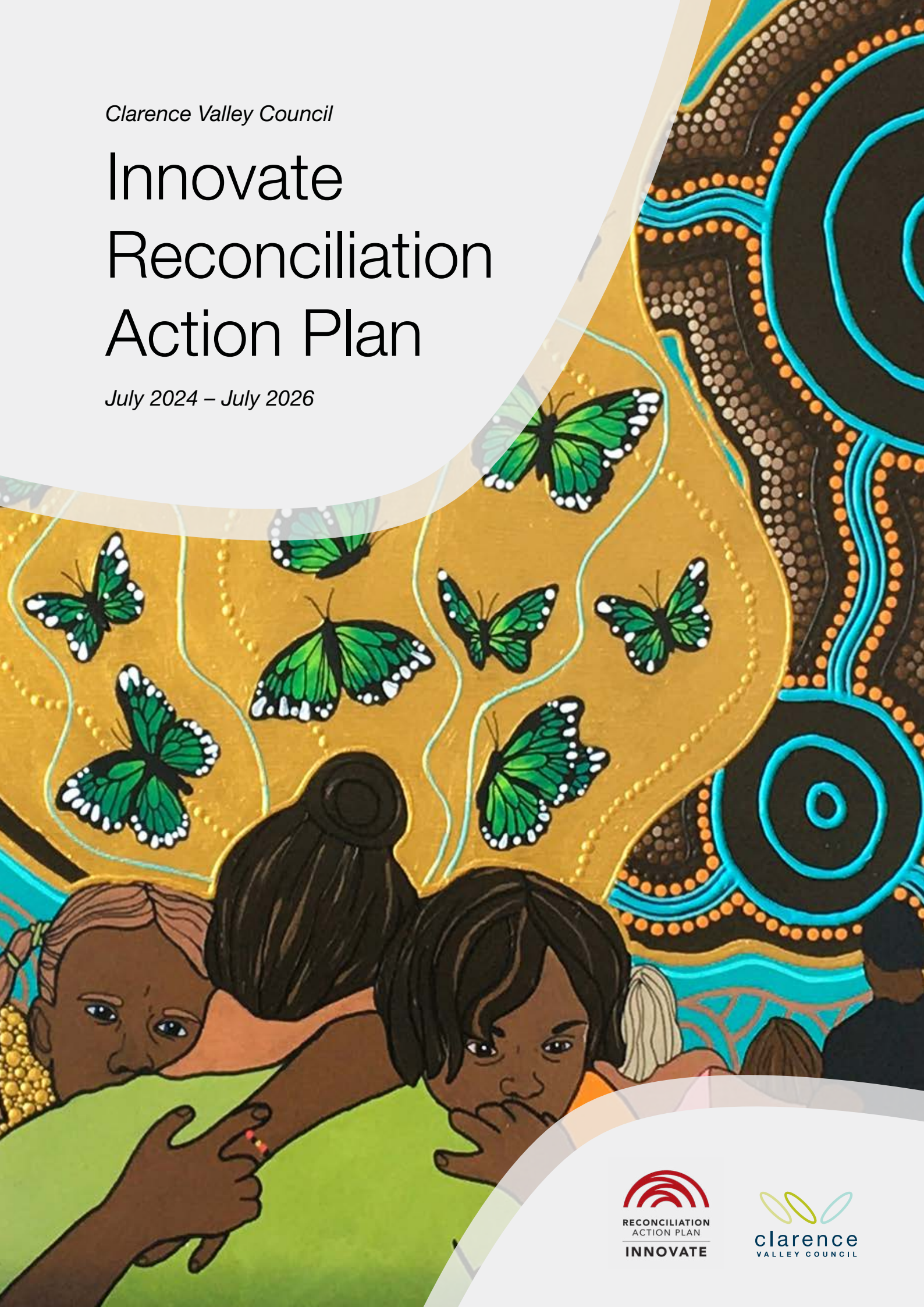


Clarence Valley Council

Innovate Reconciliation Action Plan

July 2024 – July 2026



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On the cover

Artwork: ‘The Weathered Warriors’ by Jenna Rose Rendell. Blue circles represent communities and their connection through river systems and spirit. Orange dots represent the sandbags that were placed to minimise the impact, but breached by brown water leaving isolated areas of safety. The green butterflies are symbolic of mental health awareness and the inner battle many people face after a traumatic event.

Aboriginal and Torres Strait Islander readers are advised the following article contains the name and image of a person who has passed.

Innovate Reconciliation Action Plan

July 2024 – July 2026

Our vision for reconciliation

To establish a culturally safe and appropriately inclusive Valley for the First Nations communities and people who live within the local government area and for First Nations visitors, where opportunity is equal – A Valley of opportunity.

In our vision for reconciliation, the Clarence Valley is a place where:

- The proud and distinct cultures of our three First Nations communities, the Bundjalung, Gumbaynggirr and Yaegl Nations are visible, embraced, and respected.
- The voices of First Nations peoples are heard equally in our decision making and reflected in our strategic planning.
- We work with the Traditional Owners, Local Aboriginal Land Council's, Aboriginal organisations and communities of this land to achieve goals that benefit First Nations People and in doing so, the community of the Clarence Valley broadly.

Our Reconciliation Action Plan aims to acknowledge the complexity of our Nation's history, embrace, and celebrate diversity and create supportive partnerships and collaborative opportunities that benefit all who live and visit the Clarence Valley.

Acknowledgment

Clarence Valley Council acknowledges the Bundjalung, Gumbaynggirr and Yaegl people as the Traditional Owners of the land on which we live and work. We honour First Nations peoples cultures and connection to land, sea, and community. We pay our respects to their Elders past, present and emerging.

Six Aboriginal communities are represented within the local government area at Baryulgil, Malabugilmah, Grafton, South Grafton, Maclean, and Yamba. The 2021 Census reported 4,394 Aboriginal and Torres Strait Islander people in the Clarence Valley (Local Government Areas). Of these, 2,299 (or 52.3%) were male and 2,095 (47.7%) were female.

In 2021, the Three Mobs, One River artwork was commissioned by Clarence Valley Council, a visual representation of our three Nations (see below).

First Nations artists Frances Belle Parker, Uncle Joe Walker and Deborah Taylor were engaged to work collaboratively to create a design that reflects the rich Yaegl, Bundjalung, and Gumbaynggirr cultural heritage. Featuring totems from each Nation, blended stories of common themes like meeting places, journeys, nature, landscape and how Biirrinba, the Clarence River, connects us all.

The rich cultural heritage of our three nations is represented in our corporate brand showcasing acknowledgement, respect, and connection with and to our First Nations peoples, places, totems and unique history.



Three Mobs, One River artwork by Frances Belle Parker, Joe Walker, Deborah Taylor.

Our Business

Strategically located between the Mid North Coast and the Northern Rivers in regional NSW, the Clarence Valley is a place of outstanding natural beauty and diversity, from lush rainforests on Bundjalung and Gumbaynggirr Country, to unspoilt beaches and fertile river plains on Gumbaynggirr and Yaegl Country. More than 380km in length, the Clarence River is a focal point in First Nations cultural history and has created strong kinship ties between communities with a rich water-based economy.

At 10,441km², the Clarence Valley is the largest local government area (LGA) in NSW, north of Sydney. Its population, however, is sparse compared to many with 54,180 people creating a population density of only 5km² across three towns and 60 smaller villages. To connect communities to services and each other, Council maintains a road network of 2,445km, 285 bridges and 1,541km of water mains.

Under the Office of the General Manager, Clarence Valley Council delivers a range of services, programs and activities across three directorates, Corporate & Community, Environment & Planning and Works and Civil.

Operations are delivered by 487 staff and 26 are identified First Nations roles across several locations including two administration centres, in Grafton and Maclean, three depots situated in South Grafton, Townsend and Koolkhan, one community centre in Yamba and four libraries located in Grafton, Maclean, Yamba and Iluka.

Services delivered by the Council include but are not limited to:

- Civil infrastructure maintenance and construction
- Community asset maintenance and construction
- Cultural social, and economic activities, programs, events, and venues
- Planning and development approval services
- Regulatory activities
- Waste and sustainability services
- Open space, playground, and sports fields management.

Clarence Valley Council is well placed to drive reconciliation in our local community based on the premise that we have a broad reach across a large LGA and engage with a range of stakeholders in a variety of projects, programs, and services. We have corporate policies, procedures and documents that support our commitment towards reconciliation, and we welcome opportunities to collaborate, share knowledge and experience to further our reconciliation journey.

Our RAP

One of the actions in the RAP is the appointment of an internal RAP Champion from the Senior Management Team. Our Director Corporate and Community, Alex Moar, has been identified as the internal RAP champion and will continue to drive the plan to ensure we are achieving our actions.

Our Innovate Reconciliation Action Plan has been drafted to develop, test and establish the best opportunity for advancing reconciliation at Clarence Valley Council and within our local community.

It is now time to formalise our Innovate RAP and make clear to our staff and our community, our commitment to reconciliation. The development of the plan has been led by the Office of the General Manager, the Executive team, embraced by our senior leadership team and strongly supported by the established RAP working group:

RAP Working Group

First Nations Staff:

- Sheilah Hure, Community Projects Officer, Community Engagement
- Caitlin Campbell, Customer Services Officer, Corporate Services
- Kahlua Charlton, Library Support Officer, Grafton Library
- Gloria Hennessey, Community Project Officer, First Nations

Other staff in the working group include:

- Alex Moar, Director Corporate and Community
- Murray Lane, Manager Development and Land Use Planning
- Peter Birch, Manager Open Spaces and Facilities
- Kath Arndell, Coordinator Community Development

Our RAP defines the actions we will undertake and the principles that will underpin our actions in demonstrating our commitment to reconciliation across our organisation and in the wider community.

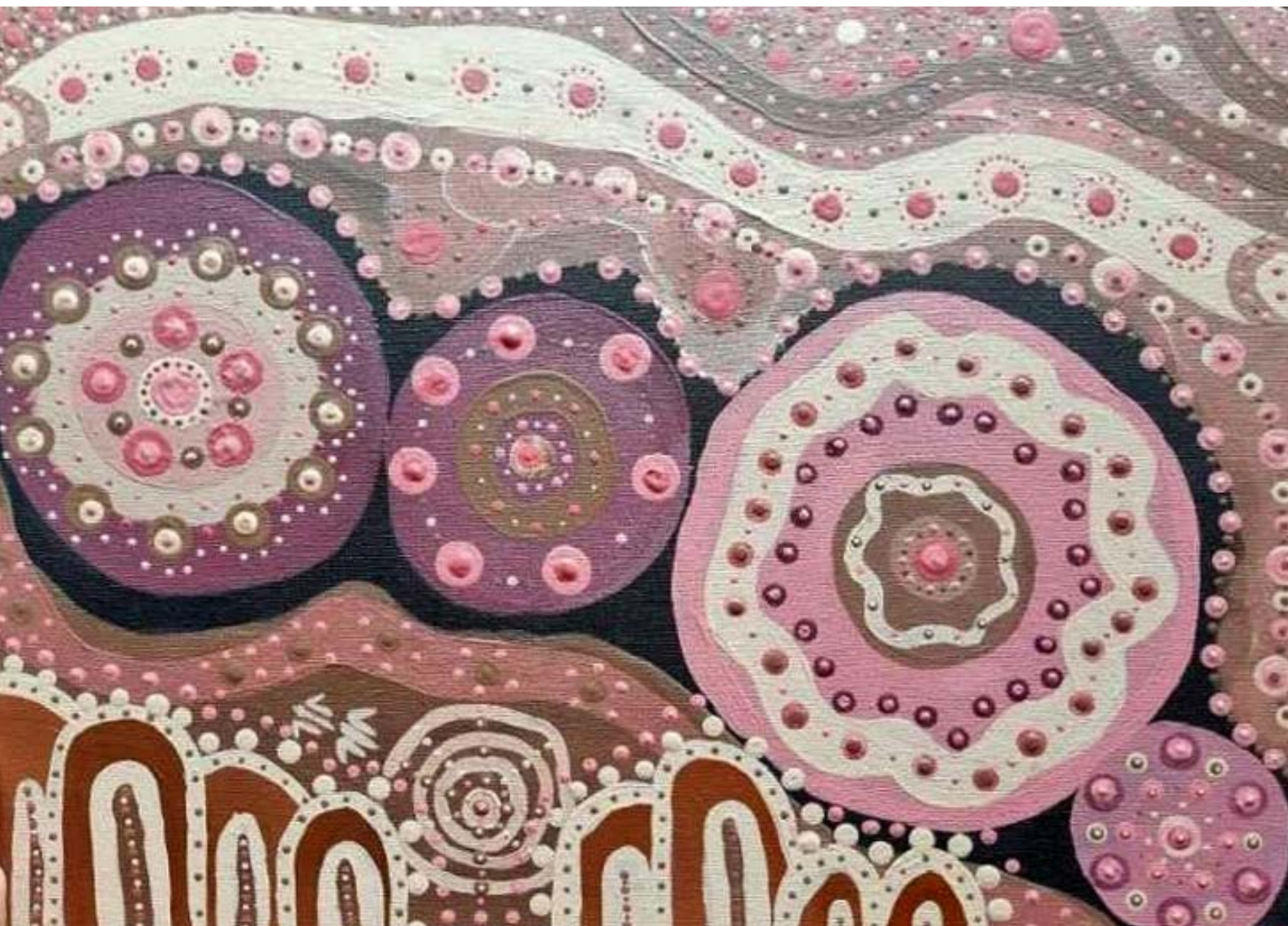
Our RAP journey to date has been impacted by an incident that has in turn led to opportunities to improve the way we conduct our business, engage, and implement our approach to reconciliation. A major learning for Clarence Valley Council was the removal of a scar tree of great significance to our Bundjalung community in 2016. This action caused significant hurt for which we are deeply sorry and triggered us to rethink our organisational culture and what we stood for; we were disappointed in ourselves.

This RAP formalises our commitment to make amends for past behaviours and to ensure our organisation is inclusive, respectful, and safe and that we provide opportunities for First Nations people to thrive and achieve their aspirations.

So far, we have:

- Established a RAP working group.
- First Nations staff working group engaged in the design of the 2 Prince Street Customer Service Centre to recognise culture including the Three Mobs One River corporate branding and Acknowledgement of Country.
- Implemented a cultural awareness package in CVC Induction package for new staff.
- Cultural awareness training provided to all CVC staff following the removal of an object of cultural significance in 2016.
- A CVC First Nations Cultural Protocol has been drafted.
- Acknowledged days of national significance annually in media, events and/ or ceremonies involving staff, community, senior management, and elected members including, Survival Day, Anniversary of the National Apology of the Stolen Generation, National Close the Gap Day, National Sorry Day, National Reconciliation Week, Mabo Day, National Aboriginal & Islander Children's Day, Coming of the Light and NAIDOC Week.
- The design and acknowledgement of First Nations peoples has been incorporated permanently into council's signature blocks.
- Commissioned the Three Mob One River artwork for corporate branding.
- Use of #myclarencevalley to acknowledge places on Yaegl Country, Gumbaynggirr Country and Bundjalung Country by our tourism team.
- Inclusion of design elements from the Three Mobs One River artwork in council outdoor uniforms and corporate attire and distribution of corporate attire to outdoor staff.
- Standardise meeting agenda templates to include Acknowledgement of Country.
- Preliminary and ongoing consultations have been planned and delivered in relation to signage and ongoing externally funded language projects like the partnership with the Bundjalung people of Baryulgil that delivered a Traditional language project.
- Corporate documents drafted or in place; CV First Nations Heritage Study, Indigenous Signage Policy, First Nations Cultural Heritage and Native Title Policy and Our Statement of Reconciliation.
- Delivered a cultural mapping project in partnership with the Board of the Yaegl Traditional Aboriginal Owners Corporation (YTOAC).
- Commenced monthly Executive meetings with the Yaegl Traditional Owners Corporation.
- Incorporation of open space designed by and in consultation with Traditional Owners in public places, inclusion of welcome and language in location and asset signage guidelines – Maclean project.
- In 2023, based on extensive community consultation across local First Nation communities, a new First Nations Engagement Framework was developed and implemented to replace the former Clarence Valley Aboriginal Consultative Committee.

- Cultural Awareness Training delivered to newly elected Council members in 2023.
- Recognised and embraced stories of Bundjalung, Gumbaynggirr and Yaegl Nations in Council's revised Community Strategic Plan 2032.
- Conducted grant writing sessions targeted at First Nations stakeholders aimed at accessing Council grant opportunities.



Artwork: "Women Healing" by artist Janarla Mercy, 14, Maclean High School (Youth Art Competition). Story of artwork: "After the first women's healing camp which I attended with my Mum, Aunties and Cousins I started to paint this piece to reflect my journey with my family. One side represents my father's side of the family who are Bundjalung and Gumbaynggirr and the other side representing my mother's family who are Kamilaroi. I chose the earthy tones for the landscape and the feminine colours to represent my growth after the camp."

Working within our organisation – one staff member’s journey

Bundjalung woman Caitlin started her career at Clarence Valley Council in June 2016.

At 19 years old, she didn’t really know what she wanted to do career-wise, so she applied for the Council’s customer service traineeship thinking it could be something she was interested in.

When her traineeship was completed, Caitlin was offered a permanent Customer Service Officer role in the Maclean office. During that time, she continued to develop her skills and used what she learnt to support colleagues and community members alike.

Caitlin was also given the opportunity to do a secondment with the Communications team, where she developed a series of additional skills such as website maintenance and writing media releases.

She also assisted the team in offering support to the community and organisation during the 2019 bushfires in the Clarence Valley area. Predominantly, she was involved in ensuring the community was receiving information and support they needed to help get through the disaster.

When her secondment ended, Caitlin continued her customer service career and branched out within the organisation, lending her skills to projects such as the Council’s website upgrade in 2021. For the duration of this project, she offered a vital customer service point-of-view regarding content requirements on the new website and played a large role in converting all previously outdated PDF forms into the current online format.

Caitlin has now been successfully recruited to the role of Digital Media Officer in the CVC Communications Team where she is responsible for social media (content planning, creation and publishing), website maintenance, staff communications, draft and coordinate weekly council advertisements for print media.

Asked what she has loved most about her career with Clarence Valley Council, Caitlin said she has most enjoyed the people she works with and learning about the many facets of the Clarence Valley.



Caitlin Campbell
Digital Media Officer

“I have been given so much support to learn and gain new skills, which has given me more confidence in what I do. I used to be a very shy person and the confidence I have gained throughout my years of working here has benefitted me both career-wise and personally.”



Relationships

Maintenance of a continuing and committed connection between Council and First Nations communities to gain a more insightful view of our area, our beliefs, our principles, and diversity which can lead to mutually beneficial relationships within our communities.



Artwork: “Rebirth” by artist Aneika Kapeen (2021 CVC NAIDOC art competition). This artwork was painted after the bushfires. Although bushfires had a devastating and ever lasting impact on country and community, we were able to see the rebirth and greenery come through during the healing and revegetation phase. It was although there was destruction there is also new life.



Relationships

Strong relationships improve communication, enable understanding and empathy. Through strong relationships we can work together to make a difference in our community.

Action 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Deliverable	Timeline	Responsibility
Implement the First Nations Engagement Framework	July 2024, 2025	Manager Communications and Engagement
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	July 2024, 2025	Manager Communications and Engagement
Develop a community engagement plan to support implementation of First Nation Engagement Framework	July 2024	Manager Communications and Engagement

Action 2. Build relationships through celebrating National Reconciliation Week (NRW) and recognising significant dates.

Deliverable	Timeline	Responsibility
Plan and deliver Aboriginal and Torres Strait Islander flag raising ceremonies in Grafton and Lower River with morning tea, inviting an Elder to do the Welcome to Country and or MC during NRW	May 27 – July 3, 2025, 2026	Manager Communications and Engagement
Plan, and deliver an event consistent with the annual NRW theme and in partnership with stakeholders	May 27 – June 3, 2025, 2026	Manager Communications and Engagement
Attend National Reconciliation Week events implemented by external community organisations and stakeholders	May 27 – June 3, 2025, 2026	Manager Communications and Engagement
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 27 – June 3, 2025, 2026	Manager Communications and Engagement

Action 2. Continued.

Deliverable	Timeline	Responsibility
RAP Working Group members to participate in an external National Reconciliation Week event	May 27 – June 3, 2025, 2026	Manager Communications and Engagement
Coordinate at least one National Reconciliation Week activity each year and encourage and support all staff to participate	May 27 – June 3, 2025, 2026	Manager Communications and Engagement
Register all our National Reconciliation Week events on the Reconciliation Australia website	April 2025, 2026	First Nations Community Engagement Officer
Showcase commitment to National Reconciliation Week in the Council Customer Service Centres each year	May 27 – June 3, 2025, 2026	Coordinator Corporate and Customer Experience
Encourage and invite the community to participate in annual NRW events	April 2025, 2026	Manager Communications and Engagement

Action 3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate a commitment to reconciliation publicly by recognising significant dates on social media and or in person events and activities	May 2025, 2026	Manager Communications and Engagement
Through implementation of the First Nations Engagement Framework, collaborate with RAP organisations and other like - minded organisations to develop innovative approaches to advance reconciliation	February 2025, 2026	Office of the General Manager
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	February 2025	Manager Communications and Engagement
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through representation at Goori Interagency and implementation of the First Nation Engagement Framework	February 2025, 2026	Manager Communications and Engagement
Make visible our commitment to reconciliation by promoting events through media including the RAP itself <ul style="list-style-type: none"> ■ Distribution of corporate uniforms and corporate attire ■ CVC magazine articles ■ Councils signature block ■ Standardised Acknowledgement of Country ■ RAP published online ■ RAP consultation at First Nation Engagement Framework 	June 2024, 2025, 2026	Manager Communications and Engagement
Recognise and embrace stories of First Nations community members in corporate documents	April 2025	Manager Communications and Engagement

Action 4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Review EEO & Anti Discrimination policy, implement and communicate policy for our organisation	July 2026	Manager Organisational Development
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	July 2026	Manager Organisational Development
Prior to a review of the anti discrimination policy, engage with First Nations staff	June 2026	Manager Organisational Development
Educate senior leaders on the effects of racism	June 2025	Manager Organisational Development



Respect

Educating ourselves and others about First Nations Cultural Heritage. To consciously recognise the value and integrity of Aboriginal and Torres Strait Islander cultures and to actively care for and listen to the community and environment with acceptance of First Nations peoples and to foster that respect positively in our community.



Artwork: Renowned street artist NITSUA collaborated with local Yaegl artist Gareth Charlton on this stunning mural of Yaegl Elder, Uncle Ron Heron.

Following consultation with the Yaegl mob, the artwork features respected Yaegl Elder, Uncle Ron Heron with a warrior ochre surrounded by a rainbow honey eater, a local bird, and an indigenous style sun. Uncle Ron Heron, who has degrees in archaeology and anthropology and lectured at Southern Cross University for 10 years and was awarded a Doctor of Letters (honoris causa) by Macquarie University in 2014.



Respect

Learning about and observing local culture and heritage helps build respect and understanding. Sharing this learning demonstrates respect for Aboriginal and Torres Strait Islander peoples as the First Australians.

Action 5. Increase understanding and awareness of Aboriginal and Torres Strait Islander Cultures, histories, and cultural heritage across the wider community.

Deliverable	Timeline	Responsibility
Use #myclarencevalley to acknowledge places on Yaegl Country, Gumbaynggirr Country and Bundjalung Country on social media platforms	July 2024, 2025, 2026	Manager Communications and Engagement
Across the LGA, develop a signage program to deliver culturally appropriate locational and asset naming language signage recognising country and incorporate the procedure in the Cultural Protocol document <ul style="list-style-type: none"> ■ Support community engagement opportunities ■ Identify appropriate community leaders and artists 	February 2025	Manager Open Spaces and Facilities
Continue to engage with First Nations staff and communities in the design of parks, open space, and infrastructure to recognise and acknowledge local First Nations cultures	February 2025, 2026	Manager Open Spaces and Facilities
Work with First Nations stakeholders to investigate opportunities for cultural mapping	February 2025, 2026	Manager Strategic Infrastructure

Action 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs	June 2025	Manager Organisational Development
Develop, implement and communicate a cultural learning strategy for staff	June 2025	Manager Organisational Development

Action 6. Continued.

Deliverable	Timeline	Responsibility
Provide opportunities for RWG members, HR managers, council, and other key leadership staff to participate in formal and structured cultural learning	December 2024, 2025	Manager Organisational Development
Investigate opportunities for development of training content and coordinate a plan for Cultural Awareness training for all staff	June 2025	Manager Organisational Development
Review and update cultural awareness induction to incorporate more locally based cultural history and stories including Scar Tree incident	June 2025	Manager Organisational Development
Incorporate findings of the CV Aboriginal Heritage Study into cultural awareness training	June 2025	Manager Organisational Development
All new staff complete Cultural Awareness Training in the induction process	February 2025, 2026	Manager Organisational Development

Action 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase staffs understanding of the purpose and significance behind cultural protocols including Acknowledgment of Country and Welcome to Country incorporated in staff cultural awareness training	June 2025	Manager Organisational Development
Review the drafted First Nations Cultural Protocol in consultation with First Nations stakeholders and the First Nations Engagement Framework Schedule	June 2025	Manager Communications and Engagement
Review and update the councils First Nations Cultural Protocol to guide appropriate communications and invitation of local Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant council events and openings	June 2025	Manager Communications and Engagement
Continue the Acknowledgement of Country at the commencement of all Council Committee and Ordinary Meetings	July 2024, 2025, 2026	Office of General Manger and Elected Members
Standardise meeting Agenda templates to include an Acknowledgement of Country	December 2024	Manager Organisation Development
Create a page on Council's website dedicated to informing developers about First Nations Cultural Heritage obligations	July 2026	Mangers Planning and Land Use

Action 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Review human resource policies and procedures to remove barriers to staff participating in NAIDOC Week and communicate this in employee induction package	December 2024, 2025	Manager Organisation Development
RAP working group to participate in an external NAIDOC Week event	July 2024, 2025, 2026	Manager Communications and Engagement
Plan and promote participation in an internal NAIDOC event for all staff	July 2024, 2025, 2026	Manager Communications and Engagement
Promote and encourage participation in external NAIDOC events for all staff	July 2024, 2025, 2026	Office of the General Manager



Opportunities

Developing and creating strong employment and economic initiatives for First Nations people that are culturally appropriate and improve their wellbeing by empowering people to become successful in their community, building cultural capability.



Artwork: “Connecting in the Clarence” by artist Dawn-Natalie Brown (2022 CVC NAIDOC Art Competition). The artwork represents our people connecting together, with the blue and green representing the land we live on and the water that runs through the land that leads to the sea. The purple represents the Jacaranda trees in the Clarence and the connecting of everyone.



Opportunities

Supporting employment and economic development initiatives for Aboriginal and Torres Strait Islander people enhances life opportunities.

Action 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Engage the RAP working group in development of My Employee Journey including recruitment, retention, and professional development strategies to remove barriers to participation of First Nations peoples and in line with STRIVE	June 2025	Manager Organisational Development
Develop our First Nations Employment Strategy	June 2025	Manager Organisational Development
Invite and engage the RAP working group to review of our First Nations Employment and Retention Strategy	June 2025	Manager Organisational Development
Advertise job vacancies to effectively reach First Nations stakeholders <ul style="list-style-type: none"> ■ Koori Mail ■ Real Futures ■ AES ■ National Indigenous Times ■ First Nations Employment agency 	November 2024, 2025	Manager Organisational Development
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	February 2026	Manager Organisational Development
Review human resource recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	February 2025, 2026	Manager Organisational Development
Conduct vacancy reviews with genuine consideration of opportunity for an identified role	February 2025, 2026	Manager Organisational Development
Promote traineeship opportunities through Aboriginal Liaison Officers in high schools, Bundjalung, Gumbaynggirr and Yaegl organisations, Traditional Owner Corporations and at First Nation Engagement meetings	February 2025, 2026	Manager Organisational Development
Explore opportunities for First Nations staff attendance at Local Government Aboriginal Network (LGAN) conferences	November 2024, 2025	Manager Organisational Development

Action 9. Continued.

Deliverable	Timeline	Responsibility
Increase the percentage of First Nations staff employed in our workforce	July 2026	Manager Organisational Development
Review opportunities for dedicated First Nations employment including traineeships and apprenticeships	February 2025, 2026	Manager Organisational Development

Action 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Work collaboratively with Bundjalung, Gumbaynggirr and Yaegl Nations to realise business partnerships	July 2026	Office of the General Manager
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	June 2025 and annually reviewed in June	Manager Finance and Systems
Investigate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses	June 2025	Manager Finance and Systems
Develop commercial relationships with Aboriginal and or Torres Strait Islander businesses	June 2025, 2026	Office of the General Manager
Investigate Supply Nation membership	June 2025	Manager Finance and Systems
Review and update procurement practises to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	June 2025 and annually reviewed in June	Manager Finance and Systems
Promote access to council funding opportunities Community Initiatives Programs, Cultural Sports Trust Fund and Special Events and Sponsorship program to ensure there are no barriers and encourage participation of First Nations community groups	Ongoing and annually reviewed in June	Manager Communications and Engagement
Implement annual workshops that increase knowledge and skills in grant writing and project planning for First Nations community members	June 2025, 2026	Manager Communications and Engagement



Governance

Remaining transparent and building a more responsive system through accountability on our challenges, within our internal and external policies, while remaining fair and responsible as an entity through reporting our achievements and learnings along the way.



Artwork: a public art projection featuring artwork by artist Kahlua Charlton. Kahlua's artwork celebrates and raises awareness of the local endangered Coastal Emu and was created as part of Council's Building Bridges project. Kahlua is a proud Yaegl woman. Her culture has a big influence on what and how she paints. She likes to share her cultures history, share stories, and educate people through her paintings. Artwork from five local First Nations artists was created for the project and projected onto the Sunshine Sugar building in South Grafton in 2022. The Building Bridges project was awarded a NSW National Trust Heritage Award in the 'Events, Exhibitions and Tours' category. Council worked with the artists, Sunshine Sugar, Esem Projects, Transport for NSW and Australian Rail Track Corporation to bring the project to fruition.



Governance

Our RAP has structured, transparent and supportive governance, that incorporates an accountability for the commitment made to the actions and deliverables.

Action 11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain First Nations representation on the RWG	February 2025, 2026	Manager Communications and Engagement
Recruit an external community member to the RWG and re establish regular meetings	December 2024, 2025	Manager Communications and Engagement
Review the Terms of Reference for the RWG	December 2024, 2025	Manager Communications and Engagement
Upon review of existing strategies, policies etc., remove the word 'Indigenous' from all council documentation and replace it with the updated words, 'First Nations'	December 2024, 2025	Manager Communications and Engagement
Meet at least four times per year to drive and monitor RAP implementation	March, June, August, December 2024, 2025, July 2026	Manager Communications and Engagement
Report implementation of RAP strategies to Council annually	June 2025, March 2026	Manager Communications and Engagement

Action 12. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation	February 2025, 2026	Manager Communications and Engagement
Engage our senior leaders and other staff in the delivery of RAP commitments and provide RAP information session twice per year	December 2024, 2025	Manager Communications and Engagement

Action 12. Continued.

Deliverable	Timeline	Responsibility
Define and maintain appropriate systems to track, measure and report on RAP commitments	December 2024, 2025 and March 2026	Manager Communications and Engagement
Embed RAP outcomes into directorate KPI's	October 2025	Manager Communications and Engagement
Appoint and maintain an internal RAP Champion from senior management	June 2025	Manager Communications and Engagement

Action 13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Incorporate RAP in Council's Integrated Planning and Reporting Framework	June 2025	Office of the General Manager
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 responses	June 2025, 2026	Manager Communications and Engagement
Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer	May 2025, 2026	Manager Communications and Engagement
Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2024, 2025	Manager Communications and Engagement
Once endorsed report RAP progress to all staff and senior leaders in STRIVE news quarterly and in CVC magazine	October, January, April, July, 2024, 2025, 2026	Manager Communications and Engagement
Publicly report our RAP achievements, challenges, and learnings by reporting to Council annually	December 2024, 2025	Manager Communications and Engagement
Contact Reconciliation Australia to request a unique link to access the online RAP Impact Survey	August 2024, 2025	Manager Communications and Engagement
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	July 2026	Manager Communications and Engagement

Action 14. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP	January 2026	Manager Communications and Engagement

Contact us

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Join the conversation: 

Get involved: www.clarenceconversations.com.au

