

KEMPSEY SHIRE COUNCIL
JUNE 2022 - JUNE 2023

reconciliation action plan



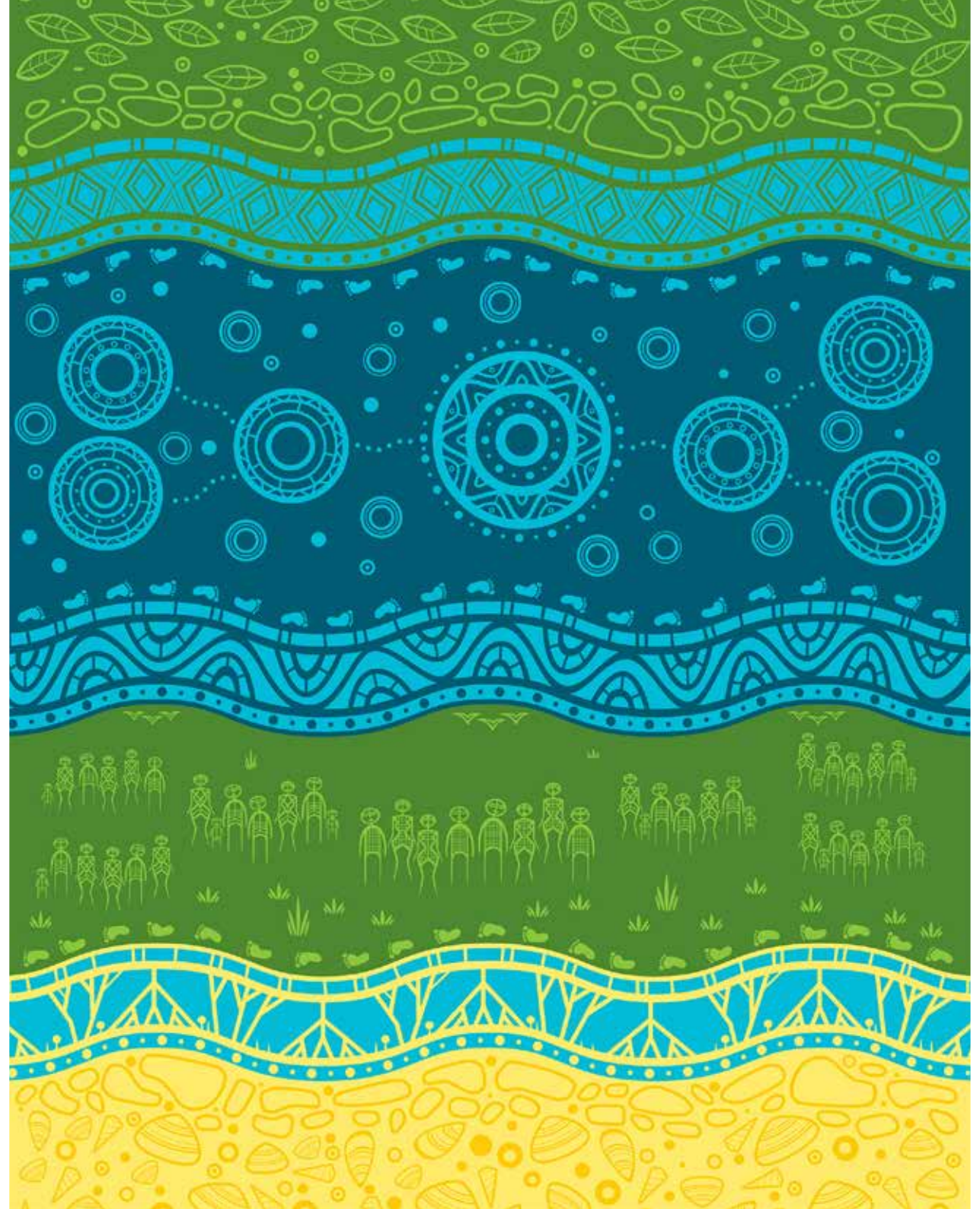
KEMPSEY
Shire Council



RECONCILIATION
ACTION PLAN

ksc.pub/reflect

ARTWORK CREATED BY STEPHEN McLEOD



WELCOME TO COUNTRY PROVIDED BY ELDER UNCLE BOB SMITH

Wayikarr marrung

Welcome

Dhanguwati dhithiyn barri

This is Dhanguwati Country

Ngungun baraayn ngundakang

Yesterday, today and tomorrow

Dhanguwati dhithiyn barri

This is Dhanguwati country

Nyianang guthun barri dhithiyn

We (all) belong to this country

Nyinhambu bita, nyinhambu warra wa bukul, banduunggakayi mulumungu

Our rivers, our plains and hills from the mountains to the coast

Dhanguwati guthun dhithiyn barri

Dhanguwati belongs to this country

Dhanang, Dhanguwati marrunga barriya

You (all), be well in Dhanguwati country

Marrungbu

Thank you

We acknowledge that the spelling of Dhanguwati/Dunghutti varies. The references to Dunghutti and Thungutti relate to the two local Aboriginal land councils that are represented in the Macleay

Acknowledgement of Country

Kempsey Shire Council acknowledges the land of the Thungutti/Dunghutti Nation.

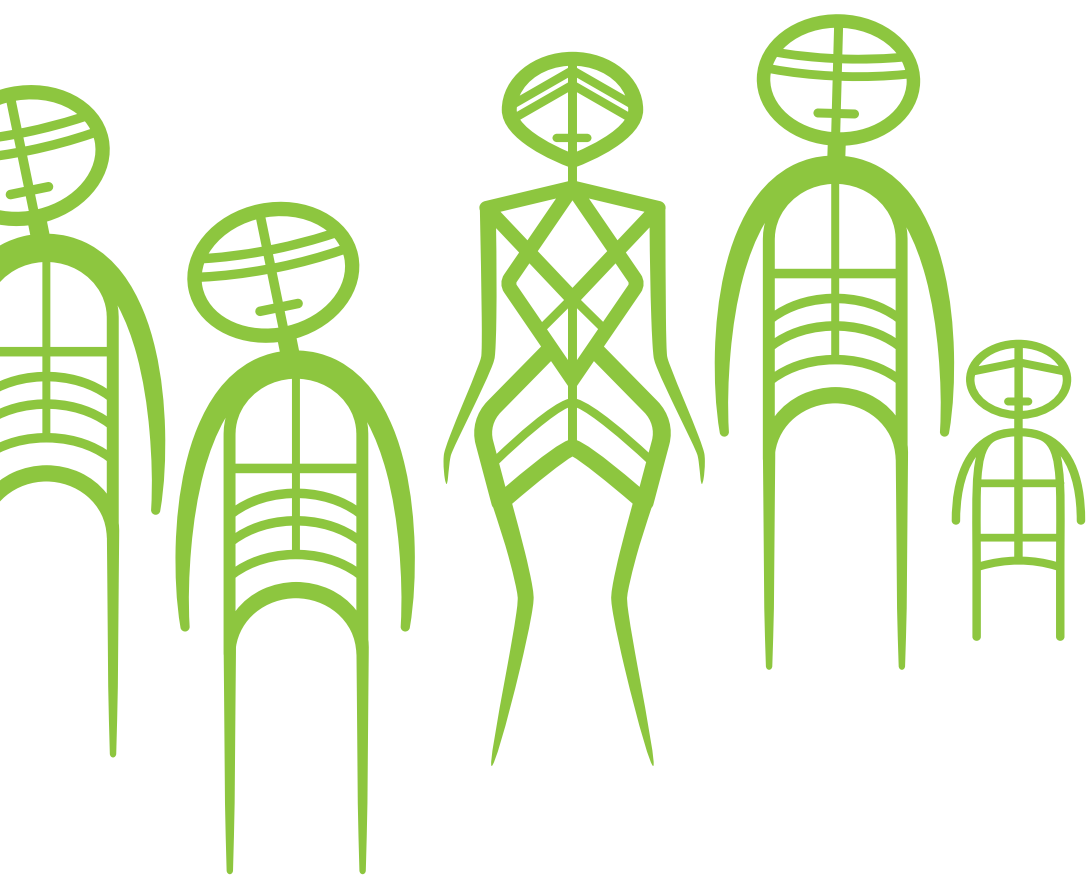
We pay respect to Elders past and present.

We acknowledge the role of emerging leaders to continue to guide us in the future.

We acknowledge the Stolen Generations and the need to change practices to be inclusive.

This land always was and always will be Thungutti/Dunghutti land.





CONTENTS

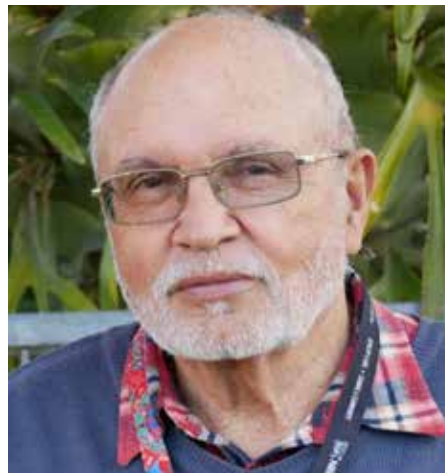
Welcome to Country	02
Uncle Bob Smith	04
From the Mayor	07
From the General Manager	07
From the Mountains to the Sea	08
What is Reconciliation?	09
Our Vision for Reconciliation	010
Our Business	011
Our Community	012
Our Geographic Reach	013
Our Workforce	014
Our Aboriginal Heritage & Community	015
Local Connections	016
Our Partnerships	017
Activities	019
Our Reconciliation Action Plan	020
The Development of our Reflect Reconciliation Action Plan	021
Reconciliation Working Group Membership	022
Reconciliation Action Plan	024

UNCLE BOB SMITH

I was born of this land – Thunggutti/Dunghutti country – in 1950, at the Kempsey District Hospital. I was raised on the fringe camp of Greenhill, one of sixteen children. Our home was devoid of many of the essentials of today – no running water, no electricity, no sewerage, no internal insulation. We had an old combustion stove, and candles/kerosene lamps for use when evenings came around. These were the conditions by which I completed my School Certificate in 1966. The granting of several scholarships by service clubs in Scone (Apex Zone 10) and Temora Rotary Club allowed me to take up an opportunity to complete my HSC in Sydney, which I duly accomplished. In hindsight, it appears odd that these clubs are outside of our valley.

My grandfather and father were both strong, disciplined men, both being amongst the last of the Dunghutti to be initiated in 1920 and 1935 respectively. I had strong uncles and aunts from whom I was nurtured and taught the value of respect; and I instil this in my children, grandchildren, and

great-grandchildren to this day. Our connection to this country has always been through blood, and our river, mountains and coastline mean so much to us. Anderson Sugar Loaf Mountain, known as



Barral balayi in Dunghutti, is the heart of the Dunghutti people, and our river is our lifeblood.

Many of our mob need to reconnect – our language, our culture, our special places – the way we were, the things we did; all are so important to our identity, our pride, our well-being.

Acknowledging the past and the social injustices are all part of the truth-telling that needs to be

said and heard. You can only move forward if you acknowledge the past, and understand and recognise the present; then, and only then, can you hope to move forward as a united community. Reconciliation is the process that can make our future secure – for all who reside in our beautiful valley. Kempsey Shire Council can become a beacon for reconciliation by starting within their own organisation and having the will to begin this process. Understanding the past is crucial for this to be successfully implemented. Every staff member should be given the opportunity to hear the truth and the injustices that have occurred since settlement. All should be exposed to cross-cultural training as a starting point and then work towards true equity within the workforce of Kempsey Shire Council, and across all sectors therein. There are so many issues in our community that need to be addressed. There needs to be a starting point. A Reconciliation Action Plan is one way we can learn from one another and start moving forward as a truly united community.

Let's hope so. It can be done. It must be done.





FROM THE MAYOR

Australia's history precedes European settlement by many, many thousands of years. Locally there is evidence of Aboriginal inhabitants more than 6,000 years ago. All of us should recognise and welcome the long association of the land with the original people who inhabited the Kempsey Shire and Australia.

As such I am very proud to promote this first step in Kempsey Shire Council's Reconciliation Action Plan.

Any real change requires first assessing the current situation. This

first 'Reflect' stage plan focuses on taking an honest look at our community and our organisation, acknowledging the steps that have already been taken and where work is needed.

The development of this plan is an important step in achieving genuine reconciliation.

At Council the desire to foster unity and respect between Aboriginal and Torres Strait Islander people and non-Aboriginal Australians is at the core of our values and principles.

We are committed to doing the necessary work to move through the stages of reconciliation in our community.

I hope that you will join me in embracing this plan and the actions we will implement during the coming year.

Leo Hauville
MAYOR



FROM THE GENERAL MANAGER

As part of the objectives and aspirations set out in our Community Strategic Plan, Council resolved to develop a Reconciliation Action Plan. With over 11 percent of the Kempsey Shire population identifying as Indigenous, our community can only be strengthened and enriched by weaving the spirit of reconciliation into the fabric of how we live and work.

In developing a Reflect Reconciliation Action Plan, Council is announcing our commitment to the reconciliation journey, and the importance that this holds in celebrating our proud Thunggutti/

Dunghutti culture and heritage.

While Council partners regularly with the Aboriginal community on projects and activities that help build a resilient and vibrant community, this plan is fundamental in providing the framework for how we can develop future plans that are meaningful and sustainable.

It is important that while we embrace the spirit of reconciliation, Council as a local community leader demonstrates in practical ways that we are building respectful and constructive relationships with Aboriginal people

within our organisation and in the wider community.

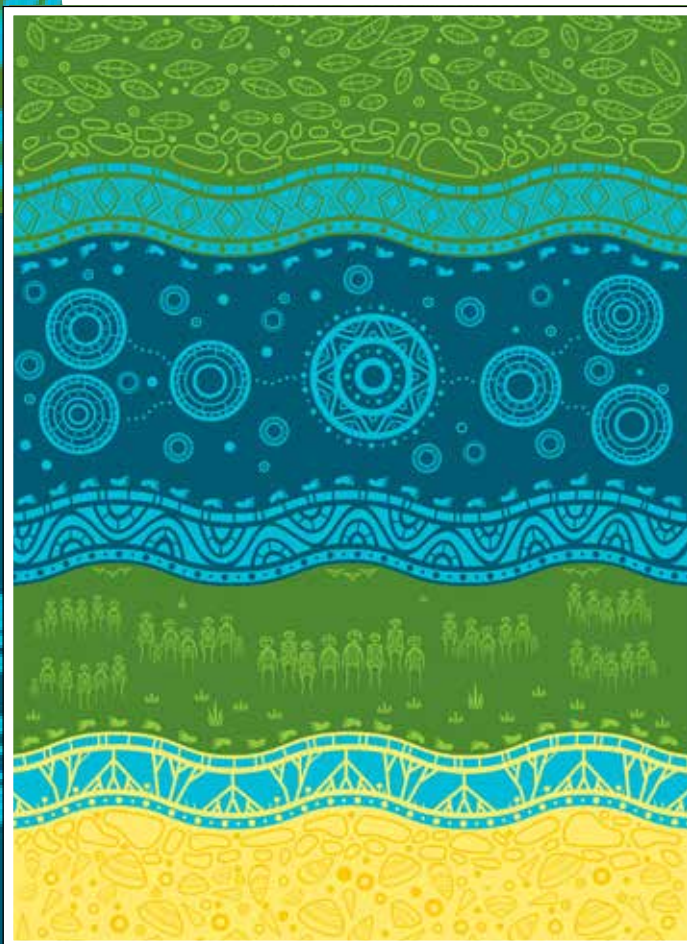
I am proud to be the sponsor of our Reconciliation Working Group and have actively promoted the importance of the plan and the actions being taken. I encourage our staff to advocate for Aboriginal issues to make our great KSC team even better. My mantra – 'we are better together' holds a special meaning in the spirit of reconciliation.

Craig Milburn
GENERAL MANAGER



FROM THE MOUNTAINS TO THE SEA

STEPHEN McLEOD IS A PROUD DUNGHUTTI MAN WHO HAS CREATED THE ARTWORK SPECIFICALLY FOR KEMPSEY SHIRE COUNCIL'S RECONCILIATION ACTION PLAN



“The top of the artwork with the leaves and the rocks represents Dunghutti country from Bellbrook, Toorooka and Sherwood.

The Diamond band pattern is used in our local art and connects us to our country.

This section of the artwork has two meanings.

The first meaning is the representation of the communities within the Dunghutti Nation.

From the mountains to the sea, the dots show our connection to each other. The footprints show our journey throughout the nation.

The circle in the middle represents Kempsey Shire Council on the journey of reconciliation by connecting with and building relationships with all the communities across Dunghutti Nation.

The winding river of the Macleay is shown with land on either side.

This section is a visual representation of the people within each community and Kempsey Shire Council coming together with each community on the journey of reconciliation.

This section illustrates the coastal connection to the sea. We have the mangroves, rocks and shells that are representative of areas such as South West Rocks, Crescent Head and Stuarts Point. Our travels take us to beautiful parts of our country.

WHAT IS RECONCILIATION?

At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

THE FIVE DIMENSIONS OF RECONCILIATION

RACE RELATIONS

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

EQUALITY AND EQUITY

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

INSTITUTIONAL INTEGRITY

The active support of reconciliation by the nation's political, business and community structures.

UNITY

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

HISTORICAL ACCEPTANCE

All Australians understand and accept the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples. Australia makes amends for past policies and practices ensures these wrongs are never repeated.

Reference: Reconciliation Australia

OUR VISION FOR RECONCILIATION

Kempsey Shire Council is proudly taking steps on our journey towards reconciliation. As an organisation we are committed to increasing our understanding, respect and relationships with the Aboriginal community. Council is

dedicated to identifying, building on and developing opportunities within our organisation and as a leader in our community.

We believe that reconciliation is everybody's business and

our vision is that all staff and representatives of our organisation will deliver inclusive and culturally appropriate services that uphold our corporate values.



PASSION

- We approach our work with enthusiasm and drive
- We inspire others with our thirst for excellence
- We take pride in the work and service we deliver



INTEGRITY

- We will do what we say
 - We will act ethically and honestly
 - We build the trust and confidence of the community and staff
 - We are reliable, accountable and fair



INNOVATION

- We challenge the status quo and have the courage to take risks, to achieve creative and efficient solutions
- We encourage and embrace positive change in the way we work



COMMUNICATION

- We ensure open communication for all
- We actively listen and consult
- We provide timely and quality information



RESPECT

- We consider our workmates, community, the workplace and environment
- We treat people as we would like to be treated




COLLABORATION

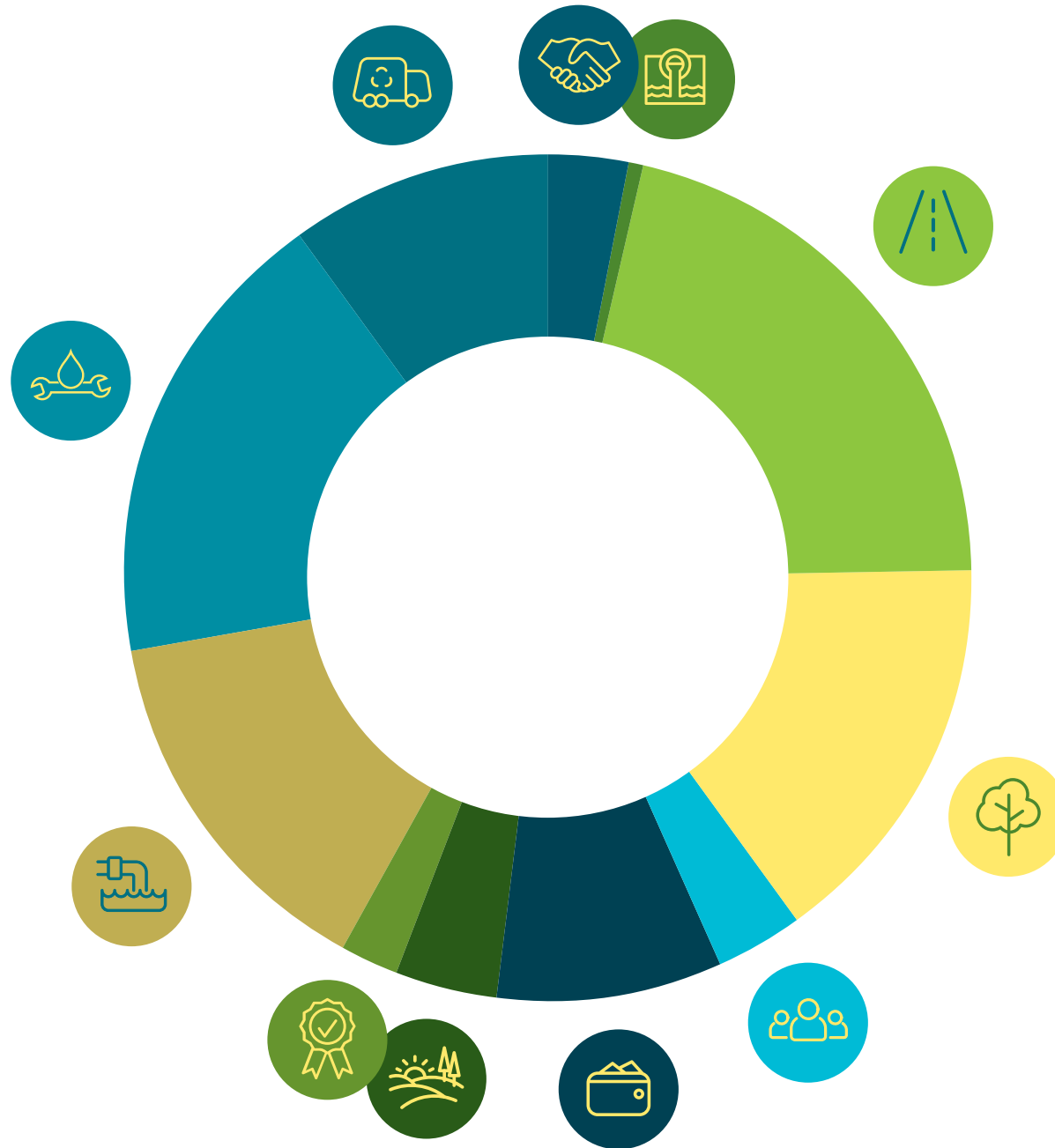
- We work together to achieve a shared vision
- We are connected and care for each other
- We encourage and pay attention to those around us

OUR BUSINESS

Council provides a range of ongoing services to the community, many of which are a regulated function of Local Government.

These services account for a significant part of Council's expenditure. Key services are summarised here including the investment allocated for the 2021-22 financial year.


-  **COMMUNITY PARTNERSHIPS**
-  **STORMWATER DRAINAGE**
-  **ROADS**
-  **RECREATION**
-  **CORPORATE GOVERNANCE & IT**
-  **COMMERCIAL BUSINESS**
-  **STRATEGIC & ASSET PLANNING**
-  **DEVELOPMENT & COMPLIANCE**
-  **SEWER SERVICES**
-  **WATER SERVICES**
-  **WASTE SERVICES**





OUR COMMUNITY


We live in a community that provides opportunity to all, to prosper in an environment that supports well-being, connectedness and access to resources the community wants and needs.


The following tables show key community profile information on the Kempsey Shire local government area's geography, demographics, lifestyle, economy and education.

Geography 	
Area	3,381km ²
Location	430km north of Sydney 488km south of Brisbane
Rail (Kempsey)	Located on the North Coast Rail Line
Road	Kempsey is located 5km from Pacific Motorway Interchanges

Education 	
Source: ABS 2016 Census	
Bachelor or higher degree (%)	8
Advanced Diploma (%)	6
Vocational (%)	25
No qualification (%)	44
Not stated (%)	17

Lifestyle 	
Parks (no)	97 (77ha)
Sports fields (no)	16 (43ha)
Public Swimming Pools (no)	4

Economy 	
Source: NIER 2019	
Employed residents	10,982
Local jobs	10,974
Kempsey GDP	\$1.16 billion
No of businesses	2,238
Largest Industry	Health Care and Social Assistance

Demographics 	
Source: ABS Census 2016	
Population (no) Estimated Resident Population	29,745
Median Age	47
Separate houses (%)	86
Couples with children (%)	19
Aboriginal persons (%)	11.6
Australian born (%)	83

OUR GEOGRAPHIC REACH

The Kempsey local government area is situated on the Mid North Coast and comprises approximately 3,375 kilometres around the Macleay River Valley. These are the

traditional lands of the Dughutti and Thunggutti people. There are two land councils in the area. The Kempsey Local Aboriginal Land Council covers the saltwater coastal

areas and parts of the freshwater country upstream. The Thunggutti Local Aboriginal Land Council covers the mountain country to the west.



OUR WORKFORCE

In 2020 Kempsey Shire Council employed 370 community members, comprising 266 full-time, 28 part-time, 58 temporary and 18 casual staff.

Council currently employs 15 staff who identify as Aboriginal and/or Torres Strait Islander.



OUR ABORIGINAL HERITAGE & COMMUNITY

According to 2016 Census data, Kempsey Shire is estimated to have 3,350 people who identify as Aboriginal and/or Torres Strait Islander, representing 11.6% of the total population of the Macleay Valley.

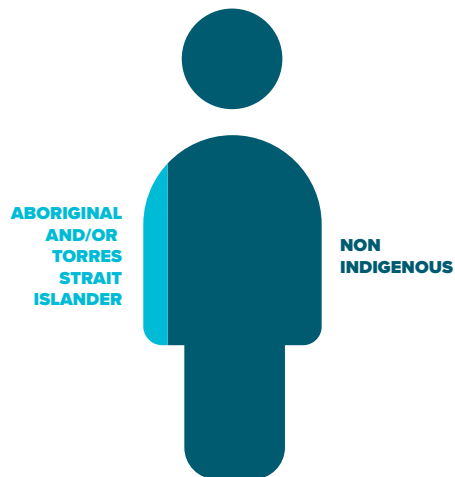
Kempsey Shire's Aboriginal cultural heritage is timeless, rich and diverse. It is not static but dynamic and living across landscapes, in towns and villages, in the homes and settlements of the community, and in the language and traditions the Elders keep.

Ancient sites are found across the

region, from camp sites and boras through to landscape-scale sites such as the Stuarts Point-Clybucca Midden.

Contemporary places that document the impacts of colonisation on the Aboriginal community include the Kinchela Boys Home and the Mission sites at Burnt Bridge and Greenhill.

Aboriginal cultural heritage is also recorded in the works of Aboriginal artists – including the late Robert Campbell Junior, whose paintings are held by the National Gallery of Australia – and on the mural wall of Services Park in Kempsey, where younger Thunggutti/Dunghutti artists keep a visual record of their community.



LOCAL CONNECTIONS

Kempsey Shire offers many opportunities to connect with and experience Thunggutti/Dunghutti culture:

- The Kempsey Community Directory lists the range of local community groups and organisations serving and supporting Indigenous people, including the Kempsey Local Aboriginal Land Council and the Thunggutti Local Aboriginal Land Council.
- The Hey Hey Macleay website advertises upcoming events.
- The Wigay Aboriginal Cultural Park in Dangar Street, Kempsey, is a place of great natural beauty where people gather for peaceful walks, educational activities and special events. The 2.75-hectare park features wetland, wet forest, woodland, rainforest and tropical plants. You can explore the park at your own pace or take a guided tour to learn more about Thunggutti/Dunghutti culture and traditional uses of plants for food and medicine.
- Dunghutti-Ngaku Aboriginal Art Gallery in Kempsey offers works for sale by renowned Aboriginal artists who are represented in major public and private collections. Visitors can also purchase works from emerging artists who live and work in the region.
- The Barrunbatayi (Dreamtime) Memorial at East Kempsey Cemetery was created in 2006 in collaboration with Thunggutti/Dunghutti Elders and local community groups.
- Corroboree Magic, a community-made mosaic, was unveiled during National Reconciliation Week in 2021 on the Westpac Bank building in Kempsey, produced in partnership with a local artist, Elders and community organisations.
- Kempsey Railway Station houses a memorial sculpture and plaque commemorating the Stolen Generations. This was a joint project between Aboriginal Elders, the Kinchela Boys Home Aboriginal Corporation and NSW TrainLink.
- At Kempsey's Chappell Park, there is a memorial plaque and tribute to Dr Charles Perkins, who in 1965 led the Freedom Ride through NSW towns to highlight the living conditions and experiences of Aboriginal people.
- There is a plaque commemorating the Stolen Generations in Kempsey Mall.





OUR PARTNERSHIPS


Kempsey Shire Council acknowledges the ongoing challenges faced by Aboriginal and Torres Strait Islander peoples and recognises the importance of government and the community coming together to achieve the best possible outcomes for the future.

Council prioritises the cultural and social well-being of the Aboriginal community and their ongoing connection to country. In developing local strategic plans, growth management strategies, economic development

plans and other initiatives for the region, Council considers the Aboriginal community to be key stakeholders and is committed to culturally appropriate engagement and partnerships.

Our development of the Reflect Reconciliation Action Plan provides an opportunity to embed awareness and respect in our organisation and lay strong foundations for the development of future Reconciliation Action Plans.





Council is continually seeking opportunities to further progress along our reconciliation journey.



ACTIVITIES

Kempsey Shire Council has a strong history of supporting cultural activities across the shire. This support is evident in Council's Community Strategic Plan and Operational Plan, which set out clear priorities that drive the work we do.

Council has:

- incorporated an acknowledgement of traditional owners and Elders in Council documentation, meetings and correspondence and includes a Welcome to Country at events
- supported, funded and helped to deliver events to celebrate and commemorate Aboriginal heritage for NAIDOC Week, National Reconciliation Week, National Sorry Day and the making of the National Apology
- supported and funded programs run by groups and organisations, such as holiday programs, kids' activity kits and sporting opportunities for the community
- implemented and supported arts and cultural projects such as the Corroboree Mosaic in the main street of Kempsey, the Wupu Manhatinum - Travelling Star Mosaic sculpture at Bellbrook, street banner artworks, signage projects, sculptures and installations, marking of graves at the cemetery, and natural trail signage
- provided funding and infrastructure to upgrade facilities and open spaces, including Bellbrook playground and West Kempsey BMX pump track
- worked in partnership with Aboriginal services and agencies and actively participated in interagency and network meetings and committees
- built workforce capacity through cultural awareness training for staff
- continued to work with Aboriginal employment agencies to support increased employment opportunities for Aboriginal people in the organisation.
- Kempsey Shire Libraries have an extensive collection of Aboriginal and Torres Strait Islander resources including Dunghutti language and history texts.

We are continually seeking opportunities to progress in our reconciliation journey.

OUR RECONCILIATION ACTION PLAN

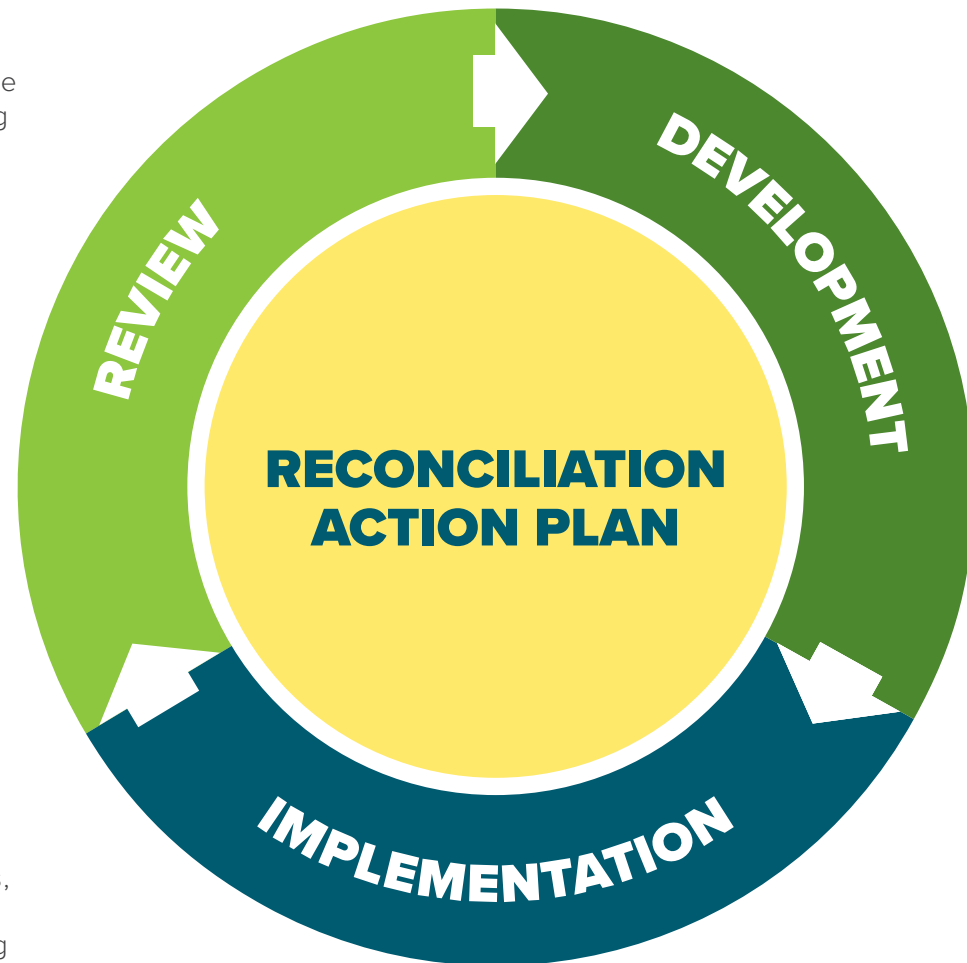
Reconciliation is a journey Kempsey Shire Council has been walking for many years. The first Statement of Commitment and Reconciliation Action Plan were adopted over 20 years ago in conjunction with the Aboriginal Liaison Committee. The development of a Reflect Reconciliation Action Plan is the first step in formally committing to Reconciliation Australia's framework.

A Reflect Reconciliation Action Plan clearly sets out the steps Council will take to prepare the organisation for reconciliation initiatives in successive plans.

The Reconciliation Action Plan Working Group comprising of organisational staff are the foundation of this journey ensuring implementation and continuous improvement. Committing to a Reflect Reconciliation Action Plan allows Council to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring

our sphere of influence, before committing to specific actions or initiatives. This process will help to produce future Plans that are meaningful, mutually beneficial and sustainable.

Reconciliation is an ambitious goal, so it is helpful to think of the journey as having no beginning or end, rather it is a cycle of continuous learning-by-doing and always aiming to improve.



THE DEVELOPMENT OF OUR REFLECT RECONCILIATION ACTION PLAN

Kempsey Shire Council has undertaken a number of engagement activities to seek input and feedback from community and staff.

These activities include:

- The establishment of an internal Reconciliation Working Group with staff from across the organisation as well as representation from interested Aboriginal staff
- A dedicated Your say Macleay engagement page has been developed and feedback was open to the public for 6 weeks to gauge the wider community's thoughts around key themes they would like to see included within the Reconciliation Action Plan
- A further 12 week engagement period of the draft Reconciliation Action Plan along with an online survey for staff and community to provide feedback.
- Council Staff have engaged directly with key community groups, interagency networks and stakeholders, the Elders Council and both Land Councils

- Council staff also visited the local Aboriginal Communities on a number of occasions to have informal conversations and build relationships



RECONCILIATION WORKING GROUP MEMBERSHIP

- General Manager
- Manager Community Partnerships
- Manager Organisation Development & Performance
- Manager Governance & Information Services
- Manager Strategic & Asset Planning
- Manager Water & Sewer
- Coordinator Procurement & Fleet Management
- Coordinator Organisation Development
- Coordinator Economic Development & Tourism
- Coordinator Strategic & Environmental Planning
- Coordinator Communications
- Coordinator Engagement & Community Development
- Community Engagement Officer
- Community Projects Officer Reconciliation Action Plan
- Maintenance Operator – Water Maintenance
- Trainee Water Operations – Water Operations
- Trainee Water Operations – Water Maintenance

THE KEY THEMES FROM THE ENGAGEMENT THAT ALIGN WITH OUR RECONCILIATION ACTION PLAN ARE:

Relationships

The community would like to see Council staff actively building positive working relationships with local Aboriginal communities and see staff from across the organisation get involved in reconciliation activities.

Respect

It was identified that, to build respect, greater knowledge of local history and culture needs to be shared with Council staff.

Opportunities

There was support for an increase in the percentage of Aboriginal identified staff employed by Council.

Governance

Priorities included engaging Council's senior leaders in reconciliation activities and establishing a Reconciliation Working Group with Aboriginal representation.

ABORIGINAL
AND/OR
TORRES
STRAIT
ISLANDER

NON
INDIGENOUS



RECONCILIATION ACTION PLAN

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility	Measure
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal stakeholders and working relationships and how these can be built on to influence the actions and outcomes of the plan	July 2022	Reconciliation Action Plan Officer	Aboriginal stakeholder list is established Number of relationships and partnerships established
	Research based on best practice principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	July 2022	Reconciliation Action Plan Officer	Research undertaken Findings provided to the Reconciliation Working Group (RWG)
2. Build relationships through celebrating National Reconciliation Week (NRW)	Promote Reconciliation Australia's NRW resources and reconciliation materials to our staff	May annually	Coordinator Communications	Resources circulated Coverage through Council's intranet and digital communications platforms Conduct an event for staff and Councillors
	Promote Reconciliation Australia's NRW resources and reconciliation materials to our community	May annually	Coordinator Communications	Coverage through Council's website and digital communications platforms Installation of the NRW banners on Smith Street, Kempsey
	Reconciliation Working Group members to participate in an external NRW event	27 May-3 June 2022 and 2023	Lead: Reconciliation Action plan Officer and members of the RWG	RWG members participate in local NRW activities
	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 and 2023	Lead: Reconciliation Action Plan Officer & Coordinator Communications Supported by: RWG/ Executive Leadership Team (ELT)/Senior Leadership Team (SLT)	Senior staff are aware of important dates and ensure event details are circulated to the wider organisation Staff are supported to attend and participate in events Coverage of participation through Kempsey Shire Council (KSC) intranet, website and digital communications platforms

3. Promote reconciliation through our sphere of influence	The organisation demonstrates and communicates its commitment to reconciliation and the Reconciliation Action Plan	30 June 2023	Lead: Coordinator Communications Supported by: Reconciliation Action Plan Officer, RWG, senior staff	Specific actions from the Reconciliation Action Plan are implemented and outcomes are monitored and reported to the RWG quarterly (reporting is aligned with Council's Operational Plan) Tell the story of our Reconciliation Action Plan on our websites and continue to update Council's communications tools used throughout the year to increase awareness of and show commitment to reconciliation Create and distribute shirts to staff featuring the Reconciliation Action Plan artwork
	Departments from across the organisation are working with external stakeholders to complete projects in line with the Operational Plan	3 months and ongoing	Lead: RWG members who have responsibility for actions	A list of projects, activities and events that demonstrate Council's partnerships is developed and reported on quarterly as part of Council's Operational Plan reporting cycle
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey	June 2023	Lead: RWG members who have responsibility for actions	Number of partnerships established that support Council's reconciliation journey reported on quarterly as part of Council's Operational Plan reporting cycle
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	June 2022	Lead: Coordinator Organisation Development	Research undertaken to inform policy review and development
	Conduct a review of Organisation Development (Human Resource) policies and procedures to identify existing anti-discrimination provisions and plan for future needs	June 2023	Supported by: Manager Governance & Information Services, Coordinator Customer Services	Review policies and procedures in relation to staff employment and retention Review policies and procedures in relation to customer service provision

UNIQUE ACTIONS TO DEVELOP RELATIONSHIPS

5. Develop partnerships with the Aboriginal community and stakeholders to support outcomes of Council's plans and strategies	Regular meetings are held with key stakeholders, cultural reference groups, land councils and via interagencies and networks	Quarterly Reporting June 2022, Sept 22, Dec 22, March 23	Lead: General Manager Supported by: Community Partnerships and other sections of Council	Council is represented at interagency and network meetings Council conducts regular meetings with the land councils, cultural reference groups and other Aboriginal representative groups to build relationships Partnerships are developed and projects that align with Council's plans and strategies are supported
---	--	--	--	---

RESPECT

Action	Deliverable	Timeline	Responsibility	Measure
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation Increase staff and Councillor awareness of the importance of Aboriginal culture and histories	February 2023	Lead: Coordinator Organisation Development Supported by: Manager Governance & Information Services	Review undertaken Cultural awareness training for staff and Councillors Update Council websites and intranet with detailed information on cultural awareness, protocols and local Aboriginal histories
	Identify opportunities for localised training (on country)	February 2023	Coordinator Organisation Development	Identify opportunities for staff to develop cultural competency through on country training
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Explore the development of local cultural protocols with key stakeholders	June 2022	Reconciliation Action Plan Officer	Cultural protocols are drafted and engaged on
	Increase staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country	June 2022	Coordinator Organisation Development	Training incorporates the importance of cultural protocols Acknowledgement of Country and Welcome to Country are conducted before meetings, Council meetings and significant events

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information among our staff about the meaning of NAIDOC Week	July 2022	Coordinator Communications	Promotional messages shared via a variety of channels Coverage through KSC website and digital communications platforms Smith Street banners, Kempsey
	Introduce our staff to NAIDOC Week by promoting the opportunity for staff to participate in external events in our local area	July 2022	Coordinator Communications supported by Manager Community Partnerships	Council plays an active role in supporting NAIDOC Week events locally Number of staff who actively participate Council provides access to paid leave for Aboriginal staff to participate in line with the award Coverage of participation through Council intranet, website and digital communications platforms
	Reconciliation Working Group to participate in an external NAIDOC Week event	First week in July 2022	Members of the Reconciliation Working Group Supported by: Reconciliation Project Officer	Number of RWG staff participating in events Coverage of participation through Council intranet, website and digital communications platforms



UNIQUE ACTIONS TO DEVELOP RELATIONSHIPS

<p>9. Embed respect throughout the organisation and promote to the community</p>	<p>Develop and promote standardised practices and tools that promote respect</p>	<p>Sept 2022</p>	<p>Coordinator Communications</p> <p>Councillors/staff</p> <p>Relevant sections of Council</p>	<p>Work with respected community representatives to develop approved wording for an Acknowledgement of Country to be included and displayed:</p> <ul style="list-style-type: none"> - in all Council publications - in public areas of Council buildings - on Council websites - at the beginning of Council meetings <p>Create and distribute a bookmark featuring our Acknowledgement of Country to all staff members and Councillors</p> <p>Work with respected Aboriginal Elders to:</p> <ul style="list-style-type: none"> - Include a Welcome to Country in events - Develop and include a Welcome to Country video on our platforms
<p>10. Council's position on reconciliation and support of the Aboriginal community are visible</p>	<p>Explore opportunities to incorporate visible symbols, language and installations of Aboriginal culture in Kempsey</p>	<p>June 2022 and June 2023</p>	<p>Lead: Coordinator Communications</p> <p>Supported by: Manager Community Partnerships, Manager Strategic and Assets Planning and relevant Council teams</p>	<p>Council maintains and installs street banners promoting significant events such as NAIDOC Week and National Reconciliation Week</p> <p>Number of cultural installation projects that promote and celebrate Aboriginal heritage in line with the Operational Plan (e.g. signage review, artwork, installations, traditional naming, use of language)</p>

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility	Measure
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a strategy to increase the percentage of Aboriginal and Torres Strait Islander people employed in our organisation	April 2023	Manager Organisation Development	<p>Strategy outlines actions to increase the level of representation of Aboriginal people in line with the population</p> <p>Strategy identifies and leverages partnerships and relationships to identify opportunities to promote employment to Aboriginal people in the community via services</p> <p>Increase in percentage of Aboriginal people employed across the organisation</p>
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	April 2023	Manager Organisation Development	<p>A review is undertaken of how recruitment, attraction and retention strategies are working to see how they can be replicated across the organisation</p> <p>Increase in percentage of Aboriginal people retained</p>
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Explore opportunities to increase procurement from Aboriginal and Torres Strait Islander owned businesses (local, state and national)	April 2023	Coordinator Procurement & Fleet Management	Develop a social procurement strategy
	Investigate Supply Nation membership	Sept 2022	Coordinator Procurement & Fleet Management	Results are reported to the Reconciliation Working Group

UNIQUE ACTIONS TO DEVELOP RELATIONSHIPS

<p>13. Recognise and support local Aboriginal business in line with the Horizon 2030: Macleay Valley Economic Development and Tourism Strategy</p>	<p>Identify local Aboriginal businesses</p> <p>Work in partnership with local Aboriginal stakeholders and others, including government agencies and business support service providers, to deliver a strategic, informed and targeted approach to Aboriginal enterprise assistance in the Macleay Valley</p>	<p>April 2023</p>	<p>Coordinator Economic Development and Tourism</p>	<p>A list of Aboriginal businesses is established</p> <p>Establish partnerships with the following agencies to identify and help support building Aboriginal business capacity in the Macleay Valley, including:</p> <ul style="list-style-type: none"> – Regional NSW – Destination NSW – National Parks and Wildlife Service – Department of Primary Industries
--	--	-------------------	---	---

GOVERNANCE

Action	Deliverable	Timeline	Responsibility	Measure
<p>14. Establish and maintain an effective Reconciliation Working Group (RWG) to drive governance of the Reconciliation Action Plan</p>	<p>Form a RWG to meet regularly and govern RAP implementation</p>	<p>June 2022 and reported quarterly</p>	<p>Reconciliation Action Plan Officer</p>	<p>The working group and regular meeting schedule are established</p>
	<p>Establish and apply a terms of reference for the RWG</p>	<p>June 2022</p>	<p>Reconciliation Action Plan Officer</p>	<p>The terms of reference are adopted</p>
	<p>Maintain Aboriginal and Torres Strait Islander representation on the RWG</p>	<p>June 2022</p>	<p>General Manager</p>	<p>Staff nominations are received and support provided to participate and engage</p>

Acronyms and abbreviations

ELT	Executive Leadership Team
KSC	Kempsey Shire Council
NRW	National Reconciliation Week
RA	Reconciliation Australia

RAP	Reconciliation Action Plan
RWG	Reconciliation Working Group
SLT	Senior Leadership Team

15. Provide appropriate support for effective implementation of RAP commitment	Define resource needs for RAP implementation	June 2022 to Sept 2022	RWG members for their specific deliverables	Specific actions from the Reconciliation Action Plan are captured in the annual Operational Plan and are funded (Council Operating budget adopted in June each year)
	Engage senior leaders in the delivery of RAP commitments	June 2022	Lead: Reconciliation Action Plan Officer Supported by: RWG/ELT/SLT	Senior leaders are engaged in the RWG Number of activities and actions that senior leaders are involved in
	Define appropriate systems and capability to track, measure and report on RAP commitments	Quarterly (June, Sept, Dec, March)	Reconciliation Action Plan Officer	Quarterly and annual reporting is undertaken in line with Council's Operational Plan reporting processes, systems and timeframes
16. Build accountability and transparency by reporting RAP achievements, challenges and learnings, both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	June 2022	Reconciliation Action Plan Officer	Reconciliation Action Plan Impact Measurement Questionnaire Report to be submitted each year to Reconciliation Australia
17. Continue our reconciliation journey by developing our next RAP	Register on Reconciliation Australia's website to begin developing our next RAP	March 2023	Reconciliation Action Plan Officer	Intent to submit is lodged
	Undertake dedicated engagement to review and inform the next RAP	March 2023	Reconciliation Action Plan Officer	Engagement plan is developed Engagement is undertaken with key stakeholders Results inform the next RAP

For more information contact Council's Community Development Team on 6566 3200 | ksc@kempsey.nsw.gov.au

KEMPSEY SHIRE COUNCIL **APR 2022**

reconciliation action plan

ksc.pub/reflect

ARTWORK CREATED BY STEPHEN McLEOD

Civic Centre

22 Tozer Street (PO Box 3078)
West Kempsey NSW 2440

Customer Service

P. 02 6566 3200 F. 02 6566 3205
ksc@kempsey.nsw.gov.au



**RECONCILIATION
ACTION PLAN**



**KEMPSEY
Shire Council**