

Tamworth Regional Council Innovate Reconciliation Action Plan (RAP) December 2018 - December 2020



Kooriana Boney, Joash Boney, Michael Sampson and Ben Kent Jr. Gomeroi Dancers at the Len Waters Stargazing Night

Tamworth Regional Council acknowledges the Gamilaroi/Kamilaroi people, who are the Traditional Custodians of this land. In presenting this Plan, we would like to pay respect to Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.



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About this Plan

Tamworth Regional Council's Reconciliation Action Plan (2018–2020) provides a focus for our entire community. It advocates for a Region in which connections are forged and maintained with Aboriginal and Torres Strait Islander Peoples; cultural awareness is raised, history is respected and contributions are honoured.

This Plan was presented to Council on 18 December 2018 for adoption.

Acknowledgements

Tamworth Regional Council acknowledges the contribution of Reconciliation Australia in guiding us through the process of developing this plan.

Council also acknowledges the contribution of the Tamworth Regional Council Reconciliation Action Plan Working Group for their ongoing commitment to the process.

Message from the Mayor

It is with great pleasure that I present to you the Innovate Reconciliation Action Plan (RAP) 2018 – 2020 for the Tamworth Region.

Tamworth always has and always will be Aboriginal land and our RAP articulates our commitment for reconciliation as a community in which Traditional Owners' connections to the land are acknowledged, where history is respected, and where the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander Peoples are understood and valued.

Our plan encourages greater understanding, acknowledgment, respect, inclusion and opportunities for the Aboriginal and Torres Strait Islander people of this Region and it ensures that Councillors, staff and members of the community are able to contribute to the reconciliation process.

The Reconciliation Action Plan is an important tool in creating respectful communities, social inclusion and equality, and strengthening the ability of Tamworth to be a safe, healthy, connected and respectful place to live.

Congratulations and thank you to those who put the Plan together including the Tamworth Aboriginal Community Consultative Committee as well as members of the Aboriginal and Torres Strait Islander and wider community.

Tamworth's approach to reconciliation is one of leadership and collaboration. We encourage all local businesses and community members to ensure their events, programs and processes have a culture of inclusiveness as well as celebration.

I look forward to supporting the implementation of this Reconciliation Action Plan and working to ensure that our Aboriginal community feels valued, respected and included.



Cr Col Murray
Mayor, Tamworth Region



Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Tamworth Regional Council to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Tamworth Regional Council joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Tamworth Regional Council with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Tamworth Regional Council will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Tamworth Regional Council well as it explores and establishes its own unique approach to reconciliation. We encourage Tamworth Regional Council to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“

Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.

”

On behalf of Reconciliation Australia, I commend Tamworth Regional Council on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Tamworth Regional Council's vision for reconciliation is:

"A region that is moving forward, responding to the changing needs of the community. A place everyone can be proud to call home"

To achieve this vision, Tamworth Regional Council is committed to the principles of reconciliation:

- provide an opportunity to build relationships, understanding and respect between local Aboriginal and Torres Strait Islander people, Council and the broader regional community;
- Build a harmonious, supportive and inclusive community and recognise Council's responsibility to provide civic leadership;

Tamworth Regional Council's "Innovate" Reconciliation Action Plan is an opportunity to achieve meaningful and tangible outcomes, and to develop a shared future between Aboriginal and Torres Strait Islander peoples and the broader community.

Tamworth Region Local Government area is situated on Kamilaroi/Gomeri lands and the Kamilaroi/Gomeri peoples are the Traditional Custodians of the land. Today there are many Nations that live in the local government area and actively contribute to the economic, social, cultural and political life of the region.

Our council, our region

Tamworth Regional Council (TRC) was established on March 17, 2004 when an act of Parliament amalgamated the shires of Barraba, Manilla, Nundle and Parry with the City of Tamworth.

Today, we are one of the biggest councils in inland NSW with a growing population of over 60,000 spread over an area three times as large as the Sydney Basin. Most of the region's population lives within the city of Tamworth, with the balance residing in the townships of Manilla, Barraba, Kootingal, Nundle, and the villages of Attunga, Bendemeer, Dungowan, Duri, Moonbi, Somerton, Woolbrook and Woolomin, and various rural localities.

Tamworth is a major centre for a catchment area of some 200,000 people and is considered one of most progressive and innovative region's in NSW. The Region has a strong reputation for its quality of life for its residents, supported environment for business and industry and economic opportunities for investors.

Ideally situated on the main inland route between Victoria and Queensland for freight logistics, there are three major airlines providing daily flights to Sydney and Brisbane, along with daily train and bus services.

Offering a range of quality employment opportunities, Tamworth fosters entrepreneur growth, research development and continuous learning throughout its industry sectors and community.

As an agricultural hub for Australia, a service centre for surrounding mining developments, a hub for small business and strong growth in emerging sectors such as aviation and advanced manufacturing, the Region is thriving.

An emerging creative industry is fostered through a range of events such as the internationally recognised Tamworth Country Music Festival, art galleries, museums, Tamworth Regional Conservatorium of Music and strong key industry sector growth.

Council is also a water management authority and operates four sewer networks and seven water supply systems. As a whole, Council employs 456 full time equivalent staff, but does not currently capture information about the number of Aboriginal and/or Torres Strait Islander staff.

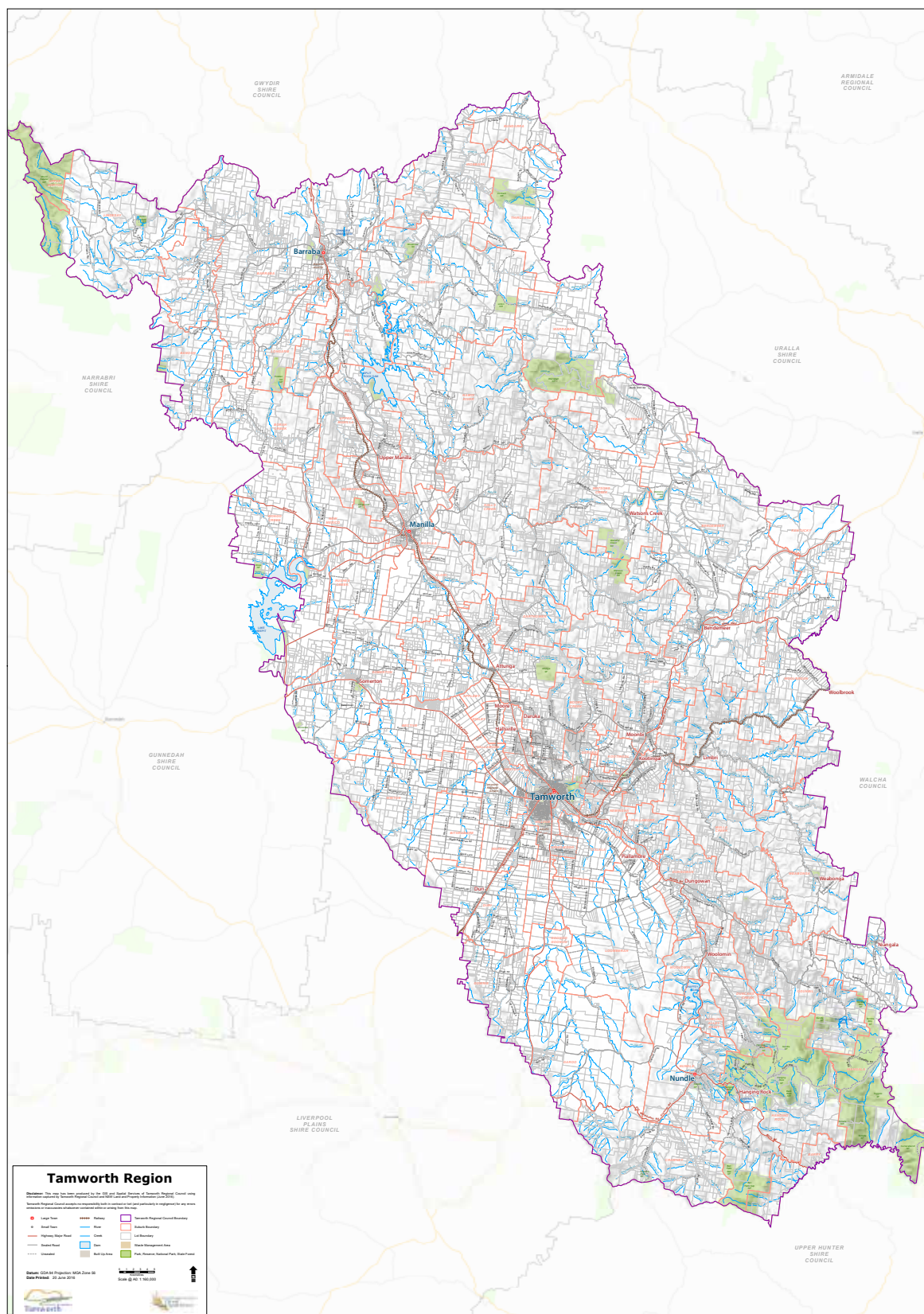
Tamworth Regional Councillors 2016-2020

L to R back row: Cr Russell Webb, Cr Jim Maxwell, Cr Phil Betts, Cr Glenn Inglis, Cr Mark Rodda;
L to R front row: Cr Charles Impey, Cr Helen Tickle, Mayor Col Murray, Cr Juanita Wilson.



Geographic reach

Population centres in the LGA include Tamworth City and the towns of Manilla, Barraba, Nundle and Kootingal, as well as another seventeen hamlets and villages

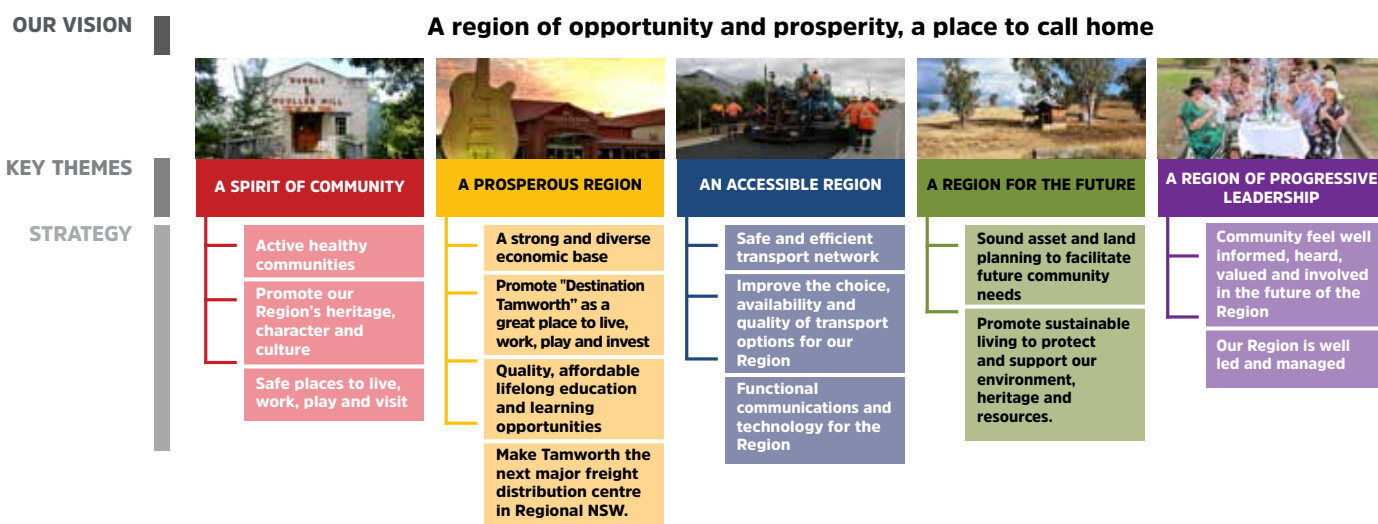


Our reconciliation journey

Our Community Strategic Plan – Keychange 2017-2027

Our Community Strategic Plan - Keychange 2017 was adopted by Council in 2017 and developed with extensive input from our community. It responds to local, national and global challenges, and sets out a vision for the next 10 years.

As articulated in the plan, in 2027 our Region will be a well-designed, accessible and vibrant regional city that celebrates its distinctive character, heritage and lifestyle. Our shared values will shape the way we care for each other and how Council will serve the community in a transparent manner.



(Our Vision - KEYCHANGE 2017 - 2027 COMMUNITY STRATEGIC PLAN)

How we deliver this plan

A Four Year Delivery Program flows on from Keychange 2017-2027 and provides Council with a delivery program to achieve the community's vision within the current term of Council.

The Delivery Program follows the same strategic framework of the Community Strategic Plan (CSP), along with the 14 strategies under the five key themes. A number of strategies relate to more than one key direction, but for the purpose of the Delivery Program, strategies have been placed under the key theme to which they predominately contribute.

The Delivery Program identifies CSP objectives that have been prioritised for the next four year period and these are then translated into yearly actions. This annual report showcases the outcomes of the 2017-18 Annual Operational Plan.

How reconciliation features in our Community Strategic Plan

Theme	C	A spirit of community
Objective	C2	Promote our region's heritage, character and cultures
Strategy	C21	Preserve and celebrate the character, heritage and cultures of our city, towns and villages
Measure of Success		Progress the establishment of an Aboriginal Cultural Centre

Theme	C	A spirit of community
Objective	C2	Promote our region's heritage, character and culture
Strategy	C21	C2103.01 - Undertake cultural development and cultural planning to support cultural diversity
Measure of Success		<ul style="list-style-type: none"> • Implement Cultural Plan actions for 2018/19 • Community satisfaction with cultural events within our region
Partners		<ul style="list-style-type: none"> • Aboriginal Community • Arts North West Aboriginal Support Program
Program	C2104	Aboriginal Liaison
Owner		Director of Business and Community
Our Promise	C2104.01	Progress actions against agreed outcomes sought
How we will measure		<ul style="list-style-type: none"> • Develop a plan for the establishment of an Aboriginal Cultural Centre • Reconciliation Action Plan – Scheduled actions for 2017/18 implemented
Events	Events	One of the 2018/2019 deliverables is to produce an annual program of events, detailing the festivals and events that are delivered or supported by Council: NAIDOC Week and National Reconciliation Week.

Cultural Plan 2018-2023

We released a new and vibrant Cultural Plan to guide the community's art's and culture aspirations to 2023. This document is the product of extensive community consultation and responds to;

- Keychange 2017-2027
- The New England North West Regional Plan
- Tamworth Tomorrow, Council's economic development strategy

The Cultural Plan also takes into account the evolving trends and challenges faced in the provision of cultural services and facilities, along with changes in demographics and technological capabilities.

How reconciliation features in our Cultural Plan

Goal 2:		Deepen engagement with the Tamworth Region's identity and heritage
	2.3	Support the Aboriginal and Torres Strait Islander communities to tell its stories and celebrate its history and culture.
	2.4	Work with the local Aboriginal and Torres Strait Islander peoples communities and other organisations to assist with Indigenous language revitalisation
Goal 4:		Celebrate our diverse community
		Meet bi-monthly and seek advice on cultural matters from the Aboriginal Community Consultative Committee for Tamworth Regional Council (TACCC)
		Develop and implement a Tamworth Regional Council (TRC) organisational Reconciliation Action Plan (RAP)
		Support NAIDOC celebrations
		Support National Reconciliation Week celebrations
		Champion Welcome to Country
		Acknowledgment of Country and other Aboriginal and Torres Strait Islander protocols
		Support the establishment of an Aboriginal and Torres Strait Islander Cultural Centre

Our current reconciliation activities

Each year, Tamworth Regional Council (Council) hosts a number of activities celebrating the Aboriginal and Torres Strait Islander cultures.

These include:

- A formal flag raising ceremony each May to celebrate National Reconciliation Week. This event takes place at the Coledale Community Centre, or in front of Ray Walsh House (TRC Council offices). The event is attended by local politicians, Elders, community members and the general public. The ceremony includes speeches from a Tamworth Regional Council's Councillor, local Aboriginal Elders, cultural performances provided by local Aboriginal groups and school's representatives.
- NAIDOC Week is the biggest event in the Tamworth Aboriginal community calendar. Tamworth Regional Council partners every year with the Tamworth NAIDOC committee, auspicing grant funding, waiving venues booking fees, committing in-kind resources including human resources to assist the NAIDOC committee's projects.
- Each year, The Youthie charts a bus to take a group to the Myall Creek Memorial Service.
- Council was granted an Aboriginal Heritage Impact Permit authorising Council to collect artefacts, with assistance of the Tamworth Local Aboriginal Land Council. TRC engaged an archaeologist to work with Tamworth Aboriginal Land Council to identify and collect artefacts from several different parts of the Marsupial Park, have them catalogued and placed within the Tamworth Aboriginal Keeping Place for preservation.
- In 2008/09, Council attracted funding from the Foundation for Young Australians to engage two Aboriginal young people in a 12 month fulltime community work traineeship. Both participants successfully completed the program.
- General Guidelines for the Implementation of Council's Welcome to Country and Acknowledgement of Country, and a Policy for liaising with the Aboriginal and Torres Strait Islander Communities were developed in 2011, in collaboration with Aboriginal organisations.
- Council initiated the Tamworth Aboriginal Community Consultative Committee for TRC (TACCC) in 2013. This comprises local Aboriginal organisations and TRC Mayor and staff. The purpose of the TACCC is to develop and implement strategies which reflect mutual respect, awareness and dignity in services for and to Aboriginal people residing within the Tamworth Local Government Area (LGA) and to promote the status of Aboriginal people in the Tamworth Regional Council LGA.
- Council staff report to Council on the progress against agreed outcomes sought from the TACCC Committee actions.
- Council has committed human resources to assist the development of two Aboriginal start-up enterprises
 - 2015-2016: Len Waters Aboriginal Cultural Tours,
 - 2017-2018: Colleen Tighe-Johnson's Buluuy Mirrii Fashion label.
- In 2017-2018 Council partnered with NSW Health to provide an Aboriginal Environmental Health Officer Traineeship at Tamworth Regional Council
- Council has included augmented reality (AR) signage at the Oxley Lookout in Tamworth containing a Welcome to Country by Elder Neville Sampson and information about the site and the landscape.
- Council's Tamworth Regional Gallery holds exhibitions of local Aboriginal and Torres Strait Islander artists throughout the year.
- Council partners with the TLALC to deliver the annual Aboriginal Cultural Showcase during the Tamworth Country Music Festival, providing planning for the venue, the stage and cover, power and marketing support.
- Council provides a bus for the Tamworth Local Aboriginal Land Council's Midnight basketball program free of charge.
- The Adventure Playground includes signs providing Aboriginal cultural material that informs people about the animals including their names in traditional Kamilaroi/ Gomeroi language (Gamilaraay) and associated Dreaming stories.

- Tamworth Regional Council acknowledges the Kamilaroi/ Gomeroi people as the Traditional Custodians of the land in the region in page 2 of the Tamworth Region Visitor Guide.
 - Tamworth Regional Council includes Aboriginal businesses when sourcing civic gifts: artwork has been gifted to visitors, and visitors have been taken on local cultural tours run by Aboriginal businesses.
 - Tamworth Regional Council provides the public with a copy of the Tamworth Aboriginal Community Consultative Committee Minutes through Council's Website <http://www.tamworth.nsw.gov.au/Council/Council-Meetings/Business-Papers-and-Minutes/Business-Papers-and-Minutes>
- TRC acknowledges spelling variations of the Gamilaraay language. For the purpose of this RAP we will refer to our region's Traditional Owners as Kamilaroi/Gomeroi.



Gomeroi Dance Company Marc Sutherland and dance workshop participants taken by Tess Jennar

Our RAP

Tamworth Regional Council wants to develop a framework for action to advance the process of Reconciliation and ensure Council's operations are just, equitable and productive.

The Mayor of Tamworth Regional Council and the Tamworth Aboriginal Community Consultative Committee champion the establishment of the Reconciliation Action Plan for Tamworth Regional Council.

Council announced its intention to formalise relationships with the Aboriginal and Torres Strait Islander community in May 2013. Council liaised with Australia's First Peoples community and established an Aboriginal Liaison Committee to facilitate strategic partnerships in February 2015.

Tamworth Regional Council works closely with the Tamworth Aboriginal Community Consultative Committee (TACCC). Other internal and external stakeholder members of the RAP Working Group are Tamworth Regional Council's:

- Tamworth Region Mayor;
- General Manager;
- Director, Business and Community;
- Manager, People, Culture and Safety;
- Manager Strategic Planning;
- Manager Cultural Services;
- Sport and Recreation Development Officer;
- Cultural Development Officer;
- Library Customer Experience Assistant;
- Library Assistant (TRC);
- Youth Officer (TRC);
- Special Operator Works (TRC).

All members of the RAP Working Group have the responsibility of ensuring that constructive dialogue, leading to actions, takes place in the development of the RAP.

Following the endorsement of the RAP the Working Group will monitor implementation of the RAP and contribute to the reporting.

Following the facilitating of the RAP Working Group meetings, the Cultural Development Officer's (CDO) responsibility is to liaise with the different divisions of Council to consolidate their commitment to achieving the RAP actions and set timeframes. The CDO will report on the RAP progress to Council and to Reconciliation Australia.

Which RAP is right for us?

Reconciliation Australia has developed a framework for the development of Reconciliation Action Plans. This framework identifies four different levels of RAP.

- 1. Reflect RAP** – The Reflect RAP is designed for those organisations taking their first steps towards a formal reconciliation plan. It is designed to provide direction in the establishment of relationships and raising awareness of reconciliation within the organisation.
- 2. Innovate RAP** – An Innovate RAP is designed to develop specific programs and initiatives that promote reconciliation. This can include tools such as formal cultural protocols, memorandum of understanding, employment strategies and procurement plans.
- 3. Stretch RAP** – A stretch RAP is designed to build on the success of an Innovate RAP or for organisations that have a strong success rate in existing initiatives that promote reconciliation. It focuses on setting measurable targets for initiatives, such as employment and procurement. It is about expanding or refining existing initiatives that have proven successful in improving relationships, respect or awareness of reconciliation.
- 4. Elevate RAP** – This type of RAP is designed for organisations that have a successful Stretch RAP and are seeking to extend their activities in the area of reconciliation. These organisations are leaders and champions in the reconciliation area.

Tamworth Regional Council and the RAP Working Group have identified that an Innovate RAP is most suitable to this organisation. This acknowledges the work already undertaken by Council and the Tamworth Aboriginal Community Consultative Committee to promote reconciliation to date.

This Innovate RAP is made up a series of actions and initiative in four key areas: Relationships; Respect; Opportunities and Tracking and Reporting. Some are new initiatives, some are already standard practice within the organisation.

It should be noted that this Plan is for two years and it will be reviewed on an annual basis and reported on to Reconciliation Australia and to the Council.

1. Reconciliation Action Plan



1.1. Relationships

Building strong and respectful relationships between Aboriginal and Torres Strait Islander Peoples and other Australians in Tamworth is an important prerequisite to encourage successful, positive and effective partnerships between Aboriginal and Torres Strait Islander peoples and

the broader Australian community in the region. These strong relationships assist TRC and its core business activities in gathering first hand knowledge of what strategies deliver the best possible outcomes for Reconciliation

Ref Action	Deliverable	Timeline	Responsibility
Action 1			
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.			
1.1	RWG oversees the development, endorsement and launch of the RAP.	December 2018	Cultural Development Officer
1.2	Ensure Aboriginal and Torres Strait Islander Peoples are represented on the RWG.	December 2018, May/November 2019, May 2020	Cultural Development Officer
1.3	Meet at least twice per year to monitor and report on RAP implementation.	December 2018 May/November 2019, May 2020	Cultural Development Officer
1.4	Establish Terms of Reference for the RWG.	December 2018	Cultural Development Officer
1.5	Develop and distribute an expression of interest to join the RWG to Aboriginal and Torres Strait Islander employees every year	December 2018/2019 May 2019/2020	Cultural Development Officer



NAIDOC 2018 March by Tess Jennar

Ref Action	Deliverable	Timeline	Responsibility
Action 2			
Maintain and strengthen Council's relationship with the Tamworth Aboriginal Community Consultative Committee (TACCC) and local Elders.			
2.1	Hold a networking event biannually for Tamworth Councillors and TACCC to strengthen working relationships.	August 2019	Cultural Development Officer
2.2	Raise awareness amongst community members of Aboriginal Elders and First Australian leadership in the Tamworth Community.	December 2018, May/November 2019, May 2020	Cultural Development Officer
2.3	Coach local Aboriginal and Torres Strait Islander leaders in the Tamworth Community on the political process, with the goal of encouraging them to consider running for office in future elections, through workshops with local Aboriginal leaders.	May 2020	Cultural Development Officer, Manager Corporate and Governance
2.4	RWG to include items in the TACCC agenda at least 2 times a year for cultural guidance on implementation of RAP actions.	December 2018/2019 May 2019/2020	Cultural Development Officer
2.5	Encourage greater attendance to the TACCC meetings.	December 2018, February, April, June, August, October, December 2019, February, April, June 2020	Cultural Development Officer



Uncle Neville Sampson and Auntie Yvonne Kent cutting the NAIDOC Cake 2017, by Tess Jennar

Ref Action	Deliverable	Timeline	Responsibility
Action 3 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians.			
3.1	Organise at least one internal event for NRW each year.	27 May – 3 June 2019/2020	Cultural Development Officer
3.2	Register our NRW event via Reconciliation Australia's NRW website.	27 May – 3 June 2019/2020	Cultural Development Officer
3.3	Support an external NRW event in the Tamworth Community.	27 May – 3 June 2019/2020	Cultural Development Officer
3.4	Ensure the RAP Working Group hosts and participates in a public event to recognise and celebrate NRW.	27 May – 3 June 2019/2020	Cultural Development Officer, Events Team
3.5	Involve TRC's Aboriginal and Torres Strait Islander staff in the design of Council's NRW program.	27 May – 3 June 2019/2020	Cultural Development Officer, Events Team
3.6	Extend an invitation to Council employees and Councillors to share their reconciliation experiences or stories during an internal event in National Reconciliation Week.	May 2019/2020	Cultural Development Officer, Manager, People, Culture and Safety
3.7	Encourage staff and Councillors to participate in external events to recognise and celebrate NRW.	May 2019/2020	Cultural Development Officer, Manager Communications and Engagement
3.8	Encourage all Council facilitated community groups and networks to organise an NRW event and invite Australia's First Peoples to share their experiences.	May 2019/2020	Cultural Development Officer
3.9	Encourage Service Clubs, churches and sporting clubs in our community to participate in NRW events.	May 2019/2020	Cultural Development Officer
3.10	Distribute information to local businesses, service providers and community organisations through social media and digital media channels about National Reconciliation Week to involve the broader community in our celebrations.	February/May 2019/2020	Cultural Development Officer
3.11	For the information of staff, provide website links through the Staff Intranet to Reconciliation Australia's NRW resources.	May 2019/2020	Cultural Development Officer
3.12	Initiate National Reconciliation Week events at The Youthie including invitations to the Executive Management Team and Tamworth Mayor.	May 2019/2020	Cultural Development Officer, Youth Services Team Leader

Ref Action	Deliverable	Timeline	Responsibility
Action 4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes.			
4.1	Develop and implement a community engagement plan for Council that includes Aboriginal and Torres Strait Islander stakeholders.	June 2019	Cultural Development Officer, Community Engagement Officer
4.2	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	August 2019	Cultural Development Officer, Community Engagement Officer
4.3	Strengthen relationships between Tamworth Regional Council members and Elders in the local community by holding a morning tea or lunch with Councillors, Executive Management Team, and Elders of the community, TRC employees and stakeholders, in coordination with the Political Process Workshop.	August 2019/2020	Cultural Development Officer, Community Engagement Officer
4.4	Strengthen relationships between Tamworth Regional Council and local Aboriginal and Torres Strait Islander groups by collaboration and engagement through active participation in the Aboriginal Community Consultative Committee to maintain positive working partnerships for Council initiatives and programs.	May 2019/2020	Cultural Development Officer, Whole of Council
4.5	Engage with educational institutions such as schools, universities, TAFE, The Youthie, to identify potential avenues for strengthening our connections with Aboriginal and Torres Strait Islander youth.	December 2019	Cultural Development Officer, Manager Community Care
4.6	Engage with other Local Councils at the Local Government Aboriginal Network (LGAN) conference to share reconciliation learnings and challenges, and to collaborate on RAP initiatives.	September 2019/2020	Development Officer, Manager Community Care
4.7	Encourage the Tamworth Local Aboriginal Land Council to invite different TRC Councillors to meetings to create stronger relationships between Councillors and Land Council members. Councillors respond to invitations that have been forwarded to their calendars.	December 2018/2019	Cultural Development Officer, Business Support Officer
4.8	Develop and strengthen relationships with Aboriginal and Torres Strait Islander country music legends to ensure First Nation's Artists' representation at the Tamworth Country Music Festival and further develop Aboriginal and Torres Strait Islander audiences.	February 2019/2020	Cultural Development Officer, Manager, Events

Ref Action	Deliverable	Timeline	Responsibility
Action 5 Raise internal and external awareness of our RAP to engage staff and promote reconciliation across our business and sector.			
5.1	Implement and review a strategy to communicate our RAP to all internal and external stakeholders, including in Tamworth Regional Council's corporate publications.	December 2018/2019 May 2019	Cultural Development Officer, Manager Communications and Engagement
5.2	Promote reconciliation through ongoing active engagement with all stakeholders.	December 2018/2019 May 2019/2020	Cultural Development Officer Whole of Council
5.3	Include the Reconciliation Action Plan as an action in Council's Annual Operational Plan under Delivery Program-Aboriginal Liaison	December 2018/2019	Cultural Development Officer, Corporate Planner
5.4	Share our RAP with neighbouring Councils.	December 2018/2019 February 2019/2020	Cultural Development Officer
5.5	Encourage neighbouring Councils to develop a RAP.	December 2018/2019 May 2019/2020	Cultural Development Officer
5.6	Ensure Tamworth Regional Council's Reconciliation Action Plan is readily accessible to internal and external stakeholders in soft and hard copies.	December 2018/2019 February 2019/2020	Cultural Development Officer, Manager Communications and Engagement

Ref Action	Deliverable	Timeline	Responsibility
Action 6 Support young people in Tamworth to engage with reconciliation.			
6.1	Encourage dialogue with local youth groups (Youth Council) to engage young people in our reconciliation initiatives.	August 2019 February 2020	Cultural Development Officer, Youth Services Team Leader
6.2	Investigate the development of an Aboriginal Youth Leadership Program that connects youth with Councillors and senior Council employees working in partnership with the Tamworth Local Aboriginal Land Council's Opportunity Hub.	November 2019	Cultural Development Officer, Manager Community Care

Ref Action	Deliverable	Timeline	Responsibility
Action 7 Facilitate relationships between Aboriginal and Torres Strait Islander Peoples and other Australians in the Tamworth community.			
7.1	Encourage the use of sporting fields in Coledale for sporting events at no charge.	August 2019	Cultural Development Officer, Manager Regional Services
7.2	Invite Aboriginal and Torres Strait Islander Leaders to attend New Resident Welcome Nights as an opportunity to both network and inform new residents in local Aboriginal and Torres Strait Islander Cultures	February 2019/2020	Cultural Development Officer, General Manager sign off, Evocities Project Officer



1.2 Respect

TRC aims to build greater understanding of Aboriginal and Torres Strait Islander peoples' relationships to cultures, lands, water, histories and rights by recognising the Gomerioi/Kamilaroi peoples are the original Custodians of the Land where we live and govern. It is important this unique

position is recognised and incorporated as part of official protocols and events to enable the wider community to share in Aboriginal culture and heritage, facilitating better relationships between Aboriginal and Torres Strait Islander peoples and the wider community.

Ref Action	Deliverable	Timeline	Responsibility
Action 8 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of the local Gomerioi culture, histories and achievements.			
8.1	Develop and implement a Gomerioi Cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	May 2019	Cultural Development Officer Manager People, Culture and Safety

Ref Action	Deliverable	Timeline	Responsibility
8.2	Investigate opportunities to work with local Traditional Owners and/or Gomeroi consultants to develop cultural awareness training.	May 2019	Cultural Development Officer, Manager People Culture and Safety
8.3	Provide opportunities for RWG members, RAP champions, People, Culture and Safety managers and other key leadership staff to participate in cultural training.	February 2019	Cultural Development Officer, Manager People Culture and Safety
8.4	Provide opportunities for all Tamworth Councillors to participate in cultural awareness training.	March 2019	Cultural Development Officer, Manager People Culture and Safety
8.5	Embed a cultural awareness component in all staff inductions including Tamworth Local Aboriginal Lands Council Aboriginal Protocols and Council's Reconciliation Action Plan.	May 2019/2020	Cultural Development Officer, Manager People, Culture and Safety
8.6	Investigate opportunities to share cultural learning resources with Tamworth community groups and community members.	May 2019	Cultural Development Officer, Cultural Services Manager
8.7	Promote Reconciliation Australia's 'Share Our Pride' online tool and the Reconciliation Action Plan as part of induction and place on the intranet for all staff.	May 2019/2020	Cultural Development Officer, Manager Communications and Engagement, Manager People Culture and Safety
8.8	Investigate local cultural experiences and immersion opportunities for Staff.	May 2019/2020	Cultural Development Officer, Manager People Culture and Safety.
8.9	Include Aboriginal and Torres Strait Islander dates of significance, as stated in the Tamworth Local Aboriginal Lands Council's Cultural Protocol, in Council's e-news and calendars, and encourage the Aboriginal and Torres Strait Islander community to forward invitations to TRC Councillors to attend events and meetings. A Councillor booking calendar is available: http://www.tamworth.nsw.gov.au/Council/Councillors/Civic-Protocol	February, August 2019/2020	Cultural Development Officer, Manager, Communications and Engagement, Marketing Coordinator



Patrick Strong, Sam Ruttle, Lakeisha Hile and Kristle Nicol (NAIDOC Committee members 2017)

Ref Action	Deliverable	Timeline	Responsibility
Action 9 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.			
9.1	Review, update and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	February 2019	Cultural Development Officer
9.2	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	February 2019	Cultural Development Officer
9.3	Invite a Traditional Owner to provide a Welcome to Country to at least one significant Council run event annually including Tamworth Country Music Festival Opening, National Reconciliation Week and NAIDOC Week.	February 2019	Cultural Development Officer, Manager Events
9.4	Include an Acknowledgement of Country at the commencement of significant internal meetings and external meetings where the Mayor and/or the General Manager are in attendance.	May 2019	Cultural Development Officer Manager Corporate and Governance
9.5	Include an Acknowledgement of Country at the commencement of Ordinary Council Meetings and Community consultation sessions.	December 2018	Cultural Development Officer, Manager Corporate and Governance
9.6	Invite Elders and leaders of the community to the annual September Ordinary Meeting of Council to provide a Welcome to Country.	May 2019	Cultural Development Officer Manager Corporate and Governance
9.7	Consult with TACCC to publish an Acknowledgement of Country on our website, including information to assist readers to understand its meaning and significance in an easily accessible and high profile location within Council's corporate Website.	December 2018	Cultural Development Officer, Manager Communications and Engagement
9.8	Present to Council the Tamworth Local Aboriginal Lands Council protocol for adoption.	December 2018	Cultural Development Officer
9.9	Explain the Cultural Protocol document to each department through E-News, at the official launch of Tamworth Regional Council's Reconciliation Action Plan, and include in staff induction employee handbook, to ensure its meaning is shared throughout the organisation. Provide a link to the Protocol through the Staff Intranet.	February 2019	Cultural Development Officer, Manager People, Culture and Safety, Manager Communications and Engagement
9.10	Consult with TACCC to explain the significance of Welcome to Country and Acknowledgement of Country and share in E-News and include in the staff induction employee handbook.	February 2019	Cultural Development Officer
9.11	Acknowledge the Kamilaroi/Gomeroi land in all Council correspondence including email signatures	October 2020	Cultural Development Officer

Ref Action	Deliverable	Timeline	Responsibility
Action 10 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.			
10.1	Review Council's policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	May 2019, 2020	Cultural Development Officer, Manager People Culture and Safety
10.2	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2019, 2020	Cultural Development Officer, Manager People, Culture and Safety
10.3	Encourage and provide opportunities for all staff to participate in NAIDOC Week activities.	July 2019, 2020	Cultural Development Officer, Manager People Culture and Safety

Ref Action	Deliverable	Timeline	Responsibility
Action 11 Support the NAIDOC Week Committee to organise NAIDOC Week in Tamworth.			
11.1	Identify options to increase the significance of NAIDOC Week in Council's calendar.	August 2019	Cultural Development Officer, Manager Cultural Services
11.2	In the weeks leading up to NAIDOC Week, inform staff about the week's significance to ensure shared understanding, through All Staff e-mail, E-News, Staff Social Media platforms	June 2019, 2020	Cultural Development Officer
11.3	Support the introduction of Tamworth NAIDOC Week Awards to recognise the contributions and achievements of Aboriginal and Torres Strait Islander community members and others, working with the Tamworth NAIDOC Committee.	August 2019	Cultural Development Officer, Manager Cultural Services
11.4	Encourage participation in NAIDOC Week through active promotion.	July 2019, 2020	Cultural Development Officer, Manager Communication and Engagement



Russell Webb and Harry Cutmore Chair of the TLALC

Ref Action	Deliverable	Timeline	Responsibility
Action 12			
Strengthen our community's knowledge about local Aboriginal culture and history.			
12.1	In collaboration with Aboriginal stakeholders and in line with the 2018 – 2023 Tamworth Cultural Plan, support the establishment of an Aboriginal Cultural Centre to showcase the history of our local area, agricultural practices, Aboriginal art, cultural practice etc.	February 2020	Cultural Development Officer, Tamworth Regional Council and Senior Management
12.2	Work with the local Aboriginal and Torres Strait Islander community to establish Aboriginal bush tucker gardens in the Botanical Gardens and hold tours of these gardens for community members.	February 2020	Cultural Development Officer, Director Business and Community, Manager Regional Services
12.3	Invite the Aboriginal and Torres Strait Islander community to share their stories during the Tamworth Heritage Festival.	August 2019	Cultural Development Officer, Manager Cultural Services, Manager Regional Services
12.4	In collaboration with Traditional Owners, develop a section of our website, accessible from the homepage, with information about the Histories and Cultures of the Kamilaroi/Gomerioi peoples.	August 2019	Cultural Development Officer, Manager Communications and Engagement
12.5	Encourage the Tamworth Aboriginal Community Consultative Committee to have community groups support the development of community events which celebrate Aboriginal and Torres Strait Islander cultures.	August 2019	Cultural Development Officer, Manager Cultural Services
12.6	Investigate the possibility of creating site specific public art opportunities that share an Aboriginal and/or Torres Strait Islander story with the Tamworth community.	July 2019, 2020	Cultural Development Officer, Director Tamworth Regional Gallery
12.7	Acknowledge the contributions of local Aboriginal figures and their connections to this region through any specific Public Art initiatives and ensure they are appropriately acknowledged and explained to viewers.	July 2019, 2020	Cultural Development Officer, Director Tamworth Regional Gallery
12.8	Include in the Tamworth Heritage Festival's program content to inform the Tamworth community about local Gomerioi Histories and Cultural practices	April 2019, 2020	Cultural Development Officer, Manager Strategic Planning, Manager Communications and Engagement
12.9	Promote local Kamilaroi/Gomerioi culture and other First Australians' cultures during the annual Tamworth Heritage Festival to showcase art, music, dance and histories.	April 2019, 2020	Cultural Development Officer, Manager Strategic Planning, Manager Communications and Engagement

Ref Action	Deliverable	Timeline	Responsibility
12.10	Continue to support the Aboriginal Cultural Tours hosted by the Tamworth Regional Gallery.	April 2019, 2020	Cultural Development Officer Education Officer Tamworth Regional Gallery, Manager Communication and Engagement
12.11	Encourage Aboriginal leaders to inform young people about local Cultures and Histories.	February 2019, 2020	February 2020
12.12	Share Aboriginal stories with the community, in 'Living Library' events.	February 2019	Cultural Development Officer, Manager Cultural Services
12.13	Encourage sharing of Aboriginal and Torres Strait Islander oral histories by ensuring Tamworth libraries work in partnership with knowledge holders to collect and preserve local Aboriginal long and proud Gomeri history, as told in stories, ceremonies, documentary forms and art. Where appropriate, record them and catalogue them to be included in local and other significant library collections	February 2019	Cultural Development Officer, Manager Cultural Services
12.14	Work with the Tamworth Aboriginal Community Consultative Committee to drive leadership capacity building activities in the local Aboriginal and Torres Strait Islander communities.	August 2019 February 2019, 2020	Cultural Development Officer
12.15	Encourage Tamworth's community groups to support the development of community events which celebrate Aboriginal and Torres Strait Islander cultures.	July 2019, 2020	Cultural Development Officer
12.16	Provide opportunities to showcase First Australian Cultures in Council events, including food stalls at Fiesta la Peel, to strengthen community communication and build relationships.	November 2019, 2020	Cultural Development Officer, Manager Events



Photo of Lorraine Watton taken by Robin King

Ref Action	Deliverable	Timeline	Responsibility
Action 13 Engage community members in education around the local Gamilaraay language.			
13.1	Investigate the possibility of providing Gamilaraay translations of some of the Tamworth Regional Council's street names and localities, especially those in high profile areas	February 2020	Cultural Development Officer, Manager Regional Services
13.2	Investigate and share information with the community about existing digital tools and apps that provide information about Gamilaraay language: http://www.yuwaalaraay.org/	February 2019	Cultural Development Officer
13.3	Investigate the development of a language program at The Youthie in the form of Gamilaraay lessons or cultural walks.	February 2019	Cultural Development Officer, Youth Services Team Leader

Ref Action	Deliverable	Timeline	Responsibility
Action 14 Include Aboriginal histories and cultures as a focus of our library offerings			
14.1	Consult with Aboriginal staff to further develop our First Australians collection, investigating the possibility of introducing purchasing targets to ensure its growth where applicable.	May 2019	Cultural Development Officer, Manager Cultural Services
14.2	Include First Australian resources in recommended books lists, book club reading lists, and Book Week displays.	November 2019	Cultural Development Officer, Manager Cultural Services
14.3	Invite where available one First Australian Author or storyteller to give a talk at one of the Tamworth Region's libraries every year.	May 2019	Cultural Development Officer, Manager Cultural Services
14.4	Continue to record stories of First Australian community members and, where appropriate, share perspectives and experiences with the wider community online.	May 2020	Cultural Development Officer, Manager Cultural Services



Mark Atkins and Marc Sutherland National Reconciliation Week 2016



1.3 Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples are important to TRC as they promote sustainable community and economic development. The following strategies aim to overcome barriers to economic

development in the local First Australian community, facilitating strong partnerships to achieve economic outcomes.

Ref Action	Deliverable	Timeline	Responsibility
Action 15			
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.			
15.1	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy	May 2019	Cultural Development Officer, Manager People Culture and Safety
15.2	Engage with existing Aboriginal and/or Torres Strait Islander staff to consult on employment strategies, including professional development plans.	June 2019	Cultural Development Officer, Manager People Culture and Safety
15.3	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	July 2019	Cultural Development Officer, Manager People Culture and Safety
15.4	Keep Aboriginal and Torres Strait Islander staff up to date of future professional development and employment opportunities.	August 2019	Cultural Development Officer, Manager People Culture and Safety
15.5	Review recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	September 2019	Cultural Development Officer, Manager People Culture and Safety
15.6	Invite the Reconciliation Action Plan Working Group to be consulted on the draft Aboriginal and Torres Strait Islander Employment Strategy.	October 2019	Cultural Development Officer, Manager People Culture and Safety
15.7	Investigate the recruitment of an Aboriginal and Torres Strait Islander Trainee position.	March 2019	Cultural Development Officer, Manager People Culture and Safety
15.8	Liaise with other Local Councils to determine best practice in employment in liaison with Aboriginal and Torres Strait Islander people.	March 2019	Cultural Development Officer

Ref Action	Deliverable	Timeline	Responsibility
15.9	Investigate opportunities to introduce identifiable Aboriginal and Torres Strait Islander graduate positions at Council.	April 2019	Cultural Development Officer and Manager People, Culture and Safety
15.10	Provide work experience opportunities within Council to Aboriginal and Torres Strait Islander school students.	November 2019	Cultural Development Officer, Manager People Culture and Safety
15.11	Investigate the possibility of establishing a mentoring program for Councillors and Aboriginal and Torres Strait Islander Council employees and community stakeholders to share learnings about the political process.	October 2019	Mayor, Cultural Development Officer, Manager People Culture and Safety
15.12	Investigate the possibility of providing a voluntary survey to staff asking if they would like to identify as Aboriginal and/or Torres Strait Islander peoples to establish a benchmark to inform employment and professional development opportunities.	March 2019	Cultural Development Officer, Manager People Culture and Safety
15.13	Maintain the Reconciliation Action Plan Working Group as Council's internal reference group for Aboriginal and Torres Strait Islander Council employees.	October 2019	Cultural Development Officer, Manager People Culture and Safety
15.14	Scope opportunities to introduce sustainable training partnerships with educational institutions to provide on the job training to Aboriginal and Torres Strait Islander students.	February 2020	Cultural Development Officer, Manager People Culture and Safety
15.15	Investigate opportunities to advertise employment opportunities with Council through employment networking events and career fairs, for example at Tamworth High School, TAFE etc.	February 2019	Cultural Development Officer, Manager People Culture and Safety
15.16	As part of the Aboriginal Employment Strategy, review and set goals related to advancing the opportunities for Aboriginal and Torres Strait Islander people as trainees at Council.	February 2020	Cultural Development Officer, People, Culture and Safety Manager.

Ref Action	Deliverable	Timeline	Responsibility
Action 16			
Investigate opportunities to incorporate First Australian supplier diversity within our organisation.			
16.1	Review and update procurement policies and procedures to ensure there are no barriers to First Australian / Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	March 2019	Cultural Development Officer, Executive Management Team
16.2	Develop and communicate to staff a list of First Australian / Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	February 2019	Cultural Development Officer, Executive Management Team, Finance Officer
16.3	Develop one commercial relationship with a First Australian / Aboriginal and Torres Strait Islander owned business.	March 2019	Cultural Development Officer, Executive Management Team, Finance Officer
16.4	Investigate Supply Nation membership. (www.supplynation.org.au contains a searchable database of First Australian / Aboriginal and Torres Strait Islander businesses.	April 2019	Cultural Development Officer, Executive Management Team, Finance Officer
16.5	Collaborate with other Local Government Areas to share learnings about procurement from First Australian' businesses in a regional context.	May 2019	Cultural Development Officer
16.6	Identify and develop a list of Aboriginal cultural service providers to connect with through Council programs and projects, including artists, dancers, cultural heritage experts, cultural practice service providers etc.	June 2019	Cultural Development Officer, Cultural Services Manager
16.7	Include First Australian businesses when sourcing civic gifts.	December 2018, February, May, August, November 2019, February, May 2020	Cultural Development Officer, Manager Corporate and Governance
16.8	Include brochures with information about First Australian suppliers / organisations in the area to new citizens and new residents' welcome packs.	February 2019	Cultural Development Officer, Velocities Project Officer Economic Development Officer

Ref Action	Deliverable	Timeline	Responsibility
Action 17 Investigate opportunities to facilitate local relationships between First Australian businesses and other businesses.			
17.1	Scope the possibility of creating networking opportunities for local First Australian businesses, job seekers and other local businesses.	May 2019	Cultural Development Officer, Economic Development Coordinator
17.2	Encourage relationships between First Australian service providers and other local businesses and service providers.	March 2019	Cultural Development Officer, Executive Management Team, Finance Officer
17.3	Provide opportunities for local First Australian artists to display their art and cultural objects at the Tamworth Visitor Information Centre.	April 2019	Cultural Development Officer, Destination Officer
17.4	Engage with the local Business Chamber to encourage First Australian businesses to become members and network with other businesses.	March 2019	Cultural Development Officer, Director Business and Community

Ref Action	Deliverable	Timeline	Responsibility
Action 18 Engage with Traditional Owners to develop a Cultural Heritage Plan for Tamworth.			
18.1	Identify opportunities for Council to assist with managing and protecting Aboriginal cultural heritage assets in the Council area	March 2019	Cultural Development Officer, Manager Strategic Planning
18.2	Identify opportunities for Council to assist with managing and protecting Aboriginal cultural heritage assets in the Council area	March 2019	Cultural Development Officer, Manager Strategic Planning

Ref Action	Deliverable	Timeline	Responsibility
Action 19 Increase Aboriginal and Torres Strait Islander music and community participation in the Tamworth Country Music Festival.			
19.1	Consult with local Aboriginal stakeholders (TLALC) and event organisers to identify opportunities to increase participation of Aboriginal and Torres Strait Islander musicians in the Tamworth Country Music Festival through the official festival guide.	August 2019 May 2020	Cultural Development Officer, Manager Cultural Services, Manager Events
19.2	Liaise with the TLALC to maximize participation at the Cultural Showcase.	November 2018/2019	Cultural Development Officer
19.3	Encourage First Australian suppliers with Aboriginal and Torres Strait Islander product ranges to participate in the Tamworth Country Music Festival	August 2019	Cultural Development Officer, Manager Events
19.4	Work with event organisers to include the Aboriginal Cultural Showcase in the Official Tamworth Country Music Festival Program and promotional materials.	August 2019/2020	Cultural Development Officer, Manager Events
19.5	In line with action 2.4 of the Cultural Plan, work with the local Aboriginal community and other organisations to assist with Gamilaraay language revitalisation programs, to be showcased at the Tamworth Country Music Festival.	August 2019/2020	Cultural Development Officer, Manager Events
19.6	Encourage media sources to publish information about contemporary and past Aboriginal country musicians during the lead up to the Tamworth Country Music Festival.	August 2019/2020	Cultural Development Officer, Manager Events
19.7	Maintain the Cultural Showcase in a prominent area of the Country Music Festival.	January 2019/2020	Cultural Development Officer, Manager Events
19.8	Include a performance from a First Nation artist in the Country Music Festival's (CMF) main stage.	January 2019/2020	Cultural Development Officer, Manager Events



Phil Betts and Jodie Herden National Reconciliation Week 2017



2 Governance, Tracking Progress and Reporting

Reporting is essential for effective delivery of all programs in our community.

Ref Action	Deliverable	Timeline	Responsibility
Action 20			
Report RAP achievements, challenges and learnings to Reconciliation Australia.			
20.1	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2019, 2020	Cultural Development Officer, Manager Cultural Services
20.2	RWG to collect data for the RAP Impact Measurement questionnaire and seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia	July 2019/2020	Cultural Development Officer, Manager Cultural Services
20.3	Investigate participating in the RAP barometer	May 2020	Cultural Development Officer

Ref Action	Deliverable	Timeline	Responsibility
Action 21			
Report RAP achievements, challenges and learnings internally and externally.			
21.1	Publically report our RAP achievements, challenges and learnings, as part of Integrated Planning and Reporting Timeframes quarterly reports.	December 2018, February, May, August, November 2019, February, May 2020	Cultural Development Officer, Manager Cultural Services, Manager Communications and Engagement, Corporate Planner
21.2	Report annually to Council and the TACCC on the progress of RAP deliverables as part of Integrated Planning and Reporting Timeframes	December 2018/2019/2020	Cultural Development Officer Corporate Planner
21.3	Publish an annual RAP Progress report on our intranet as part of Integrated Planning and Reporting Timeframes	December 2018/2019/2020	Cultural Development Officer, Manager Communications and Engagement, Corporate Planner
21.4	Distribute RAP updates to key stakeholders TACCC and RWG to ensure the community feels ongoing shared ownership of Council's RAP commitments as part of Integrated Planning and Reporting Timeframes quarterly	December 2018, February, May, August, November 2019, February, May 2020	Cultural Development Officer, Manager Communications and Engagement, Corporate Planner

Ref Action	Deliverable	Timeline	Responsibility
Action 22 Review, refresh and update RAP.			
22.1	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	May 2020	Cultural Development Officer
22.2	Send draft RAP to Reconciliation Australia for review and feedback	June 2020	Cultural Development Officer
22.3	Submit draft RAP to Reconciliation Australia for formal endorsement	October 2020	Cultural Development Officer

Ref Action	Deliverable	Timeline	Responsibility
Action 23 Develop staff accountability mechanisms for RAP deliverables.			
23.1	Assign internal levels of responsibilities for RAP Actions to staff in Council's Corporate Performance Management and reporting system	June 2019/2020	Cultural Development Officer, Corporate Planner
23.2	Update designated staff on RAP progress at division staff meetings at least quarterly, in intranet and E-news.	February, May, August, November 2019 February, May 2020	Cultural Development Officer



2.1 Primary Contact

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3 Glossary of terms

Term	Description
B&C	Business and Community Directorate
P&C	Planning and Compliance Directorate
RAP	Reconciliation Action Plan
CPM	Corporate Performance Management
TRC	Tamworth Regional Council.
LGA	Local Government Area.
CRMS	Customer Request Management System (managed by the Tamworth Regional Council).



Gomeri Artist Amy Hammond supervising installation of her Emu Sculpture in Bicentennial Park by Council construction crew

Tamworth Regional Council

Innovate Reconciliation Action Plan (RAP) December 2018 - December 2020



Len Waters Stargazing Night