

# **GOULBURN MULWAREE COUNCIL REFLECT RECONCILIATION ACTION PLAN**

**March 2024 - February 2025**





# Acknowledgement Of Country

“Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present, as well as emerging leaders, and acknowledge the traditional custodians of the land on which we all live”

## Introduction to the Reconciliation Action Plan (RAP)

The Goulburn Mulwaree Council is proud to present its Reflect Reconciliation Action Plan (RAP), a vital step in our commitment to fostering reconciliation in our local area. This RAP aligns with our Organisational Development Plan, adopted on 20 December 2022, and represents the collective efforts of a dedicated staff working group, which has developed this foundational document to guide our reconciliation journey.

As we embark on this journey with a Reflect RAP, we aim to build meaningful relationships, listen to the community, and establish strong foundations for growth. The RAP is built around 13 core actions that will empower our teams to promote reconciliation internally, create a safe environment for First Nations people, and celebrate the rich cultural heritage of First Nations communities through our work.

Guided by Reconciliation Australia’s RAP Framework, our Reflect RAP will enable us to build strong partnerships and a shared vision for reconciliation within the Goulburn Mulwaree Council and the broader community. We have taken deliberate steps to engage with Aboriginal and Torres Strait Islander stakeholders, shaping this plan through valuable insights and support provided by Reconciliation Australia.

I am extremely grateful to the staff working group for their efforts and contributions in developing this RAP. Their dedication has ensured that the document reflects our shared values and aspirations.

With the Reflect RAP endorsed by Reconciliation Australia and backed by the expertise of a diverse working group, including three members who identify as Aboriginal and/or Torres Strait Islander, this document is a testament to our genuine commitment to reconciliation.

We are excited to pursue this journey with our Reflect RAP, working towards a future where reconciliation becomes an integral part of our community and its values.

Aaron Johansson

Chief Executive Officer

Goulburn Mulwaree Council



# Statement from CEO of Reconciliation Australia

## Inaugural Reflect RAP

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

Goulburn Mulwaree Council joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Goulburn Mulwaree Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Goulburn Mulwaree Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer

Reconciliation Australia

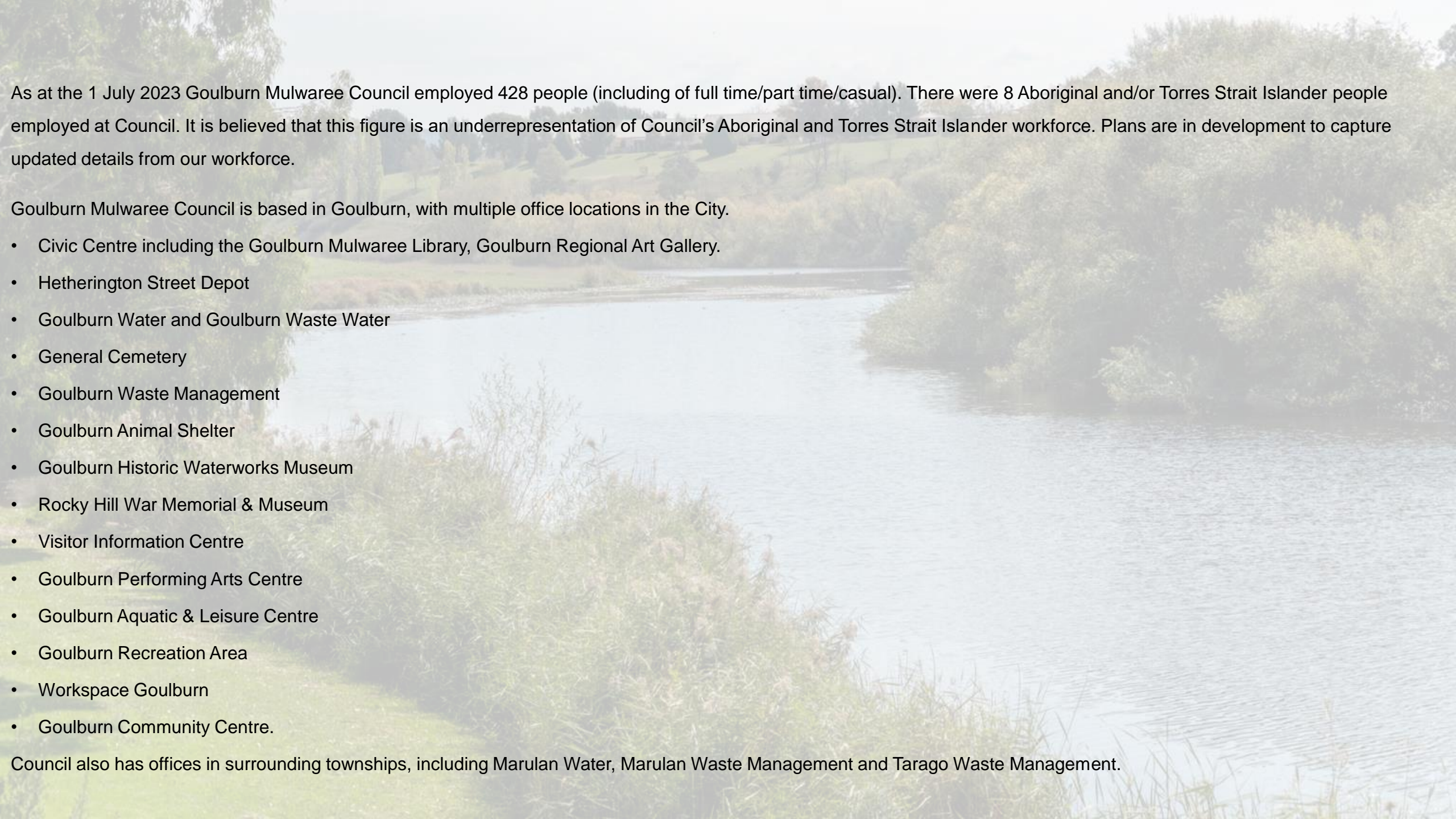


# Our Business

Goulburn Mulwaree Council is a local government area located in the Southern Tablelands of New South Wales, about 200 kilometres south-west of the Sydney CBD and 95 kilometres north-east of the Canberra CBD. Goulburn Mulwaree Council encompasses the city of Goulburn and the villages of Marulan, Tarago, Towrang, Tallong, Parkesbourne, Windellama, Bungonia, Lake Bathurst and Middle Arm. The Council area estimated resident population for 2022 was 32,394, with a population density of 10.05 persons per square km. Being so close to Sydney and Canberra – yet proudly independent of these major centres – the Region is ideally situated for businesses and individuals from diverse fields such as IT, communications, retail, distribution and logistics, engineering, mining, renewable energy, and construction. Goulburn Mulwaree is a member of Canberra Region Joint Organisation of Councils which has influence and shared common ideas for councils in the Canberra and ACT area.

Goulburn Mulwaree Council is responsible for the provision of water, sewer and waste management services for the residents of the local government area, along with maintenance of the region's road networks and an exciting capital works program. Council looks after community facilities including parks, playgrounds, and sporting fields. Council also administers community facilities such as museums, library, art gallery, performing arts centre, aquatic centre, community centres, visitor information centre and cemeteries.





As at the 1 July 2023 Goulburn Mulwaree Council employed 428 people (including of full time/part time/casual). There were 8 Aboriginal and/or Torres Strait Islander people employed at Council. It is believed that this figure is an underrepresentation of Council’s Aboriginal and Torres Strait Islander workforce. Plans are in development to capture updated details from our workforce.

Goulburn Mulwaree Council is based in Goulburn, with multiple office locations in the City.

- Civic Centre including the Goulburn Mulwaree Library, Goulburn Regional Art Gallery.
- Hetherington Street Depot
- Goulburn Water and Goulburn Waste Water
- General Cemetery
- Goulburn Waste Management
- Goulburn Animal Shelter
- Goulburn Historic Waterworks Museum
- Rocky Hill War Memorial & Museum
- Visitor Information Centre
- Goulburn Performing Arts Centre
- Goulburn Aquatic & Leisure Centre
- Goulburn Recreation Area
- Workspace Goulburn
- Goulburn Community Centre.

Council also has offices in surrounding townships, including Marulan Water, Marulan Waste Management and Tarago Waste Management.



# Our RAP

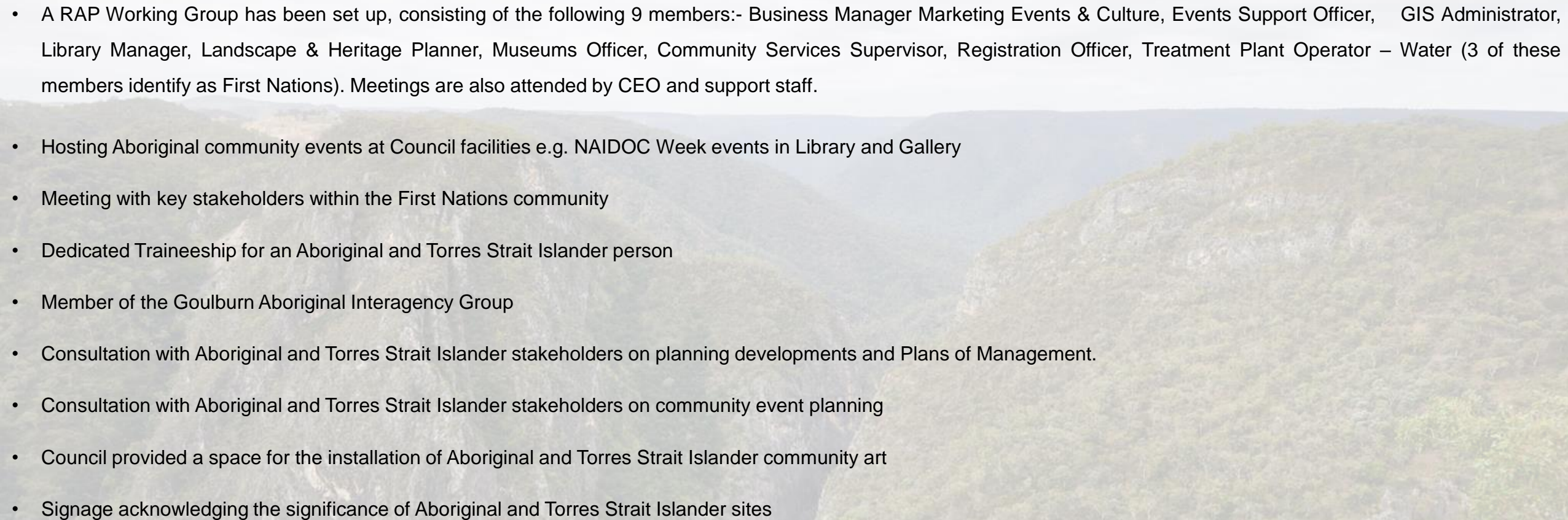
Goulburn Mulwaree Council is setting up a RAP so that we will have a set of strategies in place for positive and meaningful long term outcomes in regard to reconciliation. Instead of having mixed or different ideas and understanding of First Nations culture in our Local Government Area. We want to establish deeper and more meaningful relationships with First Nations people in our community, improving and standardising delivery of all council based activities. Council wants to provide a forum for discussion and generation of initiatives and strategies to develop a Reconciliation Action Plan within the context of Goulburn Mulwaree Council's core business and in-line with Council's over-arching strategic, corporate and business plans.

The Reconciliation Action Plan Working Group aims to develop a Reconciliation Action Plan program for Goulburn Mulwaree Council, to be inclusive in our work and contribution to national reconciliation.

The Reconciliation Action Plan Working Group will:

- a) Develop a Reconciliation Action Plan in line with Council's strategic, corporate and business plans including the Equal Employment Opportunity Plan & Workforce Plan
- b) Establish a collaborative/consultative process for engaging staff across the organisation so that they can provide ideas and comments
- c) Develop a project plan and timeline to development, launch and begin implementing the Reconciliation Action Plan, including consultation with Reconciliation Australia at regular intervals.
- d) Regularly liaise with relevant business units and key stakeholders to review progress of Reconciliation Action Plan actions and:
  - Report Reconciliation Action Plan progress to Reconciliation Australia annually
  - Report Reconciliation Action Plan progress to relevant Aboriginal and Torres Strait Islander stakeholders
  - Report Reconciliation Action Plan progress to the Council
- e) Consider Reconciliation Action Plan implementation issues and consult with relevant business units to find solutions.
- f) Liaise with internal or external designers to finalise the Reconciliation Action Plan document, and register it on Reconciliation Australia's website.
- g) Develop a new Reconciliation Action Plan when the current plan expires.



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- A RAP Working Group has been set up, consisting of the following 9 members:- Business Manager Marketing Events & Culture, Events Support Officer, GIS Administrator, Library Manager, Landscape & Heritage Planner, Museums Officer, Community Services Supervisor, Registration Officer, Treatment Plant Operator – Water (3 of these members identify as First Nations). Meetings are also attended by CEO and support staff.
  - Hosting Aboriginal community events at Council facilities e.g. NAIDOC Week events in Library and Gallery
  - Meeting with key stakeholders within the First Nations community
  - Dedicated Traineeship for an Aboriginal and Torres Strait Islander person
  - Member of the Goulburn Aboriginal Interagency Group
  - Consultation with Aboriginal and Torres Strait Islander stakeholders on planning developments and Plans of Management.
  - Consultation with Aboriginal and Torres Strait Islander stakeholders on community event planning
  - Council provided a space for the installation of Aboriginal and Torres Strait Islander community art
  - Signage acknowledging the significance of Aboriginal and Torres Strait Islander sites

# Our Partnerships/Current Activities

## ***Community Partnerships***

1. Member of the Goulburn Aboriginal Interagency Group
2. Consultation with Pejar Aboriginal Lands Council and Mulwaree Aboriginal Community Inc, and other local Aboriginal and Torres Strait Islander stakeholders
3. Consultation with Heritage NSW on Aboriginal heritage matters
4. Consultation with NSW Aboriginal Partnerships Manager (Regional Development NSW)
5. First Nation Market and Cultural activities held as part of Australia Day 2022 & 2023

## ***Internal Activities/Initiatives***

1. Dedicated Traineeship for Aboriginal and/or Torres Strait Islander person
2. Recruitment of a dedicated cadetship in the role of Environment Health Officer for an Aboriginal and/or Torres Strait Islander person
3. The establishment of a Council Diversity and Inclusion Round Table group including membership of Diversity Council of Australia
4. Council Meetings and Committee meetings commencing with a Welcome or Acknowledgement of Country
5. Council Events Strategy and dedicated action for all Council events to commence with a Welcome or Acknowledgement of Country



Relationships				
Action		Deliverable	Timeline	Responsibility
1.	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a) Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2024	RAP Working Group Chair With assistance from: Chief Executive Officer Business Manager Marketing Events & Culture Landscape & Heritage Planner
		b) Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	RAP Working Group Chair With assistance from: Business Manager Marketing Events & Culture Landscape & Heritage Planner Library Manager
2.	Build relationships through celebrating National Reconciliation Week (NRW).	a) Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024	Museums Officer With assistance from: Chief Executive Officer
		b) RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	Events Support Officer With assistance from: Councillors Executive Team RAP Working Group
		c) Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	RAP Working Party Chairperson With assistance from: Chief Executive Officer
3.	Promote reconciliation through our sphere of influence.	a) Communicate our commitment to reconciliation to all staff.	May 2024	Chief Executive Officer With assistance from: Executive Team RAP Working Group
		b) Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2024	RAP Working Group Chair With assistance from: Chief Executive Officer Business Manager Marketing Events & Culture Landscape & Heritage Planner
		c) Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	RAP Working Group Chair With assistance from: Chief Executive Officer Business Manager Marketing Events & Culture Landscape & Heritage Planner
4.	Promote positive race relations through anti-discrimination strategies.	a) Research best practice and policies in areas of race relations and anti-discrimination.	July 2024	Business Manager Human Resources With assistance from: Learning and Development Coordinator
		b) Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Business Manager Human Resources With assistance from: Learning and Development Coordinator



RESPECT				
Action		Deliverable	Timeline	Responsibility
5.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a) Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2024	RAP Working Group Chair With assistance from: RAP Working Group
		b) Conduct a review of cultural learning needs within our organisation.	November 2024	Business Manager Human Resources With assistance from: Learning and Development Coordinator
6.	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	December 2024	RAP Working Group Chair With assistance from: RAP Working Group
		b) Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	RAP Working Group Chair With assistance from: RAP Working Group
7.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a) Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Museums Officer With assistance from: Chief Executive Officer
		b) Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Events Support Officer With assistance from: Councillors Executive Team RAP Working Group
		c) RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	RAP Working Group Chair With assistance from: Councillors Executive Team RAP Working Group



OPPORTUNITIES				
Action		Deliverable	Timeline	Responsibility
8.	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a) Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2024	Business Manager Human Resources
		b) Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	Business Manager Human Resources
9.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a) Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2024	Director Corporate and Community Services  With assistance from: Executive Team
		b) Investigate Supply Nation membership.	December 2024	Director Corporate and Community Services  With assistance from: Executive Team



GOVERNANCE				
Action		Deliverable	Timeline	Responsibility
10.	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	a) Maintain a RWG to govern RAP implementation.	April 2024	Chief Executive Officer
		b) Review and update the Terms of Reference for the RWG.	October 2024	Chief Executive Officer
		c) Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	October 2024	Chief Executive Officer
11.	Provide appropriate support for effective implementation of RAP commitments.	a) Define resource needs for RAP implementation.	May 2024	Chief Executive Officer
		b) Engage senior leaders in the delivery of RAP commitments.	April 2024	Chief Executive Officer With assistance from: Leadership Team
		c) Appoint and maintain a senior leader to champion our RAP internally.	April 2024	Chief Executive Officer
		d) Continue to utilise our systems to track, measure and report on RAP commitments.	October 2024	Chief Executive Officer With assistance from: RAP Working Group
12.	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a) Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Chief Executive Officer With assistance from: RAP Working Group
		b) Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Chief Executive Officer With assistance from: RAP Working Group
		c) Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Chief Executive Officer With assistance from: RAP Working Group
13.	Continue our reconciliation journey by developing our next RAP.	a) Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.	November 2024	Chief Executive Officer With assistance from: RAP Working Group



# Contact details

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## Photos

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