakeholders
- explored and identified future opportunities
- Drafted a 'Reflect' RAP for Council consideration

**Objective(s):**

**What:** City of Prospect Reconciliation Action Plan - Reflect

**Who:** RAP Working Group  
Elected Members  
Staff  
External Stakeholders  
Residents and the community  
Adjoining Local Councils

**When:** 2016

**Where:** City of Prospect Council Area

**Timeframe:**

- Council Workshop 3 May 2016
- Report to Council 24 May 2016
- 25 May lodge Council endorsed RAP with Reconciliation Australia – and wait on feedback and/or acceptance
- announce and celebrate lodgement - Sunday 5 June at the Reconciliation Week Concert

**How:** Reconciliation Australia provides a formal framework for the development and registration of RAP's. The four types of RAP are Reflect, Innovate, Stretch and Elevate and cater for the different stages of organisational commitment and maturity in the reconciliation journey.

Reconciliation Australia outline the following, "a Reflect Rap clearly sets out the steps you should take to build relationships with Aboriginal and Torres Strait Islander stakeholders, and implement a RAP for your organisation. Committing to a Reflect RAP allows your organisation to spend time developing relationships, deciding on your vision for reconciliation and exploring your sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable."

The Reflect RAP is likely to be the most appropriate for Prospect, it will allow us to establish an ongoing formal relationship with the Aboriginal and Torres Strait Islander community which is meaningful and planned. We do not

currently have this relationship, though we do engage on an ad-hoc or project basis.

**Relevant City of Prospect Strategic Plan (2012 - 2016) Objectives:**

**1. Our Community**

We celebrate our diversity and value the contribution people of different ages and cultures makes to our city.

No specific Strategy or Objectives.

**Partnerships/Collaboration:**

Internal: Elected Members  
Executive Leadership Team  
All Council Staff

External:

- Aboriginal Community Connect, Prospect
- Tandanya National Aboriginal Cultural Institute Inc, Adelaide
- Centre for Aboriginal Studies in Music (CASM) Adelaide University
- Kurruru Youth Performing Arts, Port Adelaide
- Nexus Arts, Adelaide

**Promotion:**

- Reconciliation Action Plan 2016-2019 design and print and online
- Launch and promote Plan as part of the Reconciliation Week Concert on Sunday 5 June 2016
- Online, Council's Website and social media as appropriate

**Budget:**

Item	Cost	GL	Invoice Received	Invoice Paid
Indigenous Concert	\$6,000	3318.335.308		
RAP brochure design +print	\$1,000	3318.335.521		
NAIDOC School events	\$450	3318.335.330		
Advertising	\$550	3318.335.523		
<b>TOTAL</b>	<b>\$8,500</b>			

**Stakeholders:**

Name	Position	Organisation	Phone	Email/Address
Nathan Cunningham	Director - Community, Planning &	City of Prospect	8342 8228	<a href="mailto:nathan.cunningham@prospect.sa.gov.au">nathan.cunningham@prospect.sa.gov.au</a>

	Communications			
Carolyn Ramsey	Manager Arts Gallery and Events	City of Prospect	8342 8075	<a href="mailto:carolyn.ramsey@prospect.sa.gov.au">carolyn.ramsey@prospect.sa.gov.au</a>
Liz Gunn	Community Development Officer	City of Prospect	8342 8058	<a href="mailto:liz.gunn@prospect.sa.gov.au">liz.gunn@prospect.sa.gov.au</a>
Rick Chenoweth	Senior Policy Planner	City of Prospect	8342 8263	<a href="mailto:rick.chenoweth@prospect.sa.gov.au">rick.chenoweth@prospect.sa.gov.au</a>
Zoey Cook	Senior Information Management Officer	City of Prospect	8342 8077	<a href="mailto:zoey.cook@prospect.sa.gov.au">zoey.cook@prospect.sa.gov.au</a>
Dennis Rigney	Consultant	C/- Uniting Communities Aboriginal Community Connect	0475 426 842 8262 2997	<a href="mailto:dcboonie@bipond.com">dcboonie@bipond.com</a>
Ruth Tulloch	Service Manager	Uniting Communities Aboriginal Community Connect	8202 5666	<a href="mailto:RuthT@unitingcommunities.org">RuthT@unitingcommunities.org</a>

**Tasks:**

Task	Deadline	Responsible	Completed	Comment
1. Establish a RAP Working Group	Feb 2016	Nathan Cunningham	Feb 2016	Core group of internal staff (3)
2. Expand RAP Working Group to include all Reconciliation Australia criteria	Mar 2016	Nathan Cunningham/ Working Group	Mar/Apr 2016	To include ATSI members & executive champion (3+3 or 4)
3. Draft RAP Analysis of Council Activities (existing/proposed)	Mar 2016	Working Group	Mar 2016	Desktop review
4. Transfer Task 3 information to a draft Reflect RAP Template	Mar/April 2016	Working Group	April 2016	
5. Develop a Project Plan	April 2016	Working Group	April 2016	
6. Stakeholder consultation (staff, elected members, adjacent council/s (Walkerville & Port Adelaide Enfield, local groups, churches, Reconciliation Australia)	As per Project Plan	Working Group	4 - 13 May	EM consultation 3 May and Community consultation – process to be confirmed
7. Endorsement of the Reflect RAP	May 2016	Council; Reconciliation Australia		TBCX
8. Promotion	May/June 2016	Working Group		Launch of draft RAP; website; face book; Prospect Magazine; Champion/s; networks.
9. Implementation – post endorsement		Working Group and Comms		As per Reflect RAP

**Risk Management Plan:** To be finalised

**Resources:** Developed and delivered in house and through an annual budget bid.

**Evaluation:** As a Registered RAP, the working group will report to Reconciliation Australia annually on our achievements through the RAP Impact Measurement Questionnaire that collects quantitative and qualitative data.

DRAFT

## ATTACHMENT 1.

### Reflect RAP (Reconciliation SA)

#### Characteristics

A Reflect RAP clearly sets out the steps you should take to build relationships with Aboriginal and Torres Strait Islander stakeholders, and implement a RAP for your organisation. Committing to a Reflect RAP allows your organisation to spend time developing relationships, deciding on your vision for reconciliation and exploring your sphere of influence, before committing to specific actions or initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.

#### What you can expect from your Reflect RAP

The simple actions in your Reflect RAP will enable you to build the right framework for reconciliation within your organisation. Organisations developing a Reflect RAP may have very few (or no) existing relationships with Aboriginal and Torres Strait Islander stakeholders and may not be aware of who within your organisation identifies as Aboriginal or Torres Strait Islander. Developing a Reflect RAP is the first step in developing these relationships.

#### What isn't included in your Reflect RAP

Your Reflect RAP is focused on listening and learning, rather than on developing actions, programs or targets without the right groundwork. It's important not to rush into 'solutions' before you really know what the issues are from the perspective of your organisation's Aboriginal and Torres Strait Islander stakeholders. This means that if your organisation chooses to develop Reflect RAP it won't ask you to:

- Define programs and initiatives that your organisation will implement.
- Formalise relationships.
- Set employment targets.
- Set cultural awareness targets.
- Set supplier diversity or procurement targets.

#### The RAP development process

##### 1. Download the Reflect RAP template

Use the [Reflect RAP template](#) to develop your RAP. The template sets out the actions your organisation will commit to undertake to establish the right foundations for sustainable change. Make sure you [contact us](#) to discuss any proposed changes to this template.

The 'Our RAP' section is made up of three key components:

1. A description of how and why your organisation has developed a RAP. For example, when the idea of developing a RAP was first discussed and who has been involved?
2. A statement of where your organisation is in its RAP journey. Specifically, is this a Foundation RAP, or an Action, Growth or Focused RAP? Is it a single-year RAP, or is it built on actions with a two- or three-year timeframe?

3. If it is a second or subsequent RAP, this section must also include a statement on the key learnings or most significant changes since the launch of your organisation's first RAP. This could include inspiring success stories from staff members, but may also include the challenges faced and how your organisation has addressed them.

## **2. Submit your Reflect RAP to Reconciliation Australia for endorsement and registration**

Send your Reflect RAP to [raps@reconciliation.org.au](mailto:raps@reconciliation.org.au) for endorsement and registration and we will register it on our website alongside other RAPs.

## **3. Launch your Reflect RAP**

The next step is to celebrate and implement your Reflect RAP. Publicly celebrating the launch of your Reflect RAP is a great opportunity to garner interest and support internally and within the wider community and is a great way to involve your staff and stakeholders in your organisation's commitment to reconciliation. Reconciliation Australia can support your celebration/s in a variety of ways. Please [contact us](#) to see if a Reconciliation Australia representative is available to attend, and to discuss publicity options, invitees and speakers. Consider using social media to publicise your RAP, and remember to take high-quality photos of the event to use in your future RAPs and annual reports.

## **Implementing your Reflect RAP**

Reconciliation Australia has designed the [Reflect RAP template](#) to help new RAP organisations build the right foundations to achieve reconciliation within their workplace. By completing the actions listed in the Reflect RAP template, your organisation will be in a good position to develop future strategies to drive meaningful and sustainable change within your sphere of influence.

### **1. Form a RAP working group comprising Aboriginal and Torres Strait Islander peoples and other Australians, to support the implementation of your RAP.**

The RAP working group is the driving force of every successful RAP. See the section on the [RAP working group](#) for more information on who should be involved, and how to get started.

### **2. Develop a list of Aboriginal and Torres Strait Islander communities, organisations and key stakeholders within your local area or sphere of influence to assist in understanding your local Aboriginal and Torres Strait Islander community.**

Building respectful, mutually beneficial relationships is what the RAP program is all about. This action is a scoping exercise to find out which Aboriginal and Torres Strait Islander organisations and key stakeholders might have an interest in working with you to develop future RAPs. You can do this by looking in the phone book or searching online, but the best way is by speaking with local Aboriginal and Torres Strait Islander people.

### **3. Working group to attend a community event or organise an internal event to recognise and celebrate National Reconciliation Week.**

National Reconciliation Week is celebrated across Australia each year between 27 May and 3 June. The dates commemorate two significant milestones in the reconciliation journey: the anniversaries of the successful 1967 referendum and the High Court's Mabo decision.

The week is a time for all Australians to learn about our shared histories, cultures and achievements, and to explore how each of us can join the national reconciliation effort. There are many ways your organisation can get involved in National Reconciliation Week, such as:

- hosting an internal morning tea to give all staff the chance to learn about the RAP
- playing Aboriginal or Torres Strait Islander music, or a relevant film, in your workplace or classroom
- purchasing an artwork for your office, school or university.

**4. Develop a plan to raise awareness across the organisation about your RAP commitment, particularly with key internal stakeholders.**

Your Reflect RAP is focused on building the right framework for reconciliation to succeed. This includes building internal awareness of the RAP program and your organisation's commitment to it. Implementing this action may include:

- briefing senior leaders on the RAP framework- developing a communications strategy to make sure all staff members receive information about the RAP- including information about the RAP in regular internal communications such as newsletters, intranet pages or blogs- inviting Aboriginal or Torres Strait Islander elders in to meet with key internal stakeholders, or to speak at an all staff event. Executive-level engagement is key to ensuring the RAP is embraced by all areas of your organisation.
- You may want to have your RAP Champion or CEO report to the Board on the launch of the Foundation RAP- invite a key speaker to present to the Board, the executive team or all staff members on the importance of reconciliation.

**5. Present to all relevant areas of your business to ensure they have an understanding of how their area can contribute to our RAP.**

Future RAPs will include actions around recruitment, retention and promotion of Aboriginal and Torres Strait Islander employees, cultural awareness training and cultural experiences, purchasing products and services from Aboriginal and Torres Strait Islander businesses as well as communicating your opportunities and good work to the Aboriginal and Torres Strait Islander community. As such, it is important that all the relevant areas of your business are on board with your organisations vision for reconciliation and understand the role they will play in ensuring the success of your RAP.

**6. A business case for cultural awareness, capability and development based on our core business is developed, with findings presented to relevant HR/Learning and Development area for their input.**

The cultural development of staff members is a basic element of the RAP program, and is crucial to ensuring that other RAP actions are meaningful and sustainable. For example, to attract and retain Aboriginal and Torres Strait Islander staff, an

organisation must be committed to implementing initiatives that reflect an appreciation of and respect for Aboriginal and Torres Strait Islander culture. Government agencies and community service organisations also find staff cultural development an invaluable factor in efficient, effective and culturally sensitive service delivery. In developing the Reflect RAP, you should establish what cultural development opportunities your organisation has already investigated or implemented (if any), and explore options for future cultural awareness and competency training that are relevant to your business.

While Reconciliation Australia doesn't endorse or promote particular training providers, you can find a register of cultural awareness training providers on our [website](#).

**7. We have captured baseline data on our employee's current level of understanding around Aboriginal and Torres Strait Islander history, cultures and contributions.**

Collecting baseline data on your employee's current level of understanding will assist your organisation to track the success of your investment in cultural awareness and cultural competency activities.

**8. Working group to participate in a community NAIDOC Week event, or hold an internal event (1st Sunday – 2nd Sunday in July each year).**

NAIDOC Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life. The week is a great opportunity for your organisation to participate in a range of activities and to engage your local Aboriginal and Torres Strait Islander community.

**9. Develop an Aboriginal and Torres Strait Islander protocol guideline for your organisation.**

Protocols for welcoming visitors to country have been part of Aboriginal and Torres Strait Islander cultures for thousands of years. Incorporating Welcome and Acknowledgement protocols into official meetings and events recognises Aboriginal and Torres Strait Islander peoples as the First Australians, and promotes an awareness of Aboriginal and Torres Strait Islander Australians' ongoing connection to place. Having guidelines in place for acknowledging Aboriginal and Torres Strait Islander protocols will support and encourage all your stakeholders to recognise Australia's ancient and unique protocols. In working towards this action, you should consult your organisation's local Aboriginal and Torres Strait Islander community to determine the appropriate ways to acknowledge the Country on which your office is located.

**10. Communicate to employees the meaning and significance of Aboriginal and Torres Strait Islander protocols such as Welcome to Country and Acknowledgement of Country.**

Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies ensures there is shared meaning behind the ceremonies. You might consider engaging employees by inviting a local elder to give a Welcome to Country at one of your events or meetings (the launch of your

Reflect RAP is an ideal opportunity) and asking the elder to explain the meaning of the ceremony.

**11. Scope a business case for Aboriginal and Torres Strait Islander employment within your organisation.**

Providing meaningful opportunities is essential if we are to achieve equality in Australia. Employment opportunities are a key determinant for achieving equality, and an area that all RAP partners contribute towards. It's not about numbers; it's about providing real and sustainable employment opportunities and career progression.

Your organisation's Reflect RAP should focus on assessing the mutual benefits of an Aboriginal and Torres Strait Islander employment strategy for your organisation, and understanding some of the barriers to meaningful and sustainable employment for Aboriginal and Torres Strait Islander people. Activities could include:

- Meeting with representatives from a more advanced RAP organisation to discuss their approach, their successes and their ongoing challenges.
- Connecting with employment service providers in your area, including any Indigenous specific agencies (such as the Aboriginal Employment Strategy).
- Engaging with Aboriginal and Torres Strait Islander staff members to find out about their experiences within the organisation, and any opportunities they see to improve employment outcomes.
- Participating in relevant employment forums, workshops or meetings, to increase your awareness of initiatives being implemented by like-minded organisations.

**12. Capture baseline data on Aboriginal and Torres Strait Islander employers to inform future developments.**

Collecting baseline data is essential to guide the future direction of your employment programs or Aboriginal as part of your Torres Strait Islander Employment Strategy. Having baseline data will also assist in regularly and transparently evaluating long-term employment program outcomes and it is crucial for forming an evidence base for measuring the success of these programs. It may take a number of months, and a number of internal meetings, to develop processes and ways to capture this baseline data, so it's best to start these conversations early.

**13. Scope a business case for Aboriginal and Torres Strait Islander supplier diversity and how our organisation can develop an Aboriginal and Torres Strait Islander supplier diversity program.**

In addition to generating value internally, procuring products and services from Aboriginal and Torres Strait Islander businesses is a great way for organisations to support wealth creation in Aboriginal and Torres Strait Islander communities. Building Aboriginal and Torres Strait Islander businesses into your supply chain means these businesses are then able to employ more people—this provides greater choice and opportunity for Aboriginal and Torres Strait Islander people and increases opportunities for economic development and job creation in local communities.

As a first step, make contact with Aboriginal and Torres Strait Islander business development organisations such as Supply Nation (formerly the Australian Indigenous Minority Supplier Council or AIMSC) or your local Indigenous Chambers of Commerce.

You could also speak with existing RAP partners to understand what actions they have taken to increase supplier diversity within their organisation.

**14. Ensure the RAP will be adequately resourced.**

Many committed and driven employees have developed RAPs and have gone above and beyond their regular duties to ensure their organisation plays its part in reconciliation. This has produced some inspirational results. For your RAP to be sustainable and provide returns for your organisation, it is important to consider what support the working group needs to carry out its responsibilities in developing, implementing and reporting on the plan. For some organisations, this may mean devoting a full-time role to managing the RAP; for others it could involve formally including responsibility for the RAP in the regular duties of an existing employee.

**15. Ensure your organisation collects data so you can measure progress against RAP commitments.**

As with any reporting requirement, it is important that you can measure your organisation's progress against the commitments made in the RAP. The minimum reporting requirement of the RAP program is that your organisation completes and submits the [RAP Impact Measurement Questionnaire](#) annually. You may also have internal reporting requirements, such as quarterly reporting to the board, or contributing to your organisation's annual corporate social responsibility report. When you are implementing your Reflect RAP, it's a good idea to read through the questionnaire to see what kinds of questions are asked, and what type of answer we need to receive so we can include your data in the RAP Impact Measurement Report.

**16. Report to Reconciliation Australia annually on our achievements.**

Tracking and reporting progress ensures your organisation recognises where achievements have been made, where challenges remain and what opportunities exist for future RAP development and implementation. Sharing your learnings with the RAP community and wider Australian community helps us to learn collaboratively in relation to what works in reconciliation and improving opportunities for Aboriginal and Torres Strait Islander peoples.

In order to effectively measure the impact of the Reconciliation Action Plan, we have developed the RAP Impact Measurement Questionnaire. The quantitative and qualitative data provided to us via this questionnaire remains confidential and is only reported in aggregate in the annual RAP Impact Measurement Report. We are also collecting case studies from RAP organisations so that we can share strategies and tools that will assist other organisations to achieve change within their organisation.

Each RAP organisation should continue to report according to the timeline in their RAP (usually on the 12 month anniversary of the launch of their RAP). However, the cut-off date for inclusion in each annual RAP Impact Measurement Report is the 30th of September each year.