

ROPER GULF REGIONAL COUNCIL

INNOVATE RECONCILIATION ACTION PLAN January 2023 – January 2025



The Logo

The logo was developed from a concept created by Lainie Joy of Borroloola. The five flowing figures have multiple meanings. The figures represent the five wards in our Roper Gulf Region (Never Never, Numbulwar Numburindi, Nyirranggulung, South West Gulf and Yugul Mangi), the five main rivers winding through our region (the Limmen, McArthur, Robinson, Roper and Rose Rivers), the low-lying hills that are visible on the horizon nearly everywhere in the Region and the Rainbow Serpent that underlies everything. The colours are based on the different colours of the soils and the peoples co-existing in the Roper Gulf region.

Artwork

The artwork created for the Reconciliation Action Plan depicts the rainbow serpent winding through the wards of the Roper Gulf region. This artwork ties in with Roper Gulf Regional Council's original branding story, which also symbolises the rainbow serpent. The segments of the serpent stretch across the different wards and are made up of different colours and artwork styles of land and sea animals and plants to symbolise the different wards/Country of the region.

Acknowledgement of Traditional Owners

Roper Gulf Regional Council acknowledges the Traditional Owners of the land and pays respect to Elders past, present and emerging and all members of the communities we serve within the Roper Gulf region.

Warning

Aboriginal and Torres Strait Islander readers are advised that this document may include images and names of people who are deceased.

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OUR VISION FOR RECONCILIATION

Our Vision for reconciliation in the Roper Gulf region is mutually respectful relationships, developed capacity of local Aboriginal and Torres Strait Islander people with creation of greater employment opportunities and increased understanding of the diverse Aboriginal and Torres Strait Islander cultures and histories in our service footprint.

OUR VISION

Roper Gulf Regional Council's vision is to be:

Sustainable, Viable and Vibrant

OUR MISSION

To work as a well-informed organisation to deliver services to all Roper Gulf Council residents which meet their needs and improve their quality of life.

OUR VALUES

1.
Honesty

2.
Equality

3.
Accountability

4.
Respect

5.
Trust

As a Council, these five values are actively promoted, encouraged and recognised within the workplace. It is Council's expectation that all staff display these values as a minimum during the performance of their duties for the Council. These five values guide our thinking, our actions and our decision making in everything we do. Council strives to be a valued and trusted organisation by our communities and it is through practising these values that we can achieve this.



Tony Jack

Mayor,
Roper Gulf Regional Council



Marc Gardner

Chief Executive Officer,
Roper Gulf Regional Council

MESSAGE FROM THE MAYOR AND CEO

The Roper Gulf region has a long cultural history over millennia and Indigenous lore is ingrained throughout. Barunga in particular holds special significance for all Australians as the location where the call for a National Treaty occurred in 1988 (the Barunga Statement). As an organisation, we have always had a strong motivation to recognise the Indigenous ways, which should already be embedded in our day-to-day operations. Instead we are still trying to balance the needs of our organisation with mainstream ways and this is why this Reconciliation Action Plan is so important.

This plan has been developed to help our Council and staff recognise the strong local culture and the ongoing history of our region, ensuring both are integrated into everything that we do. Over two thirds of Council staff are recognised as Indigenous Australians, and the development of this plan provides an opportunity to reflect on what changes have occurred since 2008 when our Council formed from smaller community Councils, and the important journey that is still ahead of us.

The community consultation for this plan took place in conjunction with an overall organisation review, to engage with staff and residents more thoroughly and to use the research from the extensive consultation process for both projects. It is extremely important to us that this RAP has ownership and has been developed by listening to the needs of the people that we are chartered to serve in our communities.

Within this RAP are four main focus areas – relationships, respect, opportunities and governance. Each focus area lists a set of actions and deliverables for the organisation to follow, providing a path forward and allowing Roper Gulf Regional Council to be at the forefront of reconciliation. Some of these actions are very exciting and meaningful and we look forward to their implementation in the near future.

On behalf of all Elected Members and staff, we are proud to endorse Roper Gulf Regional Council's Reconciliation Action Plan, which is our first in history. It's been a long time coming and we thank our staff, elected members, stakeholders and the RAP working group for putting it together.

MESSAGE FROM RECONCILIATION AUSTRALIA

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Karen Mundine

Chief Executive Officer,
Reconciliation Australia

Reconciliation Australia commends Roper Gulf Regional Council on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Roper Gulf Regional Council to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Roper Gulf Regional Council will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of ***relationships, respect, and opportunities*** emphasises not only the importance of fostering

consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Roper Gulf Regional Council is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Roper Gulf Regional Council's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Roper Gulf Regional Council on your Innovate RAP and I look forward to following your ongoing reconciliation journey.





OUR BUSINESS

Roper Gulf Regional Council delivers a wide range of municipal services, community services and programs within one of the most spectacular and remote areas of the Northern Territory.

Our Vision of a Sustainable, Viable and Vibrant region is guided by the key outcome areas of our Strategic Plan – Wellbeing, Environment, Infrastructure, Economic Development and Governance, each with its own goals and deliverables. These key outcome areas and their respective deliverables serve as Council's roadmap and performance objectives.

There are thirteen Councillors who represent the Roper Gulf region and who meet a minimum of six times per year at Council's Ordinary Meeting. Roper Gulf Regional Council aims to increase the effectiveness and efficiency of the organisation through open and transparent communication with the community, staff and stakeholders and encourage members of the region to take part in our planning and decision making processes through these meetings.

As the leading employer of the region, Council is an important part of the communities within its operational footprint. Roper Gulf Regional Council employs over 270 full time, part time and casual

staff with 192 identifying as Aboriginal and/or Torres Strait Islander people, or 71%. Casual staff are employed across multiple programs and services to provide opportunity for capacity building and efficient service provision.

Employment outcomes are also an integral part of Council's Economic Development strategic focus, outlining plans to build local partnerships with Aboriginal and Torres Strait Islander Corporations for the purpose of securing joint contracts for infrastructure projects or service delivery. These potential partnerships should also deliver further employment and capacity building opportunities.

External Cooperative Arrangements/Partnerships

Our 2022-23 Regional Plan identifies 48 external organisations with which it has cooperative arrangements and 10 Northern Territory and Commonwealth Government agencies with which it has strong links. Council staff are formally members of 13 external committees or working groups.

Many of these cooperative arrangements and partnerships are with Aboriginal and Torres Strait Islander Organisations, such as:

- Alawa Aboriginal Corporation
 - Binjari Community Aboriginal Corporation
 - Djilpin Arts
 - Jawoyn Association Aboriginal Corporation
 - Jilkminggan Community Aboriginal Corporation
 - Mabunji Aboriginal Corporation
 - Mawurli and Wirriwangkuma Aboriginal Corporation
 - Millwarparra Aboriginal Corporation
 - Mimal Land Management Aboriginal Corporation
 - Mungoorbada Aboriginal Corporation
 - Northern Land council
 - Urapunga Aboriginal Corporation
 - Yugul Mangi Development Aboriginal Corporation
- Roper Gulf Regional Council also supports the following events in sponsorship and in-kind support:
- Barunga Festival
 - Big Rivers Football League NAIDOC Round



OUR REGION

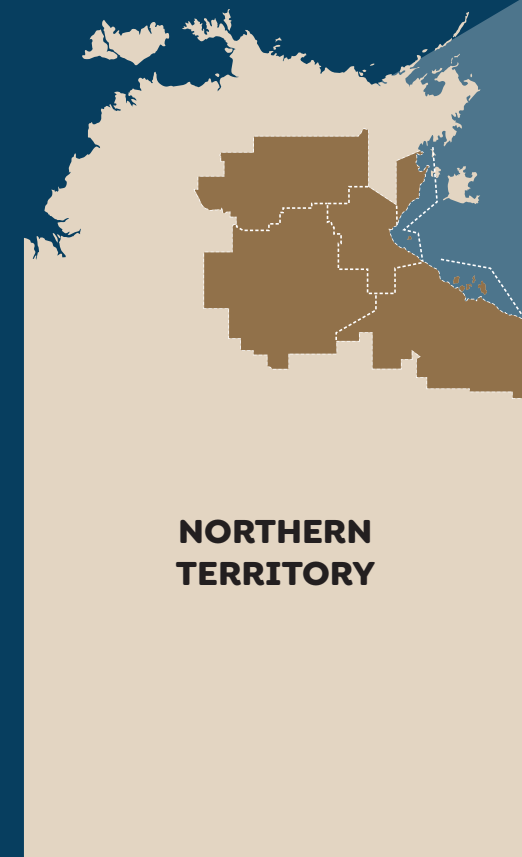
The Council's area spans over 201,000 square kilometres, making our operational footprint one of the largest in the Northern Territory. The regional boundary runs from the Southern side of the Kakadu escarpment to the Northern edge of the Barkly Tablelands, and from the Western fringe of the Stuart Highway to the Gulf of Carpentaria and Queensland border.

Our Local Government Area is divided by five wards:

- Never Never Ward
- Numbulwar-Numburindi Ward
- Nyirranggulung Ward
- South West Gulf Ward
- Yugul Mangi Ward

Within these five wards are fourteen remote communities and/or townships with a total population of 6,486 people (2021 Census, Australian Bureau of Statistics). Over 75% of the population identify as Aboriginal and/or Torres Strait Islander.

This vast area is rich in biodiversity and boasts areas of tropical savannah, dry grasslands and open forest, with iron-rich eroded sandstone, limestone escarpments and low mesas dominating the landscape. The Roper Gulf region is dissected by large, ancient river systems including the Roper, Rose, McArthur, Robinson and Limmen rivers, all of which are reflected in our Council's logo.





OUR RECONCILIATION ACTION PLAN

Roper Gulf Regional Council discussed the need for a Reconciliation Action Plan (RAP) many years ago, however it was never successfully developed. After the 2021 Northern Territory Local Government elections, the new Council made an emphatic decision to undertake the RAP development process and ensure its successful uptake as part of Council's aspirations, strategic planning and direction.

Council and the Executive Management Team see this Plan as an opportunity for Roper Gulf Regional Council to improve its service delivery, continue its contribution to the region, and increase and maintain Council's relationship with Aboriginal and Torres Strait Islander constituents within our operational footprint.

The development and implementation of a Reconciliation Action Plan is also a part of Council's Strategic Plan 2022 – 2027.

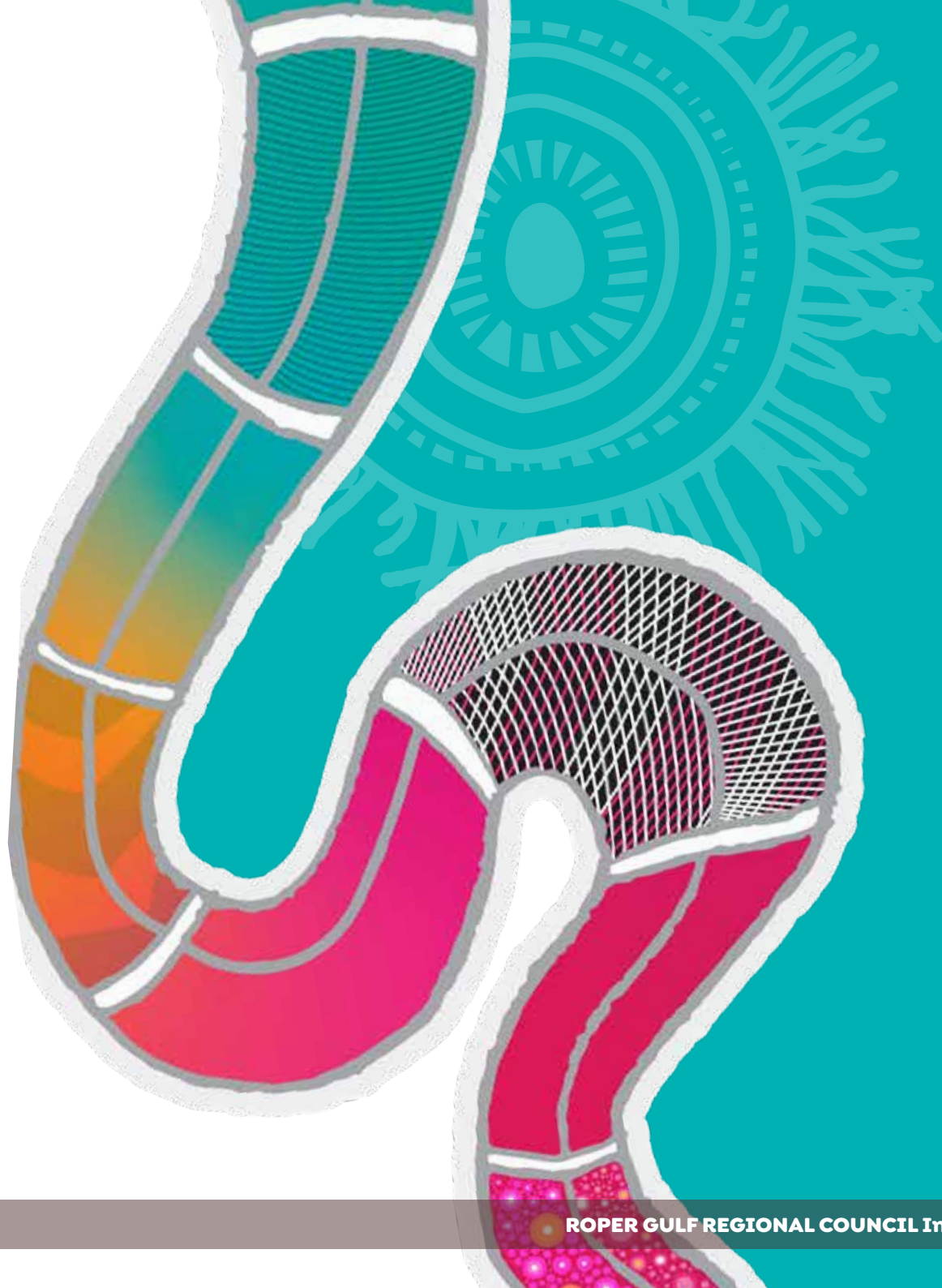
Sitting within the Governance key outcome area and complemented by Council's cross-cultural training objective, the implementation of the RAP will see an increase of awareness and acknowledgement of Aboriginal and Torres Strait Islander cultures and histories within our region.

Council is determined to:

- Deepen the relationships and mutual respect between people that work for Council, live in our communities, the Traditional Owners (Aboriginal and Torres Strait Islander people), and other key stakeholders, and;
- Increase workforce and stakeholder awareness of cultural protocols and sensitivities.

The RAP will be championed by Chief Executive Officer Marc Gardner and Mayor Tony Jack, who will direct and support the RAP Working Group in developing the RAP, monitor actions and milestones, and review the RAP over its duration.

Roper Gulf Regional Council contracted Cross Cultural Consultants in 2021/2022 to assist with the development of the draft RAP, including the consultation with stakeholders and staff, and took their advice to hold an inaugural National Reconciliation Week (NRW) luncheon in 2022. With the re-development of our Events Committee, the Council have endeavoured to ensure that we hold NRW activities and/or events in our major communities across the region. The Events Committee are also charged with coordinating, undertaking and identifying further events that underpin our commitment to reconciliation.



RAP Working Group

- Chief Executive Officer (RAP Executive Sponsor)
- Aboriginal Community Liaison Officer (RAP Champion)
- Communications Coordinator (Katherine)
- Human Resources Manager (Katherine)
- Community Services Manager (Barunga/Manyallaluk)
- Community Services Manager (Ngukurr)
- Community Safety Coordinator (Numbulwar)
- Community Services Coordinator (Bulman)
- Senior Administration Support Officer (Borroloola)
- Community Patrol Team Leader (Borroloola)
- CDP Employment Coordinator (Mataranka/Jilkminggan)
- Senior Projects Manager (Jilkminggan)
- Projects Coordinator (Jilkminggan)
- Community Services Coordinator (Beswick)
- Community Safety Officer (Beswick)

**Six of the members identify as Aboriginal and/or Torres Strait Islander people.*





RELATIONSHIPS

Roper Gulf Regional Council acknowledges that the diversity of our constituents can make us stronger, harnessing the creativity and innovation of our people across the region. If we open our minds to different cultural perspectives, we can create a culturally safe space for everyone. As it is important in the workplace that we are able to create partnerships of equivalence. Greater understanding and empowerment will embrace authentic partnerships that will lead to more informed decision making at the local level, and mutual beneficial collaboration.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	Lead: Chief Executive Officer Support: Aboriginal Community Liaison Officer
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Lead: Chief Executive Officer Support: Aboriginal Community Liaison Officer & Communications Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff. 	May 2023, 2024	Communications Coordinator
	<ul style="list-style-type: none"> Establish NRW forums in each Roper Gulf Regional Council community to seek community input into NRW events and promote local involvement 	May 2023, 2024	Lead: Aboriginal Community Liaison Officer Support: Chairperson of Events Committee
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2023, 2024	Lead: Aboriginal Community Liaison Officer Support: Chairperson of Events Committee
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders with paid time to participate in at least one external event to recognise and celebrate NRW. 	May 2023, 2024	Lead: Chief Executive Officer Support: Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Organise at least one NRW event in each Roper Gulf community each year. 	May 2023, 2024	Lead: Aboriginal Community Liaison Officer Support: Chairperson of Events Committee
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023, 2024	Lead: Aboriginal Community Liaison Officer Support: Chairperson of Events Committee

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Develop and implement a staff & community engagement strategy to raise awareness of reconciliation across our workforce. 	December 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Include information on our RAP and reconciliation commitment within staff induction and internal training and professional development courses. 	December 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Provide community members with regular RAP updates through community meetings and seek feedback to inform future RAPs. 	June 2023	Lead: Aboriginal Community Liaison Officer Support: Communications Coordinator & Governance Engagement Coordinator
	<ul style="list-style-type: none"> Develop a media strategy (including social media & community radio) for the RAP and post progress updates on significant Aboriginal & Torres Strait Islander dates (i.e. Sorry Day, NRW, NAIDOC, Mabo Day, etc.). 	December 2023	Lead: Communications Coordinator Support: Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	June 2024	Lead: Chief Executive Officer Support: Communications Coordinator
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	June 2024	Lead: Chief Executive Officer Support: Aboriginal Community Liaison Officer & Communications Coordinator
	<ul style="list-style-type: none"> Celebrate the launch of the Innovate RAP through community aligned communications and events. 	June 2023	Lead: Communications Coordinator Support: Chairperson of Events Committee
	<ul style="list-style-type: none"> Establish regular local forums in Katherine and in community which provide information on the Council progress on RAP actions and discuss what other local organisations are doing in the realm of service delivery & reconciliation. 	June 2024	Lead: Chief Executive Officer Support: General Manager - Corporate Services & Sustainability
	<ul style="list-style-type: none"> Develop culturally appropriate communication materials such as posters and advertisements around our RAP and reconciliation events, and circulate through multiple mechanisms of communication (i.e. through forums, community radio, material in language, etc.). 	June 2023	Communications Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2024	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. The communication of the policy will be conducted during staff inductions and updated through professional development courses. 	June 2024	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	December 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> Conduct a survey with staff to get input on future anti-discrimination policy & procedure needs. 	December 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism and unconscious bias. 	December 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
5. Build and maintain ongoing relationships between the Council and local Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> Create and allow opportunities for relevant Katherine-based staff to visit a Roper Gulf Regional Council community to build relationships and improve communication. 	December 2024	<i>Lead:</i> Chief Executive Officer <i>Support:</i> HR Manager
	<ul style="list-style-type: none"> Support communities and constituents within our region in their endeavours around establishing a 'Treaty' with the Northern Territory Government or other aspirations of development connected to the Barunga Statement. 	December 2024	<i>Lead:</i> Chief Executive Officer <i>Support:</i> Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Establish community yarning sessions (i.e. in line with the Local Authority meetings) on a regular basis in communities to open lines of communication between Aboriginal and Torres Strait Islander Peoples and the Council. 	December 2023	<i>Lead:</i> Aboriginal Community Liaison Officer <i>Support:</i> Governance Engagement Coordinator



RESPECT

Roper Gulf Regional Council recognises the connection between Aboriginal and Torres Strait Islander peoples and the land on which we live and work. We acknowledge that our staff need to learn about our shared past to create a better future, operating in a culturally safe and respectful way.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	June 2023	Lead: HR Manager Support: HR Team
	• Consult with stakeholders in our community & staff to identify the cultural learning needs of the Council.	June 2023	Lead: HR Manager Support: HR Team
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2023	Lead: HR Manager Support: HR Team
	• Scope the development of place-based cultural learning inductions for each individual RGRC community to educate staff of the specific histories and cultures of Aboriginal and Torres Strait Islander Communities.	December 2023	Lead: HR Manager Support: HR Team
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2023	Lead: HR Manager Support: HR Team & Communications Coordinator
	• Make cultural training a mandatory induction piece for all staff and contractors and provide opportunities for staff to continually build their cultural awareness through ongoing training.	December 2023	Lead: Chief Executive Officer Support: HR Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	Lead: HR Manager Support: HR Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team & Communications Coordinator
	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol or significant events each year. 	January 2023	<i>Lead:</i> CEO <i>Support:</i> Communications Coordinator
	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. This document will be integrated into the Council's cultural learning framework. 	June 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team & Communications Coordinator
	<ul style="list-style-type: none"> • Compile a list of local Traditional Owners and key community members to create a stakeholder list of people who can deliver Welcome to Country & other welcoming ceremonies for significant events. 	April 2023	<i>Lead:</i> Aboriginal Community Liaison Officer <i>Support:</i> Communications Coordinator
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, in council communications and staff email signatures. 	April 2023	<i>Lead:</i> Chief Executive Officer <i>Support:</i> Communications Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2023, 2024	<i>Lead:</i> Chairperson of Events Committee <i>Support:</i> Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Investigate what organisations in the Council's service footprint operate NAIDOC events and scope opportunities for participation and partnerships. 	June 2023, 2024	<i>Lead:</i> Chairperson of Events Committee <i>Support:</i> Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023, 2024	<i>Lead:</i> Chief Executive Officer <i>Support:</i> HR Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff by providing opportunities to attend NAIDOC events as part of their roles. 	June 2023, 2024	<i>Lead:</i> Chief Executive Officer <i>Support:</i> HR Manager
9. Investigate opportunities to increase cultural safety within internal Council policies and service delivery strategies	<ul style="list-style-type: none"> Engage with Traditional Owners and senior Aboriginal and Torres Strait Islander community members to develop a policy for Council which allows for cultural and ceremonial leave. 	December 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander communities, develop service delivery procedures that ensure cultural safety is prioritised (i.e. consider gender, kinship, age, avoidance relationships, etc.). 	December 2023	<i>Lead:</i> HR Manager <i>Support:</i> HR Team
	<ul style="list-style-type: none"> Engage with Traditional Owners and Aboriginal and Torres Strait Islander communities to investigate further strategies to improve cultural safety in policies across the Council. 	December 2024	<i>Lead:</i> HR Manager <i>Support:</i> HR Team



OPPORTUNITIES

Roper Gulf Regional Council is committed to being an equal opportunity employer. We are dedicated to identifying and removing any barriers that may prevent or hinder Aboriginal and Torres Strait Islander people from working with our organisation. As well as creating training and employment pathways for our youth.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Conduct a review of current levels of Aboriginal and Torres Strait Islander staffing and identify employment targets (including management) to work towards. 	April 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	June 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	June 2024	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders living in Roper Gulf communities. Consider culturally aligned and accessible forms of advertisement i.e. place jobs boards in common congregation points – shops; on local radio; in local language; and through community forums. 	June 2023	Lead: HR Manager Support: Recruitment Officer & Communications Coordinator
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2023	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Review requirements for applications (i.e. written vs oral applications) to make applying for work more accessible for local Aboriginal and Torres Strait Islander people. 	June 2023	Lead: HR Manager Support: Recruitment Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander Representation on all interview panels for Council Services Coordinator positions, critical community positions and identified positions. 	June 2023	Lead: HR Manager Support: Recruitment Officer
	<ul style="list-style-type: none"> Create professional development plans for Aboriginal and Torres Strait Islander staff to ensure there is an identified career pathway and support into more senior positions. 	December 2024	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Implement training to assist managers/coordinators in maintaining and following through on professional development plans. 	December 2024	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Create succession planning through mentorships and shadowing with the goal of providing the opportunity for local Aboriginal and Torres Strait Islander people to aspire to more senior positions (particularly in community) within the organisation. 	December 2024	Lead: HR Manager Support: HR Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including: <ul style="list-style-type: none"> When procuring from non-local and non-Aboriginal business, ensure there is a clear policy for employing local Aboriginal and Torres Strait Islander people wherever available For long-term procurements, policies should include clear capacity building requirements for local Aboriginal and Torres Strait Islander people. 	June 2024	General Manager – Corporate Services & Sustainability
	<ul style="list-style-type: none"> Investigate Supply Nation and Northern Territory Indigenous Business Network (NTIBN) memberships. 	June 2023	Lead: Chief Executive Officer Support: HR Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and prioritise procurement from local Aboriginal and Torres Strait Islander businesses where appropriate. 	June 2024	General Manager – Corporate Services & Sustainability
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2024	General Manager – Corporate Services & Sustainability
	<ul style="list-style-type: none"> Create a support network, including leveraging network in and NTIBN, for local Aboriginal and Torres Strait Islander people who are running, or interested in running, their own business. 	December 2024	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2024	General Manager – Corporate Services & Sustainability



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March 2023, 2024	Chairperson - RAP Working Group
		June 2023, 2024	
		September 2023, 2024	
		December 2023, 2024	
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	February 2023	Chairperson - RAP Working Group
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March 2023, 2024	Chairperson - RAP Working Group
		June 2023, 2024	
		September 2023, 2024	
		December 2023, 2024	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2023	<i>Lead:</i> Chief Executive Officer <i>Support:</i> RAP Working Group
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	February 2023	Chief Executive Officer & Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	April 2023	Chairperson - RAP Working Group
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	February 2023	Chairperson - RAP Working Group

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> • Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2023, 2024	Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	August 2023, 2024	Aboriginal Community Liaison Officer
	<ul style="list-style-type: none"> • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2023, 2024	Chairperson - RAP Working Group
	<ul style="list-style-type: none"> • Report RAP progress to all staff and senior leaders quarterly. 	March 2023, 2024	
		June 2023, 2024	
		September 2023, 2024	Chairperson - RAP Working Group
		December 2023, 2024	
	<ul style="list-style-type: none"> • Publicly report our RAP achievements, challenges and learnings, annually. 	April 2023, 2024	Communications Coordinator
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Chief Executive Officer
	<ul style="list-style-type: none"> • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	January 2025	Lead: Chief Executive Officer Support: RAP Working
	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	September 2024	Chief Executive Officer



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