

COMMUNITY ENGAGEMENT & SOCIAL INCLUSION SUB-COMMITTEE

Meeting to be held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace,  
Mount Gambier, on Monday, 22<sup>nd</sup> June 2015 at 5.30pm

AGENDA

PRESENT: Cr Persello  
Cr Lovett  
Cr Richardson  
Caroline Hill  
Rob Foggo  
John Amoroso

APOLOGIES: Emma Milera (leave of absence)

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane  
Manager Community Services & Development, Barbara Cernovskis  
Library Manager, Vicki Hutchinson  
Community Development Officer, Alison Brash

COUNCIL MEMBERS  
AS OBSERVERS:

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: moved that the minutes of the previous meeting held on 25<sup>th</sup> May 2015 be taken as read and confirmed.

seconded

QUESTIONS: (a) With Notice - nil submitted.  
(b) Without Notice -

**1. KEY FOCUS AREA – Refugee Welcome Zone on World Refugee Day.**

The Manager Community Services & Development reported:

- (a) Signing of the Refugee Welcome Zone Declaration and announcement thereof was done by Cr Richardson, Deputy Mayor and aligned with the celebration for World Refugee Day held at the Sir Robert Helpmann Theatre on Saturday, 20<sup>th</sup> June 2015.
- (b) Notice received from the Refugee Council of Australia (RCA) advised that Onkaparinga and Adelaide Hills have also signed.
- (c) Administration are finalising an area profile and outline of community initiatives to be submitted to the RCA for promotion on their website. Currently only two South Australian Councils have done this, Marion and Murray Bridge.

moved it be recommended:

- (a) The report on signing of the Refugee Welcome Zone Declaration be received.

seconded

2. **KEY FOCUS AREA – Reconciliation Action Plan Community Engagement & Social Inclusion Sub Committee Report No. 6/2015, Ref. attached websites notes from Reconciliation Australia re. ‘Getting Started’.**

- (a) A workshop to plan the Reconciliation Action Plan (RAP) process has been scheduled for Tuesday, 7<sup>th</sup> July 2015 from 9:30 am – 12:30 pm, in the Operations Conference Room and will be facilitated by Mark Waters, State Manager Reconciliation South Australia;
- (b) The workshop will be guided by Reconciliation Australia’s ‘Getting Started’ model to identify the relevant RAP focus for Mount Gambier and determine the next steps in the City of Mount Gambier RAP development;
- (c) Invitations have been extended to all Members of Council, the Chief Executive Officer of Pangula Mannamurna, Chief Executive Officer of Burrandies Aboriginal Corporation and a representative from the District Council of Grant;
- (d) The cost for the half day workshop is \$500 + 2 nights accommodation and will be charged against the GL Account 6630.1128 (Aboriginal Cultural Survey).
- (e) In preparation for the workshop, subcommittee Members and participants are asked to review the ‘Getting Started’ web notes (attached) and visit and review the information available at the Reconciliation Australia website at <http://www.reconciliation.org.au/raphub/program/getting-started/>

moved it be recommended:

- (a) The report on details of the Reconciliation Action Plan (RAP) planning workshop scheduled for Tuesday, 7<sup>th</sup> July 2015 from 9:30 am – 12:30 pm be received;
- (b) All participants of the workshop prepare by reviewing the ‘Getting Stared’ webnotes and the Reconciliation Australia website.

seconded

3. **LIMESTONE COAST COMMUNITY SERVICES ROUNDTABLE - UPDATE**

Caroline Hill, Chair of the Limestone Coast Community Services Roundtable (LCCSRT) reported:

- (a) provided a verbal update on the LCCSRT meeting held on Tuesday, 16<sup>th</sup> June 2015

moved it be recommended:

- (a) The verbal report on the Limestone Coast Community Services Roundtable meeting held Tuesday, 16<sup>th</sup> June 2015 be received.

seconded

**MOTIONS WITHOUT NOTICE**

The meeting closed at \_\_\_\_\_ p.m.

BJC

COMMUNITY ENGAGEMENT & SOCIAL INCLUSION SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Level Four of Civic Centre, 10 Watson Terrace,  
Mount Gambier, on Monday, 25<sup>th</sup> May 2015 at 5.30pm

PRESENT: Cr Persello (Presiding Member)  
Cr Lovett  
Cr Richardson  
Caroline Hill

APOLOGIES: Cr Lovett moved that the apology from Emma Milera be received.

Cr Richardson seconded Carried

COUNCIL MEMBERS  
AS OBSERVERS: Nil

COUNCIL OFFICERS: Manager Community Services & Development, Barbara Cernovskis  
Library Manager, Vicki Hutchinson  
Community Development Officer, Alison Brash  
Community Health Officer, Kate Fife

COUNCIL OFFICER  
APOLOGIES: Chief Executive Officer, Mark McShane

COUNCIL MEMBERS  
AS OBSERVERS: Nil

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: Cr Lovett moved that the minutes of the previous meeting held on 27<sup>th</sup> April 2015 be taken as read and confirmed.

Cr Richardson seconded Carried

QUESTIONS: (a) With Notice - nil submitted.  
(b) Without Notice – nil submitted

**1. COUNCIL MINUTES**

The Presiding Member reported that the direction given by Council for the next 12 months is as follows:

Community Engagement & Social Inclusion Sub-Committee Minutes, 25<sup>th</sup> May 2015 cont'd...

- (a) Council endorse the key focus areas for the Community Engagement and Social Inclusion Sub-Committee in the 2015/16 year prioritised as follows:
  - 1. Refugee Welcome Zone
  - 2. Domestic Violence
  - 3. Reconciliation Action Plan
- (b) guest speakers at Community Engagement and Social Inclusion Sub-Committee meetings be invited to address the Sub-Committee's key focus areas;
- (c) the Community Engagement and Social Inclusion Sub-Committee be informed by Council that the Sub-Committee does not have a direct advocacy role on behalf of Council. Its role is to provide recommendations to Council and any advocacy on issues will be undertaken by Council with Mayor and Chief Executive Officer for principal spokespersons.

**RECOMMENDATION NO. 1**

**Cr Lovett moved it be recommended:**

- (a) **The Key Focus areas as amended by Council be received.**

**Cr Persello seconded**

**Carried**

**2. BUILDING COMMUNITIES – City of Mount Gambier Draft Regional Public Health Plan 2015-2020 – Ref. AF13/209**

The Community Health Officer presented to the Sub-Committee an overview of the draft Regional Public Health Plan and summarised the priority areas.

**RECOMMENDATION NO. 2**

**Cr Richardson moved it be recommended:**

- (a) **The presentation on Councils draft Regional Public Health Plan be received;**
- (b) **The Community Health Officer be thanked for her presentation.**

**Caroline Hill seconded**

**Carried**

**3. DIVERSITY – Funding request for Aboriginal Cultural Purposes in the Mount Gambier Area – Ref. AF11/1595**

The Manager Community Services & Development reported:

- (a) Correspondence has been received from Pangula Mannamurna Inc seeking funding of \$27,270.86 to support a Yaitya Makkitura digital and cultural arts project.
- (b) Council have formally acknowledged receipt of the correspondence (attached) that will be tabled for discussion.

**RECOMMENDATION NO. 3**

**Cr Richardson moved it be recommended:**

- (a) Funding is outside the scope of the Community Engagement and Social Inclusion sub-Committee;**
- (b) the matter of funding be referred to Corporate and Community Services.**

**Caroline Hill seconded**

**Carried**

**4. GOVERNANCE - Committees - Community Engagement and Social Inclusion Sub Committee 2015 – Signage discussion from previous Minutes - Ref. AF15/78**

Gateway signage and banners item for discussion as directed in Other Matters from the 27<sup>th</sup> April 2015 Sub-Committee meeting.

- (a) John Amoroso raised for discussion signage acknowledging the Jazz Academy at the City of Mount Gambier gateway entry points.**
- (b) Cr Lovett raised for discussion banners be used to acknowledge that Mount Gambier is home of the Loudest Shout.**

**RECOMMENDATION NO. 4**

**Cr Lovett moved it be recommended:**

- (a) this is outside the scope of the Community Engagement and Social Inclusion Sub-Committee.**
- (b) the matter be referred to Corporate and Community Services.**

**Caroline Hill seconded**

**Carried**

**5. RECONCILIATION ACTION PLAN – Community Engagement & Social Inclusion Sub Committee Report No. 4/2015 - Ref. AF15/78**

The Presiding Member reported amendments made by Council which are reflected in the recommendation No. 5 below.

**RECOMMENDATION NO. 5**

**Cr Richardson moved it be recommended:**

- (a) Community Engagement and Social Inclusion Sub-Committee Report No. 4/2015 be received;**
- (b) Council acknowledges and supports the development of a Reconciliation Action Plan as a key focus area for the Sub-Committee using the Cultural Governance model identified by the Sub-Committee as most appropriate for Mount Gambier and District;**
- (c) a schedule of Fee For Service charges be obtained from Reconciliation SA;**

Community Engagement & Social Inclusion Sub-Committee Minutes, 25<sup>th</sup> May 2015 cont'd...

- (d) Council endorses the Sub-Committee holding a workshop to plan the RAP process with invitations being extended to the Chief Executive officer of Pangula Mannamurna, Chief Executive Officer of Burrendies Aboriginal Corporation and a representative of the District Council of Grant to attend;
- (e) cost of the workshop including travel and incidentals for Mr Mark Waters of Reconciliation SA will be covered by Council. Costs be charged against the existing Aboriginal Cultural Survey budget line.

Caroline Hill seconded

Carried

6. LIMESTONE COAST VIOLENCE AGAINST WOMEN COLLABORATION – Community Engagement & Social Inclusion Sub-Committee Report No. 5/2015 - Ref. AF11/2284

RECOMMENDATION NO. 6

Cr Richardson moved it be recommended:

- (a) That the Community Engagement and Social Inclusion Sub-Committee Report No 5/2015 on the Limestone Coast Violence Against Women Collaboration be received;
- (b) The Chairperson of the Limestone Coast Violence Against Women Collaboration be advised to submit a written request to Council seeking formal representation from Council on their Collaboration.

Caroline Hill seconded

Carried

7. LIMESTONE COAST COMMUNITY SERVICES ROUNDTABLE – UPDATE – Ref. AF13/469

Caroline Hill, Chair of the Limestone Coast Community Services Roundtable (LCCSRT) reported:

- (a) provided a verbal update on the LCCSRT Planning day held on Tuesday, 14<sup>th</sup> April 2015.

RECOMMENDATION NO. 7

Cr Persello moved it be recommended:

- (a) The report on the Limestone Coast Community Services Roundtable Planning Day be received.
- (b) Caroline Hill be thanked for her presentation.

Cr Richardson seconded

Carried

8. SUPPLEMENTARY ITEM – Leave of Absence

The Presiding Member reported correspondence received from Emma Milera seeking Leave of Absence be received.

**RECOMMENDATION NO. 8**

**Cr Richardson moved it be recommended:**

**(a) Leave of Absence be granted for the period 25<sup>th</sup> May, 2015 to 27<sup>th</sup> July, 2015.**

**Caroline Hill seconded**

**Carried**

**MOTIONS WITHOUT NOTICE - Nil**

The meeting closed at 6.26 p.m.  
TLG

CONFIRMED THIS                      DAY OF                      2015.

.....  
PRESIDING MEMBER

## Reconciliation Action Plan – Getting Started

The content below was downloaded from Reconciliation Australia at:

<http://www.reconciliation.org.au/raphub/program/getting-started/#Tipsto-developing-an-effective-RAP>



## Getting started

### Determining the right type of RAP for your organisation

All organisations seeking endorsement of a Reconciliation Action Plan are asked to commit to one of four types of RAPs that best suit their organisation.

Reflect RAP

Innovate RAP

Stretch RAP

Elevate RAP

#### Reflect RAP

The Reflect RAP allows organisations to take time to build relationships externally and internally to inform and guide future RAP commitments. During this time organisations focus on raising awareness within their organisation about its commitment to reconciliation and why the organisation has decided to join the program; as well as building relationships with their Aboriginal and Torres Strait Islander employees and community.

Developing a Reflect RAP is appropriate for your organisation if you are new to reconciliation and Aboriginal and Torres Strait Islander affairs, but believe that your organisation has the goodwill required to make a contribution. A Reflect RAP will allow you time and provide you with greater direction to really understand what this contribution should be. In committing to a Reflect RAP, your organisation will work towards achieving a pre-determined set of generic actions rather than actions which are specific to your organisation.

#### Innovate RAP

The Innovate RAP involves organisations working with their Aboriginal and Torres Strait Islander stakeholders to test and trial approaches that build relationships, show respect and improve opportunities. As the name suggests organisations are encouraged to develop innovative actions, rather than focusing on meeting aspirational or stretch targets. This enables your organisation to continue to build the right foundations for long-term outcomes.



**This plan is for:**

Smaller organisations, especially community organisations, which generally have greater touch points with the community. This allows them to understand community needs and aspirations. An Innovate RAP allows these organisations to focus on trying new approaches for the benefit of the RAP community.

Larger organisations that are still developing their understanding of where they should invest their resources to attain the best possible return on their investment. These organisations will look to develop a Stretch RAP in the future.

Developing an Innovate RAP is appropriate for your organisation if the foundations have been laid for your organisation to achieve its RAP commitments: i.e. everyone within the organisation is aware of the commitment made to reconciliation; the relevant departments are engaged; the organisation can draw on internal and external relationships to develop appropriate actions and you are able to commit to having a working group that includes Aboriginal and Torres Strait Islander representation.

**Stretch RAP**

This type of RAP involves organisations setting measurable outcome targets for their activities e.g. recruitment, retention and promotion targets within employment strategies. This type of RAP is all about investing in expanding and embedding actions that have been tested and proven.

**This plan is for:**

Organisations that want to focus their attention on some key areas that they know they can make an impact in. By setting public targets, this shows the organisation has a strong commitment to reconciliation and are working towards embedding initiatives into business strategies to become 'business as usual'.

Developing a Stretch RAP is appropriate for your organisation if you have tested and proven strategies, programs and initiatives that you want to continue to invest in and are willing set clear and measurable outcome targets to expand the impact and reach.

**Elevate RAP**

This type of RAP is for organisations that have a Stretch RAP in place and are considered leaders in taking action towards reconciliation. These organisations have accumulated knowledge and experience that can assist Reconciliation Australia and other organisations to further the objectives of reconciliation. This plan will expect organisations to have proven results.

These organisations, in addition to the actions in their Stretch RAP, will work with Reconciliation Australia to also include actions that will help achieve reconciliation on a national level. This may include committing to:

Engaging employees throughout their organisation.

Supporting the RAP community through the sharing of learning, experience and resources by presenting at Reconciliation Australia facilitated events (e.g. Learning Circles, RAP Development Training Workshops).

Contributing to a tri-sector reconciliation leadership network on specific national issues.

Conducting Reconciliation Australia's reconciliation barometer amongst their staff to compare the attitudes of their employees to reconciliation with the general Australian population .

Supporting Reconciliation Australia with achieving its broader societal change outcomes through assistance where appropriate.

Organisations committing to this type of RAP will need to show their proven results through:  
Limited Assurance assessments of their RAP actions by an independent organisation, or  
Research or studies on the impact and outcomes of their RAP.

## Understanding the template

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The RAP program is built on the framework of relationships, respect and opportunities. Accordingly, the RAP template sets out action, responsibility, timeline and deliverable columns under those headings: 'Relationships', 'Respect', 'Opportunities', as well as a 'Tracking Progress and Reporting' section.

### Understanding the framework – 'action', 'responsibility', 'timeline' and 'deliverables'?

**The 'action' column:** This is where you provide brief details of the objectives your organisation will focus on achieving. Try to use plain language and avoid jargon or organisation specific acronyms as much as possible. It's also a good idea to number your actions so they are easy to reference later.

**The 'responsibility' column:** Commitments within the RAP should be distributed across the organisation to ensure broad ownership of the RAP. Ensure all relevant areas of your organisation are engaged in your RAP and have actions specific to their knowledge area that they will take responsibility for delivering. Use the actual job title of the person who will be responsible for implementing the relevant action.

**The 'timeline' column:** This column is essential as it ensures everyone within your organisation has agreed to achieving actions by specific dates, or to regularly measuring and assessing progress. Please use a month/year format (e.g. July 2012). If your action is a new action, include the month and year you aim to have the action implemented by. If the action is ongoing, include the date that you will review the action for effectiveness (this might be your first planned reporting date). If actions are long-term, it is important to have milestones along the way that your organisation can celebrate. Long-term actions can have an overarching timeframe of several years punctuated by short-, medium- and long-term targets. You should discuss with your dedicated RAP project officer whether this is appropriate for your organisation. It is important that you include a month and year in your tracking and progress section when your organisation will report on your RAP progress.

**The 'deliverable' column:** The deliverables should be succinct and straightforward, and describe what your organisation will do to meet the objectives in the 'action' column. If you are developing a Stretch Plan, you should include your measureable outcome targets in your deliverables.

## RAP minimum elements

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All RAPs include actions, timelines and deliverables under four headings: Relationships, Respect, Opportunities and Tracking Progress and Reporting.

The table below overviews the elements your RAP must include to be endorsed at all levels, and the reason we have included it as a minimum element for all RAPs.

	<b>Minimum element</b>	<b>Why is this a minimum element to be included in all RAPs?</b>
<b>Relationships</b>	A RAP working group made up of Aboriginal and Torres Strait Islander staff/stakeholders and other staff/stakeholders	By having Aboriginal and Torres Strait Islander people and other Australians working together on your RAP your organisation is: <ul style="list-style-type: none"> <li>building relationships and driving reconciliation within your workforce</li> <li>ensuring Aboriginal and Torres Strait Islander perspectives, influences and voices are included in the RAP</li> <li>ensuring more sustainable outcomes because of the relationships, knowledge and insights that Aboriginal and Torres Strait Islander peoples bring to developing and implementing your RAP.</li> </ul>
	Participation in National Reconciliation Week	Providing opportunities for employees to get to know each other is essential to achieving reconciliation, and National Reconciliation Week is a perfect opportunity to do this. In the 2012 Australian Reconciliation Barometer: <ul style="list-style-type: none"> <li>87% of respondents said that good relationships are important to Australia</li> <li>only 9% of respondents said they had frequent contact with an Aboriginal or Torres Strait Islander Australian</li> <li>61% said that they would like to have some kind of contact with Aboriginal and Torres Strait Islander peoples</li> <li>only 9% said there was trust between the two groups.</li> </ul>
<b>Respect</b>	Cultural awareness training and development for staff	There is a broad interest amongst our population to know more about Aboriginal and Torres Strait Islander history and culture. In the 2010 Australian Reconciliation Barometer: <ul style="list-style-type: none"> <li>39% of respondents said that they had a high level of knowledge about the history of</li> </ul>

		<p>Aboriginal and Torres Strait Islander peoples in Australia, and 28% said they had a high level knowledge of the culture of First Australians</p> <p>84% of respondents said that they believed it was important to know about the history and 80% said it was important to know about the culture.</p>
	Aboriginal and Torres Strait Islander cultural protocols	<p>Protocols for Acknowledgement of Country and Welcome to Country Protocols for welcoming visitors to Country have been a 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.</p>
	NAIDOC Week celebrations	<p>NAIDOC Week is an important time for Aboriginal and Torres Strait Islander peoples to connect with their community and culture, and to share their unique culture with other Australians.</p>
<b>Opportunities</b>	Aboriginal and Torres Strait Islander employment	<p>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 have contribute towards. A Foundation RAP is not about numbers; it's about forward thinking around real and sustainable employment opportunities and career progression.</p>
	Supplier diversity	<p>Supporting Aboriginal and Torres Strait Islander businesses is a great way for organisations to support indirect Aboriginal and Torres Strait Islander employment. By including supplier diversity in all RAPs, we can extend our commitment to Aboriginal and Torres Strait Islander employment into many different sectors, and support choice and opportunity.</p>

<b>Reporting</b>	Annual reporting	is a key requirement of the RAP program that RAP partners report on their achievements and challenges annually. This helps us to know what works in reconciliation and to share good practice with the broader RAP community.

## The RAP quality assurance and endorsement process

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If your organisation is interested in developing a RAP, or if you are recommitting to the RAP program with a new plan, we ask that you work collaboratively with Reconciliation Australia to ensure your RAP contains the elements required for endorsement, including the minimum actions, so that it can proudly display the official RAP logos and be registered on the Reconciliation Australia website.

Our RAP project officers are available to provide feedback on your organisation's draft RAPs, and will check your final draft before submitting it to Reconciliation Australia management for endorsement. By working through the resources available in The RAP program section, you can ensure your organisation's RAP is eligible for endorsement.

### **RAP feedback**

We recommend seeking feedback from Reconciliation Australia at an early stage in the drafting process to ensure that your plan is clear and fulfils the minimum requirements. Incorporating this input from the outset will also help to make your internal approval process streamlined and efficient.

Once your RAP is endorsed, we will provide you with the official RAP logo for you to include on the cover of your plan. When you have finalised the design, we will register your RAP on our website and you can launch your plan within your organisation.

### **Notes on the Reconciliation Action Plan trademark and logos**

A RAP is a valued trademark of Reconciliation Australia. We are proud to share the RAP logos with organisations that have worked with us to develop a RAP that meets our minimum requirements, including incorporating feedback and passing our quality assurance processes. Organisations that choose not to be a part of Reconciliation Australia's RAP program may not use the words 'Reconciliation Action Plan' or 'RAP' publicly on their websites or documents, nor can they use the RAP logos.

## Tips to developing an effective RAP

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### **Don't be vague**

A RAP is a strategic plan that allows your organisation to improve relationships, show respect and increase opportunities. As with any business plan, it should include defined timelines and targets, and each action should be assigned to the person or position responsible for the outcomes. Your organisation's RAP will have the best chance of success if each action, timeline, responsibility and deliverable is as specific as possible.

### **RAP insight: Belconnen Community Services (BCS)**

A good example of a specific and achievable action comes from the ‘Respect’ section of the BCS 2012–13 RAP. The overall action/objective is succinct and specific: “Review BCS policies and practices to reflect our commitment to reconciliation”. The responsibility is allocated to a real person by naming their position and area—“Executive Manager, People and Safety”—rather than just listing the area, or assigning responsibility to the RAP working group. The timeline is in month/year format, rather than ‘ongoing’ or ‘annual’. And finally, the target is specific and realistic for the timeframe: “In the first year the following will be reviewed to reflect our commitment to reconciliation: BCS Recruitment, Selection and Appointment Policy; BCS Code of Conduct; and BCS Induction Program”.

### **Don’t over promise**

It is vitally important to keep the RAP achievable and realistic—especially in the initial stages. This is important so that your organisation can spend the time to do things right rather than rushing through a large number of actions that may turn out to be more difficult to achieve than originally envisaged. It is also important to build positive momentum by celebrating milestones in your RAP—such as launching the RAP, participating in National Reconciliation Week and completing an annual RAP report. It is hard to maintain that momentum if the RAP is long and complicated, or if your organisation fails to achieve many of the actions set.

### **Don’t go it alone**

One of the benefits of joining the RAP community is the opportunity to work collaboratively with like-minded organisations, and to learn from the existing body of knowledge about what works in reconciliation. Many great initiatives around the country are helping to build relationships and respect, and to improve opportunities. Occasionally, RAP organisations work together closely on specific programs or strategies, or to hold special events, and Reconciliation Australia is always pleased to help facilitate these partnerships.

On a practical level, seeking feedback on your RAP at an early stage of drafting ensures that your plan is consistent with the program’s requirements, and includes all the minimum actions for endorsement.

### **FAQ: Why are ‘mutually beneficial actions’ important?**

Mutually beneficial actions are a key component of any RAP. Although there’s no section specifically stating ‘business benefit’, we aim to ensure that your organisation develops actions that have a genuine business benefits rather than being based on philanthropy alone. This helps to ensure the RAP is sustainable, because it makes good business sense and is aligned with your organisation’s core business.

At the beginning of the ‘Relationships’, ‘Respect’ and ‘Opportunities’ sections in the RAP template, there is space for a short explanation on why each of these elements is important to your organisation. This is where you can talk about the mutual benefit you see occurring as a consequence of implementing the proposed RAP.

## **Engaging your organisation**

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Good relationships + mutual respect = sustainable opportunities. This is the basis for the RAP program so regardless of what type of RAP your organisation chooses to develop, it is essential that building relationships is at the core of your plan.

At every stage of your RAP program, consider how your RAP will support you to engage with your Aboriginal and Torres Strait Islander and non-Indigenous stakeholders, including employees, suppliers, community organisations and leaders.

### **Engaging your RAP working group**

A RAP working group is the driving force of every successful RAP. The working group is responsible for setting up your organisation's first RAP, and for ensuring its longevity and employee buy-in by establishing appropriate support and governance systems. An active and engaged working group also means that the responsibility for establishing, implementing and maintaining your RAP doesn't sit on the shoulders of one staff member.

Your RAP working group should comprise a manageable number of representatives from each part of your organisation. It must include Aboriginal and Torres Strait Islander staff members (or external stakeholders where this is not possible) and other employees from across the organisation. This is an essential requirement of the RAP program, as it supports genuine opportunities for relationship-building, enables Aboriginal and Torres Strait Islander-led solutions, and models the process of reconciliation at an organisational level. You may also invite any relevant external clients, stakeholders, customers and community members to join your organisation's RAP working group.

#### **At the basic level, a working group must include:**

Aboriginal and Torres Strait Islander employee/s and other staff representatives.

A range of staff from the different parts (businesses and/or divisions) of your organisation that will be involved in, and take responsibility for, delivering RAP actions.

[Executive support in the form of a Chair or RAP Champion.](#)

#### **Other highly valuable contributions to your working group could include:**

Input from external Aboriginal and Torres Strait Islander stakeholders. Some organisations appoint an advisory panel of Aboriginal and Torres Strait Islander community representatives, and other representatives. This advisory group can operate independently of the working group.

RAP 'ambassadors' in state or regional offices, or other locations according to your organisation's needs.

#### **RAP working group exercises**

A good starting point for the working group is for the members to learn a bit more about each other, and to make sure everyone has a deep understanding of the topic of reconciliation.

[First RAP working group meeting notes](#)

[Reflection activity for RAP Working Group](#)

### **What is reconciliation?**

This is a question often asked by Aboriginal and Torres Strait Islander peoples and other Australians. The answer is that there is no single meaning of reconciliation—and it is not an easy or straightforward process no matter how you define it.

What we do know is that reconciliation is everyone's business. If we are to improve relationships between Aboriginal and Torres Strait Islander peoples and other Australians we need more people talking about the issues and coming up with innovative ways to create positive change.

Check out the [Reconciliation Australia homepage](#), [Facebook page](#), or [Twitter account](#) to find out more about reconciliation.

## **Engaging your RAP Champion**

### **The role and responsibility of the RAP Champion**

## **Ideas for RAP Champions**

### **Cultural development**

Your RAP Champion should have a good understanding of the reconciliation movement, and the philosophy informing the RAP program. If necessary, this may mean developing or refreshing the individual's understanding of Aboriginal and Torres Strait Islander culture and history. It's a great idea for your chosen RAP Champion to take part in cultural development activities during their time in the role, such as cultural awareness training, a cultural 'immersion' experience, and/or meeting with local elders and community members.

### **Broader staff engagement**

Building awareness of your organisation's RAP and getting staff members involved is critical to the long-term success and sustainability of your plan. One role of the RAP Champion is to motivate other staff members to engage with the RAP and reconciliation initiatives more broadly. It is important to have effective internal communications strategies so staff members are aware of and engaged with the RAP process. The RAP Champion can encourage commitment to the RAP's vision for reconciliation by talking to staff members about the importance of the RAP and discussing what reconciliation means to them. This could be conducted through an all-staff email, via an internal newsletter or on your organisation's intranet site.

## **Ideas for RAP Champions**

### **Cultural development**

Your RAP Champion should have a good understanding of the reconciliation movement, and the philosophy informing the RAP program. If necessary, this may mean developing or refreshing the individual's understanding of Aboriginal and Torres Strait Islander culture and history. It's a great idea for your chosen RAP Champion to take part in cultural development activities during their time in the role, such as cultural awareness training, a cultural 'immersion' experience, and/or meeting with local elders and community members.

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### **RAP insight: ACT Justice and Community Safety Directorate**

As Deputy Director-General and RAP Champion at the ACT Justice and Community Safety Directorate (JACS), Ms Alison Playford plays an integral role in supporting reconciliation, particularly in providing ongoing support to the RAP Working Group and RAP Ambassadors, and sending a strong message to all staff members that reconciliation matters to JACS. Ms Playford has also found the role personally rewarding in her own reconciliation journey.

“It has been a privilege and honour to take on the role of RAP Champion and to encourage others across the organisation to further consider the importance of reconciliation in how we work,” she said.

As part of the internal engagement process at JACS, Ms Playford and the JACS working group rely on RAP Ambassadors to implement the RAP. The RAP Ambassadors do this by facilitating discussions and generating ideas on RAP activities within their work areas, and encouraging staff members to become more actively involved in reconciliation activities and events.

### **Influencing others and maintaining momentum**

It is important for the RAP Champion to influence fellow senior staff members and inform them about the significance of the RAP, and to get them engaged with the organisation’s vision for reconciliation. This might include sharing the RAP Impact Measurement Report with executive staff members and the board. The RAP Champion might also encourage a cultural development session for high-level staff—for example, an informal opportunity to meet with a local Aboriginal or Torres Strait Islander elder.

### **Engaging your board and executive team**

It is particularly important to have senior executives and key staff members across the organisation engaged with the RAP at a high level so they can promote, celebrate and champion reconciliation both internally and externally.

### **RAP insight: Commonwealth Bank executive engagement**

Commonwealth Bank Executive Manager Symon Brewis-Weston and senior colleagues swapped their suits and ties for shorts, and left the corporate world behind for a two-day cultural experience at Bawaka in North East Arnhem Land.

“All of my leadership team has been to Bawaka and each and every one of them has returned somewhat enlightened.

“My personal experience was extremely eye-opening—particularly in gaining some understanding of Yolngu culture, history, language and decision-making processes,” Mr Brewis-Weston said.

For Gumatj man, Djawa (Timmy) Burarrawanga, teaching other Australians about the Yolngu way of life has certainly made an impact on him both professionally and personally.

“I think their [Commonwealth Bank employees'] experiences with us were a big wake-up for them from a cultural point of view,” Mr Burarrawanga said.

“We were the first Australians and our culture and language is very sacred.

“We should work together to achieve reconciliation and to get better recognition of the place of Aboriginal people in Australian society.”

## **Strategies**

The following strategies may help secure executive support for your organisation’s RAP.

1. Organise a key speaker to visit an executive meeting to discuss the RAP or reconciliation more broadly. This key speaker may be a Reconciliation Australia senior staff or board member, or a senior staff member of a related organisation, including Supply Nation (formerly the Australian Indigenous Minority Supplier Council), CareerTrackers, the National Centre of Indigenous Excellence, Australian Indigenous Mentoring Experience (AIME), State Reconciliation Councils, ANTaR and many others.
2. Have your executive group participate in a cultural learning experience to increase their knowledge of Aboriginal and Torres Strait Islander history and culture, and build relationships with successful Aboriginal and Torres Strait Islander people, communities and/or businesses. Potential activities include a Tribal Warrior harbour cruise in Sydney or a Koori Heritage Trust walk in Melbourne, or a workshop tailored to your business needs from one of the many cultural awareness training providers listed on our website.
3. Build a relationship between your senior staff members and the key staff members of an existing RAP organisation. That organisation’s executive-level staff and RAP working group can share insights on the process of developing and implementing their RAP, and the impact that the plan has had to date. You can see all listed RAP organisations on our website.
4. Be creative and innovative in gaining the support of your executive team. For example, one organisation slipped a short note about the RAP under each executive’s hotel room door during a conference.
5. Encourage your senior staff members to attend National Reconciliation Week and NAIDOC Week events, so they can start to build relationships with the local Aboriginal and Torres Strait Islander community and other key contacts.

Reconciliation Australia has developed the following resources to help you to inform and engage your senior leaders:

## **Engaging your staff**

It is important to build staff awareness of the RAP commitments your organisation has made early on in the RAP process. Organisations tell us that getting the word out early encourages staff involvement and interest in the RAP. As your organisation’s RAP progresses, there should be more emphasis on supporting and encouraging staff to become personally engaged with the RAP, and with reconciliation more broadly. Our best advice is to get creative. Picture someone in your most distant office and think how you can be sure that person knows about your RAP.

## **Strategies**

Consider the following strategies when it comes to engaging the interest and commitment of staff members in your organisation.

Hold small internal team events to launch your RAP. This is especially important for teams that are involved in the delivery of your RAP.

-Hold an event to celebrate National Reconciliation Week. NRW is an ideal time for your organisation to encourage staff to build relationships with fellow Aboriginal and Torres Strait Islander staff and the local community. You should also think about other opportunities to engage your staff throughout the year, such as taking a cultural tour or hosting an Aboriginal or Torres Strait Islander speaker for a lunchtime discussion with staff.

Form a reconciliation interest group. Since not every employee can be part of the RAP working group, think of ways to encourage other staff members to be regularly engaged. For example, petroleum exploration and production company Woodside created a reconciliation interest group with its own intranet page where members are regularly informed of topics and invited to take part in local events.

Have a member of the executive team send an all-staff email. There's nothing better than a message, straight from the executive level, informing staff that the organisation has committed to a RAP, and providing a link to the document (or its listing on the Reconciliation Australia website) so staff members can read through it for themselves.

Your organisation might even benefit from one of these more creative strategies, which some of our RAP partner organisations have used to successfully raise awareness of and commitment to their RAP.

6. Screen a film at lunchtime to inform staff about Aboriginal and Torres Strait Islander history. The SBS documentaries *First Australians* or *The Apology* are good places to start. You could also feature the work of Aboriginal and Torres Strait Islander filmmakers and actors by showing films such as *The Sapphires*, or *Bran Nue Dae*.
7. Start a book club and focus on the works of Aboriginal and Torres Strait Islander authors.
8. Install a plaque acknowledging the traditional owners of the land on which your office is located. You should organise a local elder to provide a Welcome to Country, which also gives staff a chance to understand Aboriginal and Torres Strait Islander traditions and their meaning in today's society.
9. Conduct a staff survey to gauge attitudes and opinions towards reconciliation. This can be useful in getting conversation started, and also provides a baseline for measuring your progress later down the track.
10. Feature Aboriginal and Torres Strait Islander success stories in your internal communications.
11. Fly the Aboriginal and Torres Strait Islander flags in or outside your office, and make sure staff members understand the meaning and significance of the flags.
12. Provide access to Aboriginal and Torres Strait Islander newspapers in staff common areas. [Download this list of internal engagement strategies.](#)

## **Engaging your Aboriginal and Torres Strait Islander stakeholders**

At the core of the RAP program is the need to develop productive, meaningful and respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians, for the benefit of the nation. At an organisational level, the RAP development process can be the first step in this process.

### **Strategies**

There are a few ways to get started.

Take a look at your organisation. Invite your Aboriginal and Torres Strait Islander employees to be engaged in your RAP process. This is as easy as sending an all-staff email or posting an intranet notice announcing the formation of the RAP working group and asking for input from Aboriginal and Torres Strait Islander employees.

Think about your organisation's existing relationships. Bring the working group together and map out your company's existing business relationships, friendships and local connections. This is a great way to build on existing knowledge and also to identify valuable relationships.

Think outside the organisation. If you don't have Aboriginal or Torres Strait Islander staff members or existing relationships, it may be time to get in touch with your local Land Council and/or Elders Association. You could also make contact with your local Aboriginal Medical Service, Aboriginal Legal Service or other community organisations, as appropriate. Give them a call, organise an appointment and maybe meet for morning tea or a coffee. Representatives of these organisations might be willing to take a look at your draft RAP and can provide invaluable feedback.

### **RAP insight: St Vincent's Hospital and the Victorian Aboriginal Health Service**

Relationships between RAP organisations and Aboriginal and Torres Strait Islander organisations can be formal or informal. In 2011, Victoria's Minister for Aboriginal Affairs Jeanette Powell welcomed the signing of a formal Memorandum of Understanding (MoU) between St Vincent's Hospital Melbourne and the Victorian Aboriginal Health Service (VAHS) as an important step towards addressing Aboriginal disadvantage.

"The MoU between St Vincent's and VAHS is a great example of the work underway between Victorian Aboriginal Community Controlled Health Organisations and health service providers, to improve health services and outcomes for Aboriginal people," Mrs Powell said.

The MoU is based on mutual respect and represents a key element of the St Vincent's Health Australia RAP. VAHS provides culturally appropriate, holistic primary healthcare services to Aboriginal and Torres Strait Islander people.

## **RAP document and launch**

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### **Final document**

Many RAP organisations choose to present their final RAP document using beautiful pictures, artworks or graphic design elements. This could be a great opportunity to look at using the services of an Aboriginal or Torres Strait Islander artist or designer to visually interpret your organisation's RAP journey. Partnerships between Aboriginal and Torres Strait Islander creative organisations and RAP organisations have led to the creation of some stunning yet easy-to-read plans that effectively communicate the organisation's vision for reconciliation.

Alternatively, you may choose to keep the design of your RAP very simple by utilising the services of your in-house designers and choosing relevant photographs as the visual design element. This ensures your plan is easy to read and consistent with your corporate image, and can be produced within a limited budget.

Either way, Reconciliation Australia will be pleased to work with you to develop an effective and strategic plan, and to welcome your organisation to the RAP community when we register your final RAP document on our website.

### **RAP launch**

Publicly celebrating the launch of your RAP is a great way to involve your stakeholders in your RAP. Please note that you are not formally required to hold a launch event—the way you signify the beginning of your organisation’s RAP is up to you. If you do choose to hold an internal or external event, Reconciliation Australia can support your celebration in a variety of ways. Get in touch with your RAP project officer to discuss whether they can attend and any publicity and/or suggested invitees. 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.

**RAP insight: Animal Management in Rural and Remote Indigenous Communities (AMRRIC)**

AMRRIC proudly launched its RAP in Darwin on 4 July 2012, as part of NAIDOC Week. The RAP articulates AMRRIC’s commitment to closing the life expectancy gap between Aboriginal and Torres Strait Islanders and other Australians, and improving employment outcomes for Indigenous people in their communities. In doing so, AMRRIC supports Aboriginal and Torres Strait Islander people to develop programs and projects, and helps them to identify resources they can use to address identified issues. Over 40 people attended the celebration. Speakers included Larrakia Nation Elder Dorrie, Reconciliation Australia’s Bill Bashford, and Olga Havnen, the Northern Territory Coordinator-General of Remote Service Delivery.

Contact your local Lands Council to ask if a traditional owner can deliver a Welcome to Country address at your launch event (check online or in the phone book to find these contact details). This service usually attracts a moderate fee.