



Enclosure 1

Item 15.2

Acknowledgement of Country

Kiama Municipal Council would like to acknowledge Elders, Traditional Owners and Custodians with their continuing connections to Land, Waters, Sky, Culture and Community. We pay our respects to the Traditional Custodians of the Dharawal Nation, and their Elders past, present and future.

We respect the cultural knowledge of Elders, Knowledge Holders, and Custodians, and are committed to honouring cultural protocols when engaging with First Nation Communities.

Photo Credit: Ned Mansfield ©

Artist Acknowledgement



Auntie Jodie Stewart, is a proud Traditional Owner and Aboriginal Elder within the Kiama Local Government Area.

Born in Kiama and raised in Gerringong, where she continues to live and care for Dharawal Country — the Land of her ancestors and the place that holds her heart.

A Saltwater Woman and a descendant of the Wodi Wodi people of the Dharawal Nation and the Walbunja people of the Yuin Nation. Her identity is deeply grounded in the stories, strength, and spirit of my people. In 2022, Auntie Jodie was humbled

to receive the Aboriginal Elder of the Year award at the NAIDOC Awards, representing the Illawarra, Shellharbour, Kiama, and Shoalhaven regions.

For over 40 years, Auntie Jodie has expressed cultural knowledge and lived experience through contemporary Aboriginal art. Her work is a reflection of deep listening, cultural pride, and connection to Country, created with the intention to honour, share, and preserve our heritage.

Auntie Jodie has contributed to many significant public and community projects, working in ways that are guided by respect, responsibility, and relationships. Her journey is one of continuing to walk in culture, to nurture community, and to share stories that strengthen identity and belonging for generations to come.

Living by the Sea



Living by the Sea is rich in cultural memory, with the imagery of shellfish like pipies, lobsters, abalone, and conchs reflecting not only the artist's strong ties to the sea, but also their upbringing and lived experience. These shellfish are more than just food – they symbolise a way of life, representing how people gathered, shared, and connected through the ocean as part of daily tradition.



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A Message from the Mayor



I begin by acknowledging the Traditional Custodians of the Land on which we live and work, the Traditional Custodians of the Dharawal Nation. I pay my respects to Elders past and present, and to the continuing Culture, strength and contribution of First Nations peoples across the region.

It is with deep respect and humility that I present Kiama Council's first Reflect Reconciliation Action Plan, a significant step in the journey toward a more inclusive and culturally aware organisation.

This Plan has been shaped by the wisdom, guidance and generosity of the local First Nations Community, especially the members of the

Aboriginal Advisory Group, Traditional Custodians and the RAP Working Group. I thank them for sharing their time, knowledge and truth with us. The Municipality was founded in 1859, where this Land has been cared for and connected to Culture for tens of thousands of years. As a Council, we recognise the responsibility to listen, to learn, and to reflect that long history in how we serve and support the Community today.

This plan is not the end. It is a beginning. A commitment to build stronger relationships, embed cultural respect in our work, and walk alongside First Nations people with honesty and purpose.

On behalf of my fellow councillors and staff, I am proud to support this important milestone, and I invite the entire community to walk with us on this journey.

Cr Mayor Cameron McDonald
Kiama Municipal Council



First Nations Community

Kiama Municipal Council is proud of the relationship with local First Nations Community and as a Council we are committed to Reconciliation. Council follows a Traditional Owner-centric model when engaging and working with First Nations Communities. This model prioritises the voices of Traditional Owners – First Nations people with a direct bloodline connection and cultural responsibilities to Country.

Aboriginal Advisory Group

The Aboriginal Advisory Group, administered by Council, is a community-led advisory group that operates using a Traditional Owner-centric approach. It provides guidance and input on matters relevant to the local First Nations Community. First Nations people residing in the Kiama LGA are eligible to participate in the Advisory Group.

While the Aboriginal Advisory Group provides valuable insight and guidance, it does not replace comprehensive consultation with the broader First Nations Community, Traditional Owners, organisations and businesses. Genuine Community engagement requires ongoing, inclusive, and culturally appropriate consultation processes that extend beyond advisory structures to ensure diverse voices – particularly those of Traditional Owners and Elders – are heard and respected.

Photo Credit: Michael Power Afterglow & Ned Mansfield ©



A Message from the CEO



Local government has a vital role to play in Reconciliation. As the closest tier of government to the people who live, work and raise families in communities, council is often where Reconciliation is felt most directly — in relationships, decisions and actions.

When I joined Kiama Council as CEO in 2021, it was clear that important Reconciliation work was already happening. At the same time, it was also clear that there were gaps — particularly in communication, collaboration and formal recognition of the relationship between Council and the local First Nations Community. We acknowledge that mistakes have been made, both historically and in more recent times. Recognising 'that honestly is an essential part of moving forward.

Since then, there has been a genuine commitment from many people to do better. Through conversations, shared experiences and a willingness to listen, progress has been made.

This Reconciliation Action Plan has not been about creating something entirely new, but about listening carefully, documenting what matters, and formalising a way of working that builds stronger, more respectful relationships into the future.



This plan has been guided first and foremost by the local First Nations Community. That is deliberate and essential. Self-determination — where those most affected steer the conversation and set the agenda — leads to better outcomes. It is also the foundation of meaningful Reconciliation.

Having grown up in remote and regional Australia, I have seen firsthand the importance of respect, listening and local leadership. I am proud to support this work and grateful to Reconciliation Australia, local Traditional Owners, Community organisations, the Aboriginal Advisory Group, and State and Federal partners for their guidance and support.

Reconciliation is ongoing work. This plan is an important step, and I commend everyone who has contributed their time, care and commitment to Kiama Council's first Reconciliation Action Plan.

Jane Frawley

Chief Executive Office

Kiama Municipal Council

A Message from the RAP Champion



True Reconciliation comes from understanding each other's practices and procedures, both cultural and administrative, and each other's shared history. This understanding can only be achieved through relationships.

When I rejoined Council, it was extremely pleasing to see that Council was having dialogue with the Community and working towards Traditional Owner- centric models for engagement.

The relationships being forged between Council and Traditional Owners, Aboriginal Advisory Group and Native Title delegates are a testament to the Reconciliation journey we have all been on.

I'm extremely proud of the work undertaken by the local First Nations Community and the Community Outcomes team in preparing this Plan, I look forward to seeing the positive impact it has on the relationships between Council and the local First Nations Community.

Ed Paterson

RAP Champion

Kiama Municipal Council



A Message from Reconciliation Australia CEO

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

Kiama Municipal Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

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

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

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of

Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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



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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



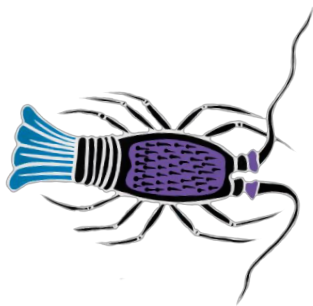


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Our Vision

Kiama Municipal Council envisions a future where reconciliation is lived through genuine solidarity between First Nations peoples and all Australians. We aspire to build a community founded on mutual respect, truth-telling, cultural understanding, and shared responsibility through meaningful partnerships, culturally safe practices, and a commitment to self-determination. We believe reconciliation is a shared journey that strengthens the community holistically, celebrates the world's oldest living cultures, and ensures future generations can walk together with respect, understanding, and purpose.



Our Commitments

Council is committed to learning about, honouring, preserving, and sharing of First Nation people's, histories, cultures, stories and voices. We are committed to engaging with Elders and Traditional Custodians of the Land to deepen knowledge, build cultural practices, co-design and create opportunities; celebrate and recognise contributions and achievements. Together, we are committed to work toward fostering an inclusive, respectful, and equitable community where First Nations people feel a sense of pride and belonging.



Our Business

Established in 1859, the Kiama Municipality is located on the Dharawal Country, on the south coast of New South Wales. Located in the Illawarra region and approximately two hours' drive south of Sydney, the Municipality is comprised of the six townships of Kiama, Gerringong, Gerroa, Jamberoo, Kiama Downs and Minnamurra.

The Kiama region is home to a diverse range of landscapes, species, ecological communities, and biodiversity hotspots. These include globally protected mangrove ecosystems, parts of the Great Southern Reef, critically endangered littoral rainforests, beaches, mountains, escarpment, and rural landscapes—all of which attract many visitors each year.

The word 'Kiama' is to be derived from a Dharawal word 'Kiama-a', confirmed by Traditional Custodians it means 'where the sea makes a noise' and this refers to the Kiama Blowhole.

Kiama Council has approximately 485 staff with 3 staff members identify as First Nations. Council is led by an elected body whose powers are derived from the Local

Government Act 1993. The Council administers functions under a wide range of legislations and provision of services under the local government jurisdiction. Council provides services and facilities to the public including libraries, community centres, recreation facilities, parks and playground, footpaths, cycleways, beach lifeguards, waste management, roads and other infrastructure.

Council also performs a range of regulatory functions to ensure compliance with relevant legislation and guidelines. Council works to ensure that members of the public are aware of and are complying.

The population of Kiama is approximately 23,000 people, of which about 520 or 2.3% of the population identify as First Nations people. The Kiama community has a strong sense of pride that resonates amongst locals and is shown by the rich cultural activities that take place throughout the year. Kiama's strong local communities pull together to provide solid values and cultural pursuits of the Traditional Custodians of the Dharawal nation and the First Nations peoples of the Kiama region.





Our Population (2021 Census Data)

- 23,173 residents call Kiama home
- Median age: 48 years
- 36% aged 60+
- 17% volunteer in the community
- Aboriginal and/or Torres Strait Islander people: 2.3%
- Born in Australia: 81.4%
- Top overseas origins:
 - England: 5.3%
 - New Zealand: 1.3%
 - Australian citizens: 92%



We Live

- Household size: 33% live in two-person households
- 10% are sole occupiers
- Homeownership:
 - 40% own outright
 - 37% have a mortgage
 - 17% are renting
- Dwelling types:
 - 82% live in separate dwellings
 - 14% in medium-density housing
 - 4% in high-density housing



Our Wellbeing

- SEIFA Score: 1061
(SEIFA is the Australian Bureau of Statistics Socio-Economic Index for Areas. Kiama score indicates high levels of education, income, and employment compared to the national average)



Our RAP Journey, Partnerships & Activities

There are multiple clans/tribes that make up the Dharawal Nation. The name Kiama is thought to be from a Dharawal word meaning 'where the sea makes a noise' in reference to the world-famous Kiama Blowhole. We recognise that the Land on which we live has been inhabited and protected by people belonging to the Dharawal Nation for tens of thousands of years. Approximately 2.3 per cent of the Community identify as First Nation people. We acknowledge and protect the legacy and the future of this area for the Community, both First Nations and non-First Nation people. Celebration of First Nation peoples histories, cultures, stories and voices is becoming a stronger part of public life, and working towards shared goals with First Nation people is a major priority in Kiama.

We are proud of the rich First Nation peoples cultures, histories, stories and voices who have walked these Lands for centuries. Council recognises and promotes the proud traditions of First Nations people, their spiritual connection to the Land and Water, and their right to live according to their own beliefs, values and cultural practices. As the first people of this continent, First Nations peoples have managed and nurtured the Lands and Waters for thousands of years.

Over the years, Council has enjoyed a positive relationship with the local First Nations community. This has included participate in cultural events throughout the year to provide Welcome to Country, Smoking Ceremonies, cultural performances, to share of the local Dharawal culture, history and stories at Yarning Circles or through arts.

The development of a Reflect **RAP**, based around the core pillars of **Relationships, Respect, Opportunities and Governance** is Kiama Council's commitment to formalise the journey of Reconciliation. The Reflect RAP is a commitment of Council to strengthen relationships between the local First Nations Community and continue the good work that has already taken place through many cultural events, projects and conversations. The Reflect RAP will be led and guided by local Traditional Owners and the Aboriginal Advisory Group who will ensure that all commitments are achievable and delivered in a culturally safe and sensitive way. It will provide substantive benefits for First Nations peoples and Council, working together to address gaps and challenges, and harnessing opportunities moving forward.

The Reflect RAP aligns with Council's Community Strategic Plan 2025-2035 focus areas of Liveable, Sustainable, Resourceful and Responsible and various other operational plans including Cultural Plan 2025-2029. It will support the workplace to become a culturally safe space for First Nations people to access services, and to provide cultural awareness training & information for all staff at Kiama Council.



How did we develop our RAP

The Reflect RAP was developed in close partnership with the RAP Working Group, local Traditional Owners, Elders and community members and drawing on the internal staff knowledge and experiences. This process has strengthened Council and First Nations Community relationships and partnership, working together towards common goals. This journey included:

- Build relationships and engagement with local First Nations Community, including Elders and Traditional Owners.
- Establishment of the RAP Working Group comprised of Traditional Owners, local First Nations Community members and Council staff representatives.
- Establishment of the Aboriginal Advisory Group as a platform for community and Council to provide directions to RAP, co-design and partner on deliverables.
- Presentation and consultation with Councillors and management/ leadership team on the draft RAP.
- Refining of the draft RAP through the above-mentioned mechanisms prior to consultation with broader community.

- Development of Cultural Protocols (draft) in partnership with Elders and Traditional Custodians.
- Planning and delivery of First Nations Cultural Workshops for Councillors, Executive Leadership Team and Managers.
- Regular meetings with Elders and Traditional Owners to inform and guide on priorities.

Council is proud of the progress made to date towards reconciliation and partnership with local First Nation peoples.

Examples of progress to date include:

- Adoption of Aboriginal Cultural Heritage Management-Development Assessment Toolkit 2014.
- Co-designing, collaborating and promoting resource sharing for community events to commemorate the National Sorry Day, NAIDOC Week, Australia Day/Survival Day.
- Endorsement of the Uluru Statement from the Heart in 2022.

- Partnership with the Illawarra councils and community to hold the annual Illawarra Local Government NAIDOC Week Awards.
- Reconciliation Action Plan Working Group
- Acknowledge, document and promote Dharawal Country and significant sites with written endorsement from Traditional Custodians.
- Celebrate First Nations culture and history through art exhibitions, workshops and installations.
- Development of a local Elders, Traditional Custodians and First Nations suppliers list (endorsed by Aboriginal Advisory Group) to assist Council and the wider community in engaging Aboriginal cultural advice and services.
- Council, Aboriginal community and Department of Community and Justice (DCJ) partnering to implement the Aboriginal Heritage Project. Funded by DCJ, this project aimed to deliver initiatives that acknowledged Aboriginal heritage through design and installation of Dharawal signages across the LGA, signage at significant sites, new flagpoles at



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- Gerringong Town Hall, and cultural awareness sessions.
- Library information on First Nations History: <https://library.kiama.nsw.gov.au/History/First-Nations-Kiama>
 - First Nations Community portal on Council's website, with up-to-date information including events, guidelines and engagement, Aboriginal Advisory Group, dates of significance and other.
 - The implementation and formalisation of a Traditional Owner-centric model
 - Implementing a First Nations Principles and Engagement Guide (including cultural protocols)
 - Formalising relationships and strategic partnerships
 - Building platforms to deepen consultation, engagement and collaboration – Aboriginal Advisory Group and Traditional Owner Group
 - Hosted the Kiarama Southeastern Seaboard Native Title Partnership Symposium.
 - Capacity building and resource development.
 - Strengthening staff awareness and capacity through cultural training initiatives and out on country days with local Traditional Owners.
 - The Native Title Manager strengthened engagement as Council's central point of expertise on Native Title matters for Council staff and works closely with local Traditional Owners and Native Title parties to provide advice on Native Title compliance for activities affecting Crown Reserves under Council's management. The role helps ensure that Council's decision and operations comply with relevant legislation, including the Native Title Act 1993.
 - Access to all three Council cemeteries, with development of a policy supporting culturally appropriate burial places for the First Nations community.
 - Preservation and protection of sacred and heritage sites.
 - Kiama Local Government Area won Elder's (Uncle and Aunty) of the year 2025 for the Regional NAIDOC Awards.
 - Creating awareness and adhering to Indigenous Cultural Intellectual Property (ICIP) Rights.
 - Implementation of Aboriginal Affairs NSW Cultural Knowledge Standards that sets out how researchers, consultants, government agencies and others can work with First Nations Communities in ways that respect Aboriginal Cultural Heritage and Cultural Knowledge.
- Council has a committed calendar of cultural events and awareness commemorated annually include:
- 13 February – National Apology Day
 - 17 March – National Close the Gap Day
 - 26 May – National Sorry Day
 - July – NAIDOC Week
 - 1-4 October – Minnamurra Massacre Memorial Day

Acknowledgement to Contributors

Council would like to acknowledge the contributions of the individuals and groups for the development of our first RAP, Aunty Sharon Randall, Elders, Traditional Custodians, the members of the Aboriginal Advisory Group, the RAP Working Group, government and non-government organisations, Councillors and Council staff. This RAP has been developed with insights and wisdom of all those participated in the consultation.

Implementation Framework

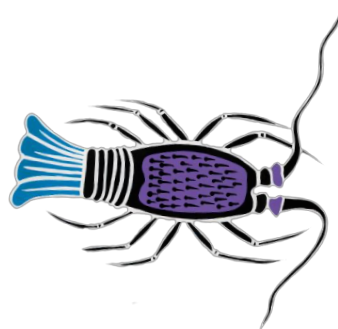
RAP Working Group – makes decisions/ recommendations on scope and deliverables of the RAP, informed by community input, Advisory Group input, Council's capacity and budget, stakeholders' capacity.

Traditional Owner Group – inform and advise on the RAP based on culturally appropriate and safe community priorities and aspirations, knowledge and expertise.

Aboriginal Advisory Group – inform and advise on the RAP based on community priorities and aspirations, knowledge and expertise.

Community Outcomes Department – convening of meetings, overall logistics of RAP planning, delivery, reporting and presentation.

Decision Making – Departmental managers within Council - Director Strategies and Communities to oversee championing of RAP internally and externally, respond to RAP Working Group, Traditional Owner Group and Advisory Group recommendations, broader communication internally and externally, make decisions that are outside the RAP Working Group and Advisory Group jurisdiction.



Action Plan 2026 – 2027



Objective 1: RELATIONSHIPS

Action	Deliverable	Responsible Department	Timeline
1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and build relationship with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	Review April 2027
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	Review May 2027
	Inform and consult Traditional Owners and community on Land Use Strategies and planning proposal of interest and impact to community.	Lead: Strategic Planning Coordinator Support: Community Development Officer (Aboriginal)	Review June 2027
	Provide regular notifications to Traditional Owners and community on Development Applications of interest and impact to community.	Lead: Development Assessment Coordinator Support: Community Development Officer (Aboriginal)	Review November 2026

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Action	Deliverable	Responsible Department	Timeline
1.2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	Lead: Communications & Engagement Coordinator Support: Community Development Officer (Aboriginal)	March 2027
	Encourage and facilitate participation of RAP Working Group members, senior leadership and staff at National Reconciliation Week (May-June) events and programs.	RAP Working Group members RAP Champion	June 2027
	Hold Yarning Circle at the National Sorry Day/NAIDOC Week.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	July 2027
1.3 Promote reconciliation through Kiama Council's sphere of influence.	Communicate our commitment to reconciliation to all staff to raise awareness and understanding.	Lead: Human Resources Support: Community Development Officer (Aboriginal)	Review March 2027
	Identify external stakeholders and like-minded organisations to engage and collaborate on our reconciliation journey.	Lead: Community Development Officer (Aboriginal) Support: Manager Community Outcomes & Community Development Coordinator	Review April 2027
	Intergrade RAP in Council staff induction program to raise awareness and commitment.	Lead: Community Development Officer (Aboriginal) Support: Human Services	Review March 2027

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Action	Deliverable	Responsible Department	Timeline
	Continue to work with local schools and Elders in delivering cultural and art projects.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator & Cultural Development Officer	Review February 2027
1.4 Promote positive culturally safe workplace through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	Lead: Community Development Officer Support: Manager Human Resources	Review August 2027
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Manager Human Resources	Review August 2027



Objective 2: RESPECT

Action	Deliverable	Responsible Department	Timeline
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a staff training program for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Lead: Human Resources Support: Community Development Officer (Aboriginal)	August 2027
	Investigate external funding to update Council marketing and branding to be inclusive and representative of Aboriginal art and culture.	Lead: Communications & Engagement Coordinator Support: Community Development Officer (Aboriginal)	July 2027
	Develop a cultural awareness training module to be delivered to Kiama Council staff to increase understanding and inclusive cultural practices.	Lead: Community Development Officer (Aboriginal) Support: Human Resource & Communications & Engagement Coordinator	Review September 2027
	Finalise the Aboriginal Acknowledgement Project, including installation of Dharawal Country signage at gateways and areas of significant cultural sites.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	December 2026

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Action	Deliverable	Responsible Department	Timeline
	Raise staff and community understanding of Aboriginal history and culture by recognising and marking the significant cultural calendar dates such as Anniversary of Apology, National Sorry day and Minnamurra Massacre commemoration through communications and events.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator & Communications & Engagement Coordinator	November 2027
	Apply for funding to celebrate the First Nations art and culture through partnerships and engagement with local First Nations artists.	Lead: Cultural Development Officer Support: Community Development Officer (Aboriginal) & Community Development Coordinator	September 2027
	Where appropriate, research and display historical information about the Traditional Custodians and the Dharawal Nation in prominent places such as libraries.	Lead: Community Development Officer (Aboriginal) & Community Development Coordinator Support: Library & Cultural Hubs Manager	March 2028
	Investigate design of staff uniforms, customer service area to be more welcoming and inclusive of First Nations art and stories.	Lead: Human Resource Support: Customer Service & Community Development Officer (Aboriginal)	July 2027
Action	Deliverable	Responsible Department	Timeline

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2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop and present the local Aboriginal Engagement Protocols in line with the NSW Local Government Closing the Gap Toolkit (Priority 1, Formal Partnerships & Shared Decision-Making).	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator & Community Outcomes Manager	January 2027 Ongoing
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols at meetings and functions.	Lead: Community Development Officer (Aboriginal) Support: RAP Champion & Community Development Coordinator	Review March 2027
2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst Council staff about the meaning of NAIDOC Week	Lead: Communications & Engagement Coordinator Support: Community Development Officer (Aboriginal)	June 2027 Ongoing
	Host and collaborate events and programs to mark NAIDOC Week in line with allocated budget.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	July 2027
	Continue to co-host the annual Local Government Regional NAIDOC Awards Ceremony	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	July 2027
	Apply for funding to host an annual NAIDOC Week Art Exhibition at library and or the Old Fire Station exhibition space.	Lead: Cultural Development Coordinator Support: Community Development Officer (Aboriginal)	July 2027



Objective 3: OPPORTUNITIES

Action	Deliverable	Responsible Department	Timeline
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Scope and make recommendations to support increasing First Nations employment and retention within Council in line with NSW Local Government Closing the Gap Toolkit (Priority 5, Employment, business growth and economic prosperity).	Lead: Organisational Development Lead Support: Community Development Officer (Aboriginal)	July 2028
	Introduce measures to offer work experience/ traineeship to young Aboriginal community members, in line with NSW Local Government Closing the Gap Toolkit (Priority 5, Employment, business growth and economic prosperity).	Lead: Organisational Development Lead Support: Community Development Officer (Aboriginal)	December 2027
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Lead: Organisational Development Lead Support: Community Development Officer (Aboriginal)	April 2027
3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Promote and encourage Aboriginal businesses and suppliers to register on Council's procurement platform, the VendorPanel.	Lead: Community Development Officer (Aboriginal) Support: Procurement Coordinator	March 2027
Action	Deliverable	Responsible Department	Timeline

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Provide training to assist First Nations suppliers to understand Council's Procurement Policy and Procedures.	Lead: Community Development Officer (Aboriginal) Support: Procurement Coordinator	September 2027
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Objective 4: GOVERNANCE

Action	Deliverable	Responsible Department	Timeline
4.1 Establish and maintain an effective RAP Working Group to drive governance of the RAP	Continue to convene the RAP Working Group and the Aboriginal Advisory Group to support implementation, review and reporting of RAP.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	Review June 2027
	Review and finalise the draft Aboriginal Advisory Group Terms of Reference.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	November 2027
	Maintain and strengthen First Nations representation on the RAP Working Group	Community Development Officer (Aboriginal)	Review March 2027 Ongoing
4.2 Provide appropriate support for effective implementation of RAP commitments.	Identify expenditure and resources required for RAP implementation through external funding and annual budget planning.	Lead: Community Development Coordinator & Manager of Community Outcomes Support: Community Development Officer (Aboriginal)	March 2027 (leave)
Action	Deliverable	Responsible Department	Timeline
	Engage senior leaders in the delivery of RAP commitments through strategic planning day.	Lead: Director Strategies & Communities	Review February 2027

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		Support: Community Development Officer (Aboriginal)	
	Include RAP in the Delivery Program and Operational Plan to track, measure and report on commitments.	Lead: Manger Community Outcomes Support: Performance and Improvement	January 2027 Annually
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify accurate and up to date primary and secondary contact details to ensure we do not miss out on important RAP correspondence.	Leader: Community Development Officer (Aboriginal) Support: Manager Community Outcomes	June Annually
	Contact Reconciliation Australia to request Council's unique link, to access the online RAP Impact Survey.	Community Development Officer (Aboriginal)	November 2026
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing Council's next RAP.	Lead: Community Development Officer (Aboriginal) Support: Community Development Coordinator	June 2027

Authorisation and version control

Owner/Responsible Officer	[insert owner here]	
Department	[insert department here]	
Date adopted/endorsed	[date]	
Resolution number (if applicable)	[number]	
Next review date	[date]	
TRIM reference	[trim ref]	
Date reviewed	Date adopted/endorsed	Brief detail of amendments
[date]	[date]	[insert detail here]
[date]	[date]	[insert detail here]
[date]	[date]	[insert detail here]

Variation and review

The Strategy should be reviewed within 3 months of the local government elections as part of the broader review of the Community Strategic Plan.

Respect
Innovation
Integrity
Teamwork
Excellence

How to contact council

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Online

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Website: www.kiama.nsw.gov.au



In person

Our Administration Building located
at 11 Manning Street Kiama is open
8.45am to 4.15pm Monday to Friday
(excluding public holidays)



KIAMA MUNICIPAL COUNCIL
your council, your community