

# INNOVATE RECONCILIATION ACTION PLAN

August 2020 – July 2022



RECONCILIATION  
ACTION PLAN

INNOVATE

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*On the cover: Larrakia man, Trent Lee, performing a Smoking Ceremony as part of the Welcome to Country at the International Women's Day event 2020*







*Members of Tiwi Strong Women's Group*





# Acknowledgement of Country

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the Greater Darwin region. To the Larrakia, Darwin is known as Garramilla. The original language of the Larrakia is Gulumirgin (pronounced Goo-loo-midgin). Often referred to as “Saltwater People”, the Larrakia lived, loved, birthed, hunted and survived a life on pristine coastal and inland areas. Established ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years<sup>1</sup>. The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

We thank the Community Members, Elected Member and Council staff that helped develop our first Reconciliation Action Plan (RAP). We appreciate the guidance and support from Reconciliation Australia.

Our Elected Members acknowledgment: *“We the members of City of Darwin acknowledge that we are meeting on Larrakia Country. We recognise and pay our respects to all Larrakia people, Traditional Owners and Custodian Elders of the past and present. We support emerging Larrakia leaders now and into the future. We are committed to working together with all Larrakia to care for this land and sea for our shared future”.*

*Larrakia Nation Rangers out at sea in a Larrakia Nation patrol boat.*



<sup>1</sup> NLC website <https://www.nlc.org.au/about-us/our-history>



# Lord Mayor's Message

I am proud to present the City of Darwin Innovate Reconciliation Action Plan.

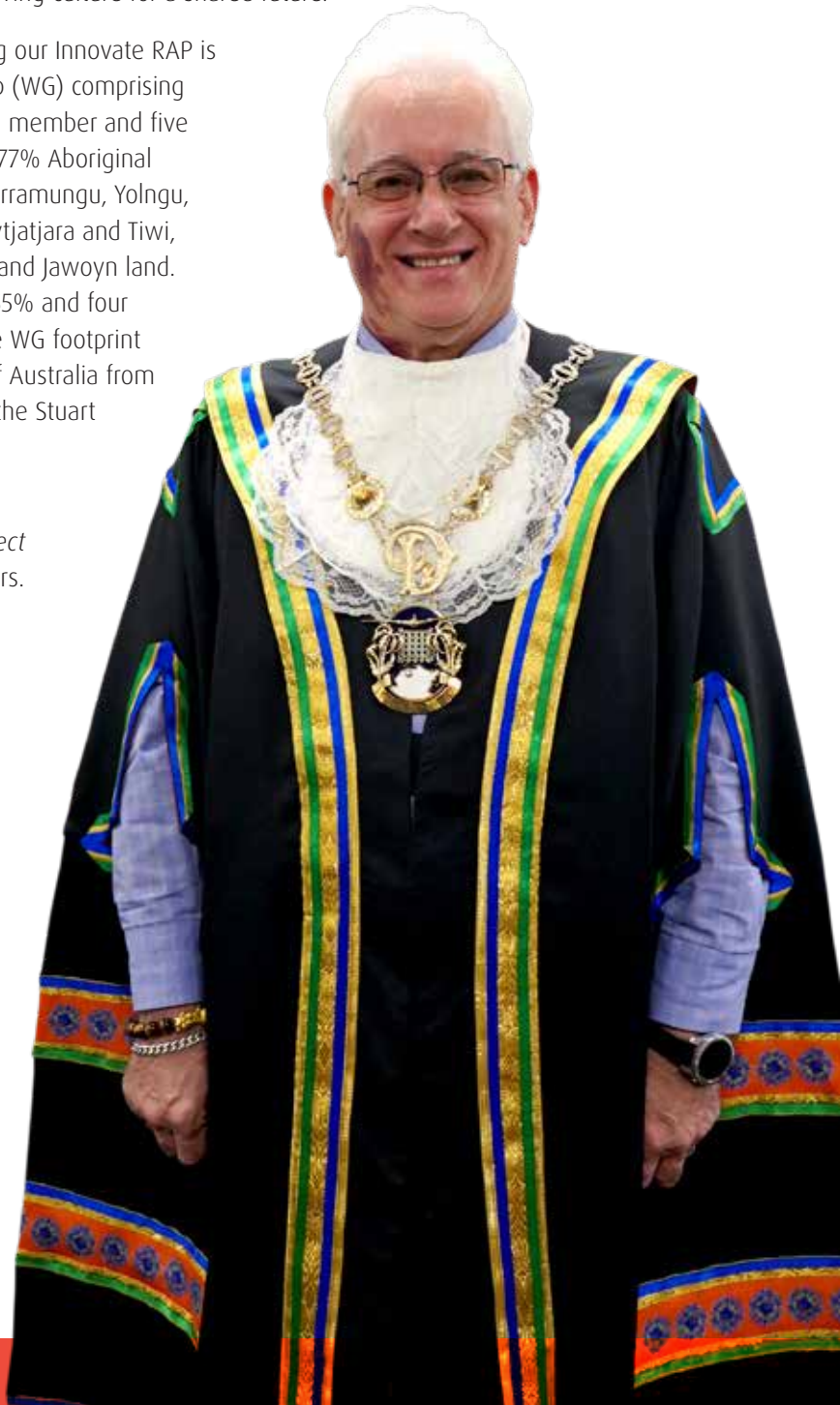
Darwin is home to an estimated 84,316 people, with a 9% percent representation of Aboriginal and Torres Strait Islander people.

Developing our first RAP is an important step in advancing reconciliation in our organisation and our community. City of Darwin aims to build on the existing foundations in our journey to reconciliation, through continued work, sponsorship and celebration of Australia's First Peoples. Our Innovate RAP recognises the foundations and acts as the next commitment to our staff and the community; to act in good faith, to recognise the significant contributions of Australia's First People in Darwin, and to work collaboratively with the longest living culture for a shared future.

City of Darwin's approach to developing our Innovate RAP is through a nine member Working Group (WG) comprising three community members, an Elected member and five staff. The WG demographic illustrates 77% Aboriginal members; descendants of Larrakia, Wurramungu, Yolngu, Kabi Kabi, Yanyula, Marrathiel, Yankunytjatjara and Tiwi, and 22% Territorians, born on Larrakia and Jawoyn land. The majority of members are men at 55% and four women, aged between 21 and 53. The WG footprint and connections span across the top of Australia from Sunshine Coast to Broome, and down the Stuart Highway to Elliot.

Our Innovate RAP sets deliverables in the three pillars of *Relationships*, *Respect* and *Opportunities* for the next two years. We look forward to reporting on the progress and achievements through a review in 2022.

**THE HON. LORD MAYOR  
KON VATSKALIS**



# Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome the City of Darwin to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the City of Darwin 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 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 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 City of Darwin with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, City of Darwin 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.

**“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.”**

We wish City of Darwin well as it explores and establishes its own unique approach to reconciliation. We encourage City of Darwin 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:

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

**KAREN MUNDINE**

Chief Executive Officer  
Reconciliation Australia







# Our Reconciliation Action Plan Vision

City of Darwin embraces unity between Australia's First Peoples and other Australians, acknowledges our shared history, including past injustices, and celebrates and respects the unique contributions of the First People of these lands, the Larrakia People of Darwin.

City of Darwin will continue to build trusting relationships and meaningful partnerships to address three key priorities:

- Create social and economic benefits for Australia's First Peoples;
- Provide youth-focused programs, employment and support; and
- Build a culturally safe workplace and vibrant community.

Our vision for reconciliation is one where Australia's First Peoples are treated equally in all relationships.

Our shared journey forward will lead to a more vibrant and connected community, and an enhanced sense of wellbeing and belonging for all Australians.



*Torres Strait Islander performers, in traditional dress, dancing in front of audience at Darwin Aboriginal Arts Fair*



# *Our Business*

City of Darwin fulfils a number of important roles in being responsive to the needs, interests and aspirations of the community. Our role to deliver strategic actions is as a provider, funder, regulator, partner, facilitator, and as an advocate. We undertake to work with the community and partners, provide leadership, and deliver services that create opportunities to enhance the economic, cultural and environmental sustainability of Darwin city.

Our five strategic directions illustrate what we aim to achieve by 2030. Strategic direction five 'A Vibrant and Creative City' aims for Darwin to be a more connected community and have pride in our cultural identity.

City of Darwin currently employs 348 staff across five departments, of which Aboriginal and Torres Strait Islander staff represents 6% (n= 21).

The Darwin municipality is divided into four ward areas; Chan, Richardson, Lyons and Waters; operating from the Civic Centre in Harry Chan Avenue, four public libraries, and at the Operations Centre in Bishop Street.

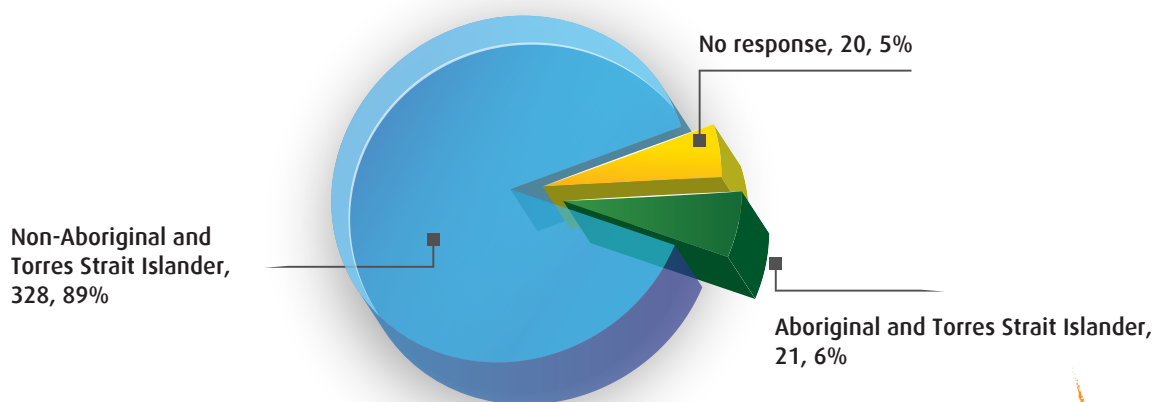






## ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE STATISTICS

as at June 2020



### City of Darwin Overall

Staff count 369 as at June 2020

Data based on 349 staff or 95% (20 non respondents)

			#	%
Heritage	Aboriginal		14	66%
	Aboriginal and Torres Strait		5	24%
	Torres Strait Islander		2	10%
Gender	Female		3	14%
	Male		18	86%
Age	15 - 34		7	33%
	35 - 54		6	29%
	55+		8	38%
Tenure	0 - 2 years		9	38%
	3 - 10 years		6	38%
	11 - 20 years		5	19%
	21+ years		1	5%
Level	Trainee		1	5%
	1a, 1, 2		13	47%
	3, 4, 5		6	43%
	6, 7, 8 (supervisory responsibility)		1	5%
	Management		0	0%
Status	Full time		19	90%
	Part time		1	5%
	Casual		1	5%
Contract Type	Permanent		19	90%
	Limited tenure		1	5%
	Casual		1	5%
Department	Community & Regulatory		5	24%
	Engineering & City		16	76%
	Innovation Growth & Development		0	0%
	Corporate Services		0	0%
	Government Relations & External Affairs		0	0%







# Our City Vision

City for People. City of Colour.

## Our Community

Darwin is a multicultural city, built on Larrakia land.

The Larrakia have a vibrant traditional society based on a close relationship with the sea and trade with neighbouring groups such as the Tiwi, Wagait and Wulna. These groups shared ceremonies, song-lines and intermarried. When the first settlers arrived in the Darwin area, the Larrakia provided them with food. Despite conflict and marginalisation, the Larrakia participated in the cultural life of the early settlement, living in and around the city, before being moved to camps further away from the city. Many popular sites around Darwin hold specific meaning for Larrakia people, such as Stokes Hill, Mindil Beach, Rapid Creek and Casuarina Beach.

Larrakia protocols<sup>3</sup> share valuable advice for visitors to Larrakia lands, highlighting that the lore requires respect for the cultural authority of the traditional owners. Larrakia protocols include:

- Larrakia speak for Larrakia country;
- Larrakia have mutual obligations to care for our country with our neighbours; and
- Larrakia have knowledge in our land and waters, which includes sites of significance.

Service providers should be aware of Larrakia cultural obligations and to respect and acknowledge them; learning about country is everybody's responsibility and it is also the responsibility of government and non-government agencies; inappropriate behaviour reflects badly on Larrakia people and we do not accept it.

<sup>3</sup> <http://larrakia.com/about/protocol/>



## Our RAP

The development of our Innovate RAP reaffirms City of Darwin's commitment to the reconciliation process, as we learn from past successes and challenges. As we work towards the *Darwin 2030 City for People. City of Colour Strategic Plan* the diversity and richness of Australia's First Peoples will be brought front and centre.

We believe that everyone in our organisation is responsible for reconciliation, and only with shared responsibility can we achieve meaningful and lasting change. Our RAP is championed by our CEO, General Manager Community and Regulatory Services, and Manager Community and Cultural Development, supported by the entire Strategic Directions Group and RAP Working Group.

Our RAP has been developed with reference to the five dimensions of reconciliation:

- race relations
- equality and equity
- institutional integrity
- unity
- historical acceptance.





## City of Darwin's Journey to Reconciliation

Through the provision of services to the community, City of Darwin has built solid foundations with Australia's First Peoples, community and businesses. These foundations are more than symbolic and have paved a way that informs this RAP, identifying innovative actions that aim to bring a greater level of reconciliation.

### Council flies Aboriginal and Torres Strait Islander flags in line with Northern Territory Flag Protocols

The Council's 1997 "Policy 99 Council Symbols" (revised 2007) provided early instruction and protocols on the flying of Aboriginal and Torres Strait Islander flags with National and State flags, promoting it as "Support of the process of Aboriginal Reconciliation".

### Lord Mayor's robes – designed by local Larrakia artist

In 1979 it was declared that the 'Corporation of the City of Darwin Mayor' would be hereto known as 'The Lord Mayor of the City of Darwin', and new robes were introduced for the Lord Mayor. These robes have traditionally been black with gold trim, and in 2020, a new robe was designed to allow more comfort for the Lord Mayor in Darwin's tropical climate; maintaining a traditional style infused with Larrakia design. The body of the robe is black cotton with an ochre silk lining, representing the Land and Country. The Larrakia design print, by local Larrakia Artist Gary Lang, has been incorporated into the sleeve tails with a woven mat design, representing 'Place'. It is also used in marriage/unity ceremonies in Larrakia culture.

### Sister City – Milikapiti, Tiwi Islands

The Sister City agreement with Milikapiti Council was signed in Darwin on 5 July 1999 (National Sister Cities Day). In July 2001, the amalgamation of Milikapiti, Nguuu and Pirlangimpi Councils, formed the new Tiwi Islands Local Government, and the sister city agreement continued under the new structure.

In 2005, Darwin City Council staff travelled to Milikapiti in the wake of Cyclone Ingrid (a category 5 system), and locals and staff worked side by side to rebuild, cementing the relationship between Darwin and Milikapiti.

The Milikapiti agreement still exists today; with a 2018 visit by City of Darwin CEO and Lord Mayor, reinvigorating the agreement.



*Aboriginal woman weaving, as attendees look on, at Darwin's Aboriginal Art Fair*

### Interpretive signage and Larrakia place-name acknowledgement

In February 2018, Council considered using Larrakia place-names across the municipality, in consultation with Larrakia stakeholders. This was part of a Territory wide project, directed by the Place Names Committee and undertaken by the Department of Infrastructure, Planning and Logistics. City of Darwin provided feedback in relation to opportunities to dual name particular geographic features and places within the Municipality of Darwin and expressed a readiness to incorporate dual naming and engage with Larrakia.

### Direct engagement with Larrakia and Australia's First Peoples organisations

In 2019 Larrakia Elder Richard Fejo Snr travelled to China in the City of Darwin delegation, and delivered "Creation stories and culture today" presentations to our sister cities and friendship partnerships in the region. Larrakia will formally join our future international relations ventures to represent our city whilst abroad. This proud occasion, bringing opportunity to our community and cultural endeavours, underpins our economic and development position with our neighbours and regional network to our north.

In 2019 the Goyder 150 year anniversary coin artwork was a collaboration with Larrakia, providing wording in Larrakia language.

In 2020 Wayfinding Kiosks, that assist tourists and locals identify places of interest across the City, were wrapped with Larrakia art.





# Table of actions



## 1. Relationships

*City of Darwin is committed to forging stronger relationships with Australia's First Peoples and organisations, acknowledging there is significant learning to be achieved, for a shared future. Building relationships based on trust is crucial to building an inclusive and connected community, reflected in one of our key values of respect, where we seek and value the contribution of others, and listen before we talk. This culture encourages our people to connect and engage with Traditional Owners, Elders and the communities we work with in the provision of community services.*

Action	Deliverable	Timeline	Responsibility
1.1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	September, 2020	General Manager (GM) Community and Regulatory Services
	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop:                             <ul style="list-style-type: none"> <li>Guiding principles for future engagement.</li> <li>Memorandum of Understanding.</li> </ul> </li> </ul>	December, 2020	GM Community and Regulatory Services
1.2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2021, 2022	GM Community and Regulatory Services
	<ul style="list-style-type: none"> <li>Deliver a NRW event for staff, inclusive of all Council departments.</li> </ul>		GM Community and Regulatory Services with support from RAP Working Group
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>		GM Community & Regulatory Services with support from RAP Working Group
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>		GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>City of Darwin to organise or fund at least one external NRW event for the community each year.</li> </ul>		GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>		GM Government Relations & External Affairs

## 1. Relationships

Action	Deliverable	Timeline	Responsibility
1.3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Consult with local Traditional Owners, to communicate our commitment to reconciliation publicly, through:               <ul style="list-style-type: none"> <li>A public facing link on City of Darwin website that promotes the Larrakia heritage, and provides regular updates on the achievement of the RAP deliverables.</li> <li>Larrakia names on buildings and meeting rooms.</li> <li>Prominent displays at City of Darwin Libraries, showcasing Larrakia heritage and stories and promoting library collections written by Aboriginal and Torres Strait Islander people.</li> </ul> </li> </ul>	August 2020	GM Government Relations & External Affairs and GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders and business partners to drive reconciliation outcomes.</li> </ul>	August 2020	GM Government Relations & External Affairs
	<ul style="list-style-type: none"> <li>Collaborate with RAP partners and other like-minded organisations to promote collaboration.</li> </ul>	Ongoing (progress report July 2021)	GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Attend the annual RAP conference.</li> </ul>	October 2020, 2021	GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Promote and celebrate achievements of RAP deliverables through our intranet and externally through social media.</li> </ul>	Ongoing (progress report July 2021)	GM Government Relations & External Affairs
	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation.</li> </ul>	Ongoing (progress report Sept 2020, 2021)	GM Community & Regulatory Services
1.4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies, procedures and practices to identify existing anti-discrimination provisions, and future needs.</li> </ul>	March 2021	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Implement and communicate revised anti-discrimination policy.</li> </ul>	March 2022	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	February 2021	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Strategic Directions Group (SDG), Senior Leadership Team (SLT) and Elected Members to participate in Cultural Respect and Cultural Safety two day workshop.</li> </ul>		GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>SDG receives six monthly reports from City of Darwin Aboriginal Staff Support Network, on outcomes of the anti-discrimination strategies.</li> </ul>		





## 2. Respect

*City of Darwin respects and values the cultural knowledge of Australia's First Peoples and their contribution to Darwin's vibrant, creative and inclusive community. We uphold Darwin as the City for People. City of Colour - being stronger, richer, culturally aware and competent.*

Action	Deliverable	Timeline	Responsibility
2.1. 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.	March 2021	Executive Manager Human Resources & Safety
	• City of Darwin induction package to include information on Traditional Owners, and the Aboriginal cultural history of Darwin	May 2021	Executive Manager Human Resources & Safety
	• Consult local Traditional Owners and/or Aboriginal Support Network on the development of a cultural learning strategy.	May 2021	GM Community & Regulatory Services
	• Develop, implement and communicate a cultural learning strategy for our staff.	July 2021	Executive Manager Human Resources & Safety
	• Provide opportunities for RAP Working Group members, supervisory staff and other key leadership staff to participate in formal and structured cultural learning.	Ongoing (report July 2021, 2022)	GM Community & Regulatory Services
	• Investigate local cultural immersion opportunities for staff.	Ongoing (report July 2021, 2022)	GM Community & Regulatory Services with the support of the RAP Working Group
2.2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country (include appropriate payment for cultural activities).	December 2020	GM Community & Regulatory Services
	• Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing (report December 2020, 2021)	GM Government Relations & External Affairs
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing (report December 2020, 2021)	GM Community & Regulatory Services
	• Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events; including Council Meetings.	Ongoing (report December 2020, 2021)	GM Government Relations & External Affairs
	• Identify multi-lingual staff to assist with interactions with Aboriginal and Torres Strait Islander customers where communication barriers are present, for example in customer service, libraries, and outreach services.	December 2020 (review in December 2021)	GM Community & Regulatory Services



*Dancers perform in front of crowd at Darwin Aboriginal Arts Fair*

## 2. Respect

Action	Deliverable	Timeline	Responsibility
2.3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2021, 2022	GM Community & Regulatory Services
	• Promote and encourage participation in external NAIDOC events to all staff.	July 2021, 2022	GM Community & Regulatory Services
	• Review HR policies to remove barriers to staff participating in NAIDOC Week.	May 2021, 2022	Executive Manager Human Resources & Safety
	• Continue to provide funding and in-kind support to businesses/ organisations during NAIDOC Week.	June 2021, 2022	GM Community & Regulatory Services





### 3. Opportunities

*City of Darwin is committed to providing a culturally inclusive workplace, and recognises the opportunity to create sustainable opportunities; to build capacity in staff and provide economic opportunities to Aboriginal and Torres Strait Islander peoples and organisations, for an equitable future.*

Action	Deliverable	Timeline	Responsibility
3.1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	Ongoing (report on January 2021, 2022)	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Establish a City of Darwin Aboriginal and Torres Strait Islander Staff Support Network.</li> </ul>	December 2021	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Engage with the Staff Support Network to develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, that targets:                             <ul style="list-style-type: none"> <li>'A Day in the life of City of Darwin Staff' recruitment campaign, using City of Darwin Aboriginal and Torres Strait Islander staff in the advertisement;</li> <li>Representation across all departments;</li> <li>Mentor training;</li> <li>A culturally safe workplace;</li> <li>Cultural leave provisions; and</li> <li>Professional development to build capacity and improve opportunities for promotion.</li> </ul> </li> </ul>	January 2022	GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Advertise job vacancies using media platforms<sup>2</sup> and networks that will effectively reach potential Aboriginal and Torres Strait Islander applicants.</li> </ul>	Ongoing (report on July 2020, 2022)	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, through the following initiatives:                             <ul style="list-style-type: none"> <li>Enhance an existing position in HR with added responsibility to monitor Aboriginal and Torres Strait Islander recruitment and retention;</li> <li>Include the wording "Aboriginal and Torres Strait Islander People are encouraged to apply" in all vacant positions;</li> <li>Encourage Aboriginal and Torres Strait Islander staff participation on interview panels;</li> <li>Include interview questions about reconciliation.</li> </ul> </li> </ul>	March 2021	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Optimise the number of Aboriginal and Torres Strait Islander staff employed in our organisation, to mirror the nine percent across our municipality.</li> </ul>	June 2020, 2022	Executive Manager Human Resources & Safety
	<ul style="list-style-type: none"> <li>Identify two of the existing traineeship program positions, specifically for Aboriginal and Torres Strait Islander applicants.</li> </ul>	December 2020	Executive Manager Human Resources & Safety

<sup>2</sup> Including NITV, Radio Larrakia, TEABBA Radio, Koori Mail and NT News

### 3. Opportunities

Action	Deliverable	Timeline	Responsibility
3.2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Review procurement practices to remove barriers and improve procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	Ongoing (report on August 2020, 2021)	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Host an annual workshop for Aboriginal and Torres Strait Islander businesses, on how to tender for works at the City of Darwin.</li> </ul>	September 2021	GM Innovation, Growth & Development Services
	<ul style="list-style-type: none"> <li>Promote opportunities for Aboriginal and Torres Strait Islander suppliers to apply for:               <ul style="list-style-type: none"> <li>Supplier panels; and</li> <li>Advisory Panels i.e. Public Art Advisory Panel.</li> </ul> </li> </ul>	Ongoing (report on September 2021)	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop and implement an overarching strategy for Aboriginal and Torres Strait Islander procurement.</li> </ul>	September 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Identify local businesses within Supply Nation membership.</li> </ul>	September 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop a commercial relationship with the NT Indigenous Business Network.</li> </ul>	September 2021	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop and communicate a list of Aboriginal and Torres Strait Islander suppliers, across the range of City of Darwin purchasing categories, to staff.</li> </ul>	Ongoing (report on August 2020, 2021)	Chief Financial Officer
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.</li> </ul>	Ongoing (report on August 2020, 2021)	Chief Financial Officer







### 3. Opportunities

Action	Deliverable	Timeline	Responsibility
3.3 Promote capacity building opportunities with Aboriginal and Torres Strait Islander communities and businesses.	<ul style="list-style-type: none"> <li>Collaborate with Aboriginal and Torres Strait Islander community groups and businesses to better understand their capacity building needs.</li> </ul>	Ongoing (report on December 2021)	GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Develop opportunities for in kind support and/or skills exchanges with Aboriginal and Torres Strait Islander community groups and businesses.</li> </ul>	Ongoing (report on December 2021)	GM Community & Regulatory Services
	<ul style="list-style-type: none"> <li>Promote opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City of Darwin community centres, facilities and spaces.</li> </ul>	Ongoing (report on December 2021)	GM Community & Regulatory Services
3.4 Provide funding opportunities for Aboriginal and Torres Strait Islander community groups and businesses.	<ul style="list-style-type: none"> <li>Promote City of Darwin grants and sponsorship through:               <ul style="list-style-type: none"> <li>Advertising on Aboriginal and Torres Strait Islander media platforms and through networks; and</li> <li>Encouraging Aboriginal and Torres Strait Islander staff to be part of the assessment panel for grants and sponsorships to ensure higher diversity and representation of panel.</li> </ul> </li> </ul>	Ongoing (report on December 2021)	GM Government Relations & External Affairs
	<ul style="list-style-type: none"> <li>Look for further opportunities to establish City of Darwin grants and sponsorship programs specifically for Aboriginal and Torres Strait Islander businesses and community groups and/or NAIDOC Week and NRW events.</li> </ul>	January 2021	GM Government Relations & External Affairs





## Governance

Action	Deliverable	Timeline	Responsibility
4.1. Maintain an effective RAP Working Group.	• Maintain 50% Aboriginal and Torres Strait Islander representation on the RAP WG.	July 2020, 2022	GM Community & Regulatory Services with support from RAP Working Group
	• Annually review Terms of Reference.	December 2020, 2021	GM Community & Regulatory Services with support from RAP Working Group
	• Meet at least four times per year to drive and monitor RAP implementation.	Jul/Sep/Nov/ Feb/May 2020, 2021	GM Community & Regulatory Services
4.2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	July 2020	GM Community & Regulatory Service
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2020, 2022	GM Community & Regulatory Services
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2020	GM Community & Regulatory Services
	• Appoint and maintain an internal RAP Champion from senior management.	July 2020, 2022	GM Community & Regulatory Services





Governance				
Action	Deliverable	Timeline	Responsibility	
4.3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020, 2021	GM Community & Regulatory Services	
	• Report RAP progress through quarterly reporting process.	Sep/Dec/ Mar/Jun 2020, 2022	GM Community & Regulatory Services	
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	GM Community & Regulatory Services	
4.4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2021	GM Community & Regulatory Services	

#### Contact details

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## Artist Profile



*Jason Lee*

Jason Lee is a self-taught artist who was born and raised in Darwin, Northern Territory. Growing up next to saltwater and learning his Gulumerrdjin (Larrakia) culture from his mother, uncles, aunties, brothers and sisters sparked an interest in art.

Jason's interest in art was cultivated during his teenage years and further developed when he started learning the Larrakia language.

Jason's artistic influences come from his Larrakia ancestry and the Larrakia language and cultural practices. Jason's art is a mix of contemporary and traditional styles.

Jason has always been fascinated by images and how the world is represented through art.

Jason produced the dragonfly art for the City of Darwin Innovate Reconciliation Action Plan.







## Staff Profiles



*Mark Pocock*

My Name is Mark Pocock, I am a 30 year old Indigenous man born and raised in Darwin.

I started out in casual employment as a CBD Parking Ranger with the City of Darwin, six years ago. I am now a permanent full time staff member working as a Ranger/Authorised Officer.

I obtained full time employment after 8 months, and helped to create the Suburban Ranger team. This team manages all general By-law complaints and suburban parking issues within the Darwin Municipality. I performed this role for a number of years and in that time have also acted in a relief supervisor role in my team.

I am currently working as a Public Places Ranger, managing illegal camping and anti-social behaviour within the at-risk/homeless and backpacker populations in Darwin.

I have always felt a strong connection to my home town and want to bring about positive change for all people living in Darwin. Being part of the Reconciliation Action Plan Working Group is the next step in providing that change and I am grateful for the opportunity.



*Sade Waugh*

I am on Council's Reconciliation Action Plan Working Group and it's a privilege to represent my people and be an integral part of this inaugural group.

As a Library Trainee at City of Darwin I do a variety of jobs, though mostly in customer service. I engage, support and connect customers with services, resources and activities, and I also deliver library programs such as Techzone and occasionally preschool Storytime.

While working at the City of Darwin, I have also been attending university, studying for a Certificate III in Community Services. This has included work experience at the YMCA and within other Council teams.

I enjoy meeting people from all walks of life and working with my inspiring and supportive work colleagues. I love the diversity of my work, being given the chance to put forward my ideas, and all of the opportunities that come with working at City of Darwin.

Council is a great place to work, especially for Aboriginal people. Aboriginal people can help make a difference and together with Council can create a vibrant, valued community.





*Tony Vincent*

I first started working with Council back in 1985 when I was only 18 years old. I was employed on a six month project as a labourer, and when works were completed, four men were offered a permanent job, and I was one of the lucky four.

From there I worked with the concreting crew on maintenance, and after ten years in that role, I became the new backhoe operator within the roads team for the next ten years. The next opportunity that came along was the leading hand job, so I applied for that and won it. I enjoy working in civil works as we have a big variety of stuff to do.

I have achieved lots while working at Council, helping the team to make Darwin safer for all. I have completed a Diploma in Management (wow that was stressful), and had good mentors, who challenged me. I have also acted in the team leader position on several occasions, where I also learnt a lot. I have been on a few Council committees, as I believe that I can contribute and make a difference.

The City of Darwin has been a good place to work, and I am coming up to my 35 years' service. I have worked with a lot of people and made heaps of friends on the way.





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