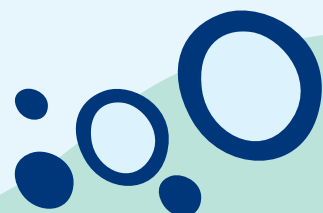




Bayside Council Innovate Reconciliation Action Plan

2026 - 2028



Aboriginal and Torres Strait Islander peoples are advised this document may contain names and works of peoples who are deceased.



Front cover artwork:

'Reflection' by Maddison Gibbs and Jason Wing, 2023, Dharaggang Park, Wollri Creek. The artwork depicts three timelines: past, present and future existing as one. The artwork is an overlaid map of dual histories with a focus on Aboriginal culture.

The mural is inspired by trade and movement along the river. Key imagery includes middens, fish, crabs, footprints, tools and canoes. Marine life includes local fish, oysters (bidhiinja), mud crabs, octopus (djunga), eel (bara). These animals tell creation and seasonal stories from different clan groups along the river, including Bura (eel) for the Darug people and Wurridjal (mullet) for the Cadigal, with fishing hooks made from hair, sinew and shells.

The mural responded directly to important insights from local Elder and Knowledge Holder Aunty Barb Simms:



The River Provides

The river is the local supermarket where food is in abundance; Oysters (bidhiinja), mud crabs, abalone, Octopus (djunga), Eel (bara). Tools can be made nearby; Boomerangs from 'bent knee' & 'bent elbow' Mangrove branches, cutting tools were made from oyster shells.

The River Transports

The Bayside area is a migration hub and cultural exchange. Stringybark Canoes were used for thousands of years, using the local waterways for trade, communication and gathering.

The River is Time

The tides mark the movement of time, where the past, present and future exist as one, representing evolution; change, hope and frustration.



Bayside Council

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Acknowledgement of Country

Bayside Council acknowledges the Bidjigal Clan, the Traditional Owners of the land in which we meet and work. We also acknowledge the Gadigal people of the Eora Nation and pay our respects to Elders past and present.

Dharawal Translation

Naggangbi bidiagalgulli nguranhung nhay
nguradha nhay ngadgayangnjang, nhaway ba bariyu

English Translation

Welcome, this is Bidiagal/Bidjigal peoples' Country
We all take care of this area, today and tomorrow



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Mayor's Message



I am proud to present our Innovate Reconciliation Action Plan (RAP), which continues to strengthen Council's relationships with Aboriginal and Torres Strait Islander communities. This is Council's second RAP and is the next stage in Council's reconciliation journey. This plan challenges and inspires our organisation and the broader community to join us on this journey.

This plan honours the rich cultural heritage of Aboriginal and Torres Strait Islander peoples and allows us to build on our commitment to promoting and facilitating equal opportunity and inclusion to all. The Innovate RAP will help Council gain a deeper understanding of our sphere of influence and establish best practice approaches to advancing reconciliation in Bayside.

The RAP aligns with a range of community-driven strategic plans, most especially Bayside 2035, Council's Community Strategic Plan, and has been developed in consultation with a number of key stakeholders within local Aboriginal and Torres Strait Islander communities.

Bayside Council appreciates the advice and support from Council's Aboriginal and Torres Strait Islander staff throughout this project. Special thanks to Council's RAP Working Group, local community members, Elders, Knowledge Holders, and La Perouse and Metropolitan Local Aboriginal Land Councils, for their invaluable contributions.

This plan has been developed in alignment with Reconciliation Australia's Innovate RAP Framework. Together, with the community, we can strengthen and inspire everyone to be part of the reconciliation journey. I invite you to read and reflect on the initiatives outlined in this plan, and to join me in celebrating the rich Aboriginal and Torres Strait Islander cultures and histories present in our local area.

Edward McDougall

Mayor
Bayside Council





Reconciliation Australia CEO Message

Reconciliation Australia commends Bayside Council NSW 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 Bayside Council NSW 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, Bayside Council NSW 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bayside Council NSW is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals your organisation'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 Bayside Council NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision for Reconciliation

A Bayside local government area that is welcoming, equitable, and inclusive for all. Where the living cultures, stories and histories of Aboriginal and Torres Strait Islander peoples are understood, embraced and celebrated.

In the context of our organisation, this represents a Bayside Council which acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and aims to ensure equality of access to Council services, facilities, events and programs for everyone.

Our Business

Bayside Council is located on the shores of Kamay (Botany Bay), the land of the Bidjigal people. The Bayside Local Government Area (LGA) extends from Bexley, Kingsgrove and Carlton in the west to Banksmeadow, Hillsdale, Pagewood, Daceyville and Rosebery in the east. It also encompasses Wolli Creek and Turrella in the north, Rockdale, Mascot, Botany, Sydney Airport and Port Botany, south to the coastal suburbs of Brighton Le Sands, Ramsgate, Dolls Point and Sandringham.

Bayside Council has 15 Councillors that represent each of the five wards in the LGA. Council has a total workforce of 984 staff, of whom 8 have self-identified as being an Aboriginal and/or Torres Strait Islander staff member. Bayside Council covers an area of 50.64 square kilometres and services a population of approximately 185,880 residents¹. The LGA falls

within the boundaries of both the Metropolitan Local Aboriginal Land Council and La Perouse Local Aboriginal Land Council.

Council is responsible for providing essential services, infrastructure and governance functions that support the local community. This includes managing building regulations and development, local roads and footpaths, parks and playing fields, libraries, environmental programs, waste management, community services and arts and cultural programs.

Council staff are located across several locations within Bayside, including administrative buildings in Rockdale and Hillsdale; works depots and Aquatic Centres in Bexley and Botany; Early Education Centres in Kogarah, Mascot, and Hillsdale; a pro shop at Botany Golf Course; and a Youth Centre in Arncliffe. Council also has six libraries located in Rockdale, Bexley, Arncliffe, Mascot, Eastgardens, and Sans Souci.

Corporate planning and reporting

All councils in NSW use the Integrated Planning & Reporting (IP&R) framework to guide their planning and reporting activities. The Local Government Amendment (Planning and Reporting) Act 2009 requires Councils to develop a Community Strategic Plan, Delivery Program and Operational Plan that reflect the community's priorities for the future and how they will get there.

The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

Community Strategic Plan

Bayside Council's Community Strategic Plan, *Bayside 2035 | Community Strategic Plan 2025 - 2035*, sets out the strategies Council will employ to achieve the community's long-term vision for Bayside, which is:

Bayside is welcoming, safe, vibrant and sustainable. As members of the Bayside community, we are proud to belong to a place that feels cared for, connected and creative. Bayside is built on trust, with engaged community members and effective leadership. Our unique landscape, histories and cultures shape the way we live now and our future opportunities.

Resourcing Strategy

The Resourcing Strategy shows how Council will resource its strategic priorities.

The Resourcing Strategy includes three elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

Delivery Program and Operational Plan

Council's Delivery Program 2025-2029 details Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

Council's Operational Plan 2025-26 shows the individual projects and activities a council will undertake in a specific year. It includes the Council's annual budget and Statement of Revenue Policy.

Annual Report

Each year, Council reports back to the community on the work undertaken to achieve commitments in the Operational Plan.

¹ Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 (Estimated Resident Population)

Aboriginal and Torres Strait Islander residents in Bayside



In 2021, 1,954 residents (or 1.5% of the population) identified as an Aboriginal and/or Torres Strait Islander person.

6.7% of Aboriginal and Torres Strait Islander residents are aged 65 and over, whilst the majority (17.2%) are aged between 25 - 34 years old.

93.5% of the Aboriginal and Torres Strait Islander workforce in Bayside are employed.

69% of Aboriginal and Torres Strait Islander households in Bayside earned \$1000 or more per week.

14.1% of Aboriginal and Torres Strait Islander households own their own home, compared with 26% of all households in Bayside.

15.7% of Aboriginal and Torres Strait Islander households live in public housing, compared with 3.4% of all households in Bayside.

24% of Aboriginal and Torres Strait Islander households are made up of couples with children compared with 30% of the total population households in Bayside.

24.2% of Aboriginal and Torres Strait Islander households are one-parent families, compared with 10.1% of all households in Bayside.²

² Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 (Usual residence)



About Bayside

Bayside has culturally and historically significant areas and Traditional Custodians who still live in the area today. Aboriginal people have inhabited the Kamay area for thousands of years with Aboriginal heritage holding deep continuing connection to culture, land, waterways, spirits, and ancestors.

During British settlement in 1788, 1500 Aboriginal people were estimated to have lived between Broken Bay and Botany Bay. People lived in fishing camps all around the bay, in rock shelters further inland, and up the creeks, rivers and swamps of the hinterland. The river and its surroundings were important for local Aboriginal communities, providing resources and a means of transport.

The Cooks River used to flow into Kamay until the airport expansion in the 1950s. As well as moving the river, hills have been quarried, beaches have been reshaped and houses, factories and roads now cover most of Bayside. Despite these changes, the lands and waters of Bayside remain significant to Aboriginal people.

Bayside's Aboriginal heritage that has survived is important not only for Aboriginal people but for the whole Bayside community. It is an essential part of the area's history and offers a tangible connection to the past and helps us understand the rich cultural tapestry that has shaped the area.

Bayside Council is committed to a healing journey with a strong sense of its Aboriginal cultural heritage, past and present, by valuing, protecting, and celebrating Aboriginal histories and heritage in partnership with local Aboriginal communities. It is essential for fostering a strong, inclusive, and respectful Bayside.



Our Innovate RAP

Council, in consultation with local Aboriginal and Torres Strait Islander communities, has committed to delivering the Innovate RAP.

This plan outlines steps towards reconciliation, focusing on cultural understanding, strengthening partnerships, and creating opportunities for employment, economic development, and engagement.

Council acknowledges that Aboriginal and Torres Strait Islander peoples have been stewards of the land for thousands of years and possess deep knowledge of what is best for their communities. We are committed to continuing to listen, learn, and collaborate in caring for the land, while also contributing to greater opportunities and outcomes for First Nations peoples.



Our Approach

Council is dedicated to leading the community in advancing reconciliation with Aboriginal and Torres Strait Islander peoples. We aim to foster understanding, respect, and positive relationships between Aboriginal and Torres Strait Islander communities and the broader public, while encouraging active participation in reconciliation efforts.

Implementation of the Innovate RAP will be driven by a collaborative approach involving the whole of Council. Emphasis will be on meaningful engagement with Aboriginal and Torres Strait Islander communities to ensure their input and insights drive implementation of the RAP and RAP outcomes.

This will be achieved through specific governance arrangements. Specifically, a RAP Advisory Group to advise the Council on the development and implementation of the RAP, and a RAP Working Group to ensure the RAP actions and deliverables are integrated into Strategic, Delivery and Operational Plans.

Council's RAP Advisory Group includes the following representation:

- Traditional Custodians of Country and Community Elders
- Local Aboriginal community members living and working within Bayside
- Program Lead, The Gujaga Foundation
- Aboriginal staff member and RAP Working Group Representative
- Council's Community Development Aboriginal Specialist

Council's RAP Working Group is an internal team that meets regularly to secure buy in from senior leaders in the organisation and monitor delivery of RAP actions.

The RAP Working Group is comprised of:

- Aboriginal and Torres Strait Islander staff x up to two (Advisors)
- Director City Life (RAP Champion)
- Manager Community Life (Chair and RAP Champion)
- Community Development Aboriginal Specialist
- Manager Communications and Engagement or representative
- Manager Libraries and Lifestyle or representative
- Manager City Projects or representative
- Manager Business Transformation or representative
- Manager Events, Arts and Design or representative
- Manager Strategic Planning or representative
- Manager Governance and Risk or representative
- Manager Environment and Resilience or representative
- Manager Procurement and Fleet or representative

Council continues to build community capacity through a range of activities and initiatives. An example of sharing continued traditions is with the seasonal mullet run, a local traditional net fishing practice that local Aboriginal communities continue to pass on from generation to generation. The mullet run typically occurs from March to June, where schools of mullet migrate from rivers and estuaries to the open ocean.

The mullet run was disrupted in the 1980s when fishing licenses were denied to Indigenous fishers, cutting them off from this important cultural practice. However, in 2011, the NSW state government reintroduced permits that allowed fishing for cultural practices, enabling the community to revive this tradition.

In 2023, Council partnered with the Gamay Rangers for an all-inclusive Community Cultural Haul. The La Perouse community share the traditional practice to catch the fish using a rowboat and net along Kyeemagh Beach with a cook-up of freshly caught fish. The Community Cultural Haul is a vibrant example of how cultural practices can strengthen community bonds and preserve heritage.

Partnerships and relationships

Aboriginal and Torres Strait Islander peoples form a diverse and vibrant community, encompassing numerous language and cultural groups from across Australia. Although the Council has a longstanding relationship with Aboriginal and Torres Strait Islander communities and organisations in our area, we are eager to explore new ways to strengthen these connections. We believe that strong relationships are fundamental to reconciliation, and this is a journey we must embark on and celebrate together.

The below table lists the key partners Council engages to advance reconciliation in Bayside:

External

Cooks River Alliance
Dennis Golding PTY LTD
Department of Aboriginal Affairs
Gamay Dancers
Gamay Rangers
Goanna Hut
Gujaga Foundation
Gujaga Childcare
Guriwal Elders
Junction Neighbourhood Centre
Kallico Catering
Kinchela Boys Home Aboriginal Corporation
Kurranulla
La Perouse Aboriginal Alliance
La Perouse Community Health Centre
La Perouse Government Interagency
La Perouse Local Aboriginal Land Council
La Perouse Youth Haven
IndigiGrow
Local Traditional Elders and respected cultural community members
Marcia Ella Consultancy
Metropolitan Local Aboriginal Land Council
National Indigenous Australians Agency (NIAA)
Neighbouring Local Government Councils
Reconciliation Action Plan Working Group
Reconciliation Australia
Souths Cares
Tricksta the Barista
Wildflower Gardens for Good
Wyanga Social Support
Various local respected cultural sole traders

Internal

First Nations Working Group
Early Education and Care
Libraries and Lifestyle
Environment and Resilience
Events, Arts and Design
Parks and Open Space
Strategic Planning
City Projects
Bayside Councillors

Goanna Hut



Gamay Rangers



Tricksta the Barista



IndigiGrow



Bush Tucker Trail - IndigiGrow talking



Reflect RAP achievements and learnings

Bayside Council's *Reflect RAP February 2022 - August 2023*, has been instrumental in strengthening and building relationships with the Aboriginal and Torres Strait Islander communities and building the capacity of the organisation to sustainably and strategically take action to advance reconciliation.

Key achievements include:

Relationships

| Initiatives | Description |
|--|--|
| National Reconciliation Week and NAIDOC Week | Strengthened relationships with Aboriginal organisations, non-government organisations and sole traders through annual celebrations, events and programs. |
| Community Cultural (mullet fishing) Haul event | The introduction of the Community Cultural Haul event to engage the community in cultural fishing practice with nets. |
| Kamay Koori Kook-up | Celebrated Seniors Festival with Aboriginal performances, cultural cooking demonstrations, workshops and performances at Kamay Bay. |
| Elders Yarn Up Group | Partnered with South-Eastern Sydney Local Health District who run an Elders Yarn up group once a week from Hillsdale Community Hall. |
| Neighbouring council partnerships | Strengthened partnerships with neighbouring council counterparts through regular connection meetings. This led to increased knowledge and understanding of how to progress reconciliation initiatives by local government staff. |



Community Cultural Haul Event



NAIDOC Week Family Fun Day

Respect

| Initiatives | Description |
|--|--|
| New policies and procedures | Council adopted a new Operational Procedure on Welcome to Country. |
| | Added an Acknowledgement of Country to all staff email signatures. The Acknowledgement was reviewed and approved by the Metropolitan Local Aboriginal Land Council. |
| Additional Aboriginal and Torres Strait Islander flags flown | Installed flagpoles at Ramsgate Beach and Botany Town Hall to fly the Aboriginal and Torres Strait Islander flags. |
| Staff RAP education and awareness video | Developed a RAP Awareness video that is included in our onboarding program and available on our e-learning hub. |
| Early Education and Care Dharawal Language and Culture program | Engaging and embedding the Dharawal Language and Culture Program into Council's three Early Education Centres. This program won the 2024 NSW Local Government First Nations Community Partnership - Highly Commended Award. |
| Elders' photography project | Project held during NAIDOC Week 2023 to celebrate Elders in-line with the NAIDOC Theme 'For our Elders' |
| Bush Tucker Forest | Undertook the regeneration of the Bush Tucker Forest in Sir Joseph Banks Park. |
| Wuri-Rise for Resilience event | The introduction of the annual Wuri-Rise for Resilience Flag Raising Ceremony on 26 January. The ceremony respectfully honoured the resilience and survival of Australia's Aboriginal and Torres Strait Islander peoples and their cultures. |



For Our Elders 2023 - NAIDOC Week

Opportunities

| Initiatives | Description |
|---|--|
| Dharaggang Park Mural | Council commissioned its largest mural by an Aboriginal artist. The artwork, titled Reflection, is at the new Dharaggang Park in Wolli Creek. |
| Contribution to the Aboriginal naming of places and roads | <ul style="list-style-type: none"> A new park in Wolli Creek was named Dharaggang, which is the local Dharawal word for River. A new road in Eastgardens was named Delma Drive, after Aunty Delma Davison, a local Elder known for her dedication to creating and supporting better education outcomes. Naming of Gujaga Park in Rockdale |
| First Nations Art competition | A First Nations Art Competition. The winning artists received prize money, and their artworks were published in Council's Reflect RAP. |
| Community VOICE Forum | Delivered a community forum to provide essential information on the referendum. |
| Cultural Protocols | A new Aboriginal and Torres Strait Islander Cultural Protocol was developed and adopted in collaboration with the RAP Advisory Group. |
| Naggangbi Business Connect Forum | Delivered a Naggangbi Business Connect Forum to actively engage and increase First Nations local business diversity and outcomes. This well-attended event resulted in First Nations businesses connecting with each other to share experiences and business insights. |

Governance

| Initiatives | Description |
|--|---|
| First Nations Working Group | The establishment of the Bayside Council First Nations Working Group comprised of Aboriginal Staff |
| Reconciliation Action Plan Working Group | <p>The establishment of our first community-led Reconciliation Action Plan Working Group comprised of:</p> <ul style="list-style-type: none"> Traditional Custodians of Country and Community Elders Aboriginal and Torres Strait Islander community members Representatives from Aboriginal and Torres Strait Islander businesses and organisations Metropolitan and La Perouse Local Aboriginal Land Councils |
| Accountability and transparency | Annual RAP Impact Measurement Questionnaire submitted to Reconciliation Australia |
| | Aboriginal consultation through the Gujaga Foundation and LaPerouse Alliance to inform the development of our Innovate RAP and update our corporate Acknowledgement of Country |
| Uluru Statement from the Heart | Council formally endorsed the Uluru Statement from the Heart, supporting its call for Constitutional recognition of First Peoples and a Voice to Parliament |



Seniors Festival
Gamay Rangers
Talk 2023

Learnings and opportunities:

Engagement

Awareness and engagement levels vary across Bayside. To become a culturally safe and responsive organisation, we need to enhance our understanding and interaction with Aboriginal and Torres Strait Islander peoples and communities.

We plan to achieve this by continuing to work with local Knowledge holders to develop guiding principles for future engagement.

Cultural competency

Learning is unique to each individual. We will evaluate and enhance our cultural learning programs to boost learning outcomes and offer more guidance on applying these insights in the workplace.

Representation

The voices of Aboriginal and Torres Strait Islander peoples are essential for achieving positive and responsive outcomes. We aim to enhance Aboriginal and Torres Strait Islander people's representation and career growth in order to embed and empower Aboriginal and Torres Strait Islander voices and lived experiences in the design of Council's operations and services.

Community engagement summary

Council has engaged local First Nations stakeholders and knowledge holders to develop Bayside's draft Innovate Reconciliation Action Plan 2026-2028. It focuses on fostering cultural understanding, strengthening partnerships with Aboriginal and Torres Strait Islander communities and creating innovative opportunities for employment, economic development and engagement.

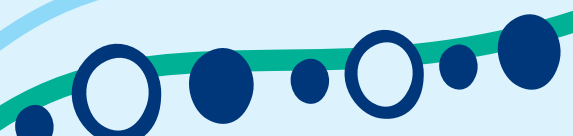
Council lodged its intent to develop the Innovate RAP in February 2024. The below table details the stakeholders and engagement methods employed to develop the draft RAP:

| Engagement method | Stakeholder/s | When |
|--|--|-------------------------|
| Focus group | First Nations Working Group (internal) | May 2024 |
| Focus group | RAP Working Group (external) | May 2024 |
| Workshop | Council's Leadership Team | June 2024 |
| Focus group - round 2 | First Nations Working Group | June 2024 |
| Focus group - round 2 | RAP Working Group | June 2024 |
| RAP consultation | The Gujaga Foundation, Elders and Traditional Owners | July - August 2024 |
| Review and update Bayside's corporate Acknowledgement of Country | The Gujaga Foundation, Elders and Traditional Owners | August - September 2024 |
| Invitation to comment | La Perouse and Metropolitan Local Aboriginal Land Councils | September 2024 |
| Reconciliation Australia | Conditional endorsement | August 2025 |

The Innovate RAP Community Engagement Report can be found on Bayside Council's website bayside.nsw.gov.au.



WURI RISE 2025





Relationships



Respect



Opportunities



Governance



Relationships



Bayside Council encourages, welcomes and embraces our diverse community. Council is committed to building strong working relationships with the Bidjigal and Gadigal people of the Eora Nation, community organisations and local Aboriginal and Torres Strait Islander residents. Our relationships with local Aboriginal and Torres Strait Islander communities are central to ensuring our policies, programs, services and events are inclusive for all.

| Action | Deliverables | Responsibility | Timeline |
|---|---|--|--|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | 1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement | Manager Communications & Engagement Manager Community Life | December 2027 |
| | 1.2 Encourage Aboriginal and Torres Strait Islander representation on Council's Youth Advisory Group to support young First Nations leaders, ensuring their voices are included in decision-making. | Manager Libraries and Lifestyle | October 2026 Review June 2027, 2028 |
| | 1.3 Facilitate community workshops to determine themes informing cultural interpretation throughout Bayside LGA | Manager Community Life Manager Communications & Engagement | October 2026 |
| | 1.4 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations | Manager Communications & Engagement Manager Community Life | December 2026 |
| | 1.5 Partner with Aboriginal and Torres Strait Islander organisations to deliver First Nations Sport and Recreation initiatives | Manager Libraries and Lifestyle | December 2026 |
| | 1.6 Encourage stronger relationships by celebrating local Elders with a morning tea during the Seniors Festival | Manager Community Life Manager Mayoral and Councillor Support | March 2027, 2028 |
| 2. Build relationships through celebrating National Reconciliation Week (NRW) | 2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff | Manager Business Transformation | May 2027 and 2028 |
| | 2.2 Members of the RAP Working Group to participate in an external NRW event | Manager Community Life | May 2027 and 2028 |
| | 2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW | General Manager | 27 May to 3 June 2027 and 2028 |
| | 2.4 Organise at least one NRW event each year | Manager Events, Arts and Design Manager Community Life | 27 May to 3 June 2027 and 2028 |

| Action | Deliverables | Responsibility | Timeline |
|--|--|--|---|
| | 2.5 Register all Council NRW events on Reconciliation Australia's NRW website | Manager Community Life | May 2027 and 2028 |
| 3. Promote reconciliation through our sphere of influence | 3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across Council's workforce | Manager Business Transformation Manager Community Life | October 2026 |
| | 3.2 Communicate our commitment to reconciliation publicly | Manager Communications & Engagement | October 2026 Review June 2027 |
| | 3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes | Manager Community Life | February 2027 Review December 2027 |
| | 3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation | Manager Community Life | October 2026 Review October 2027, 2028 |
| 4. Actively promote First Nations cultures, histories, and the preservation of cultural heritage throughout the LGA. | 4.1 Explore cultural and artistic opportunities that acknowledge and promote reconciliation through Aboriginal storytelling | Manager Events, Arts and Design Manager Libraries and Lifestyle | December 2026 |
| | 4.2 Consult with Traditional Owners to acknowledge Aboriginal histories through interpretive signage and dual naming opportunities | Manager Community Life | October 2026 |
| | 4.3 Undertake community engagement with Traditional Custodians to inform the Bayside Council Aboriginal Heritage Strategy | Manager Strategic Planning Manager Communications & Engagement | July 2027 |
| 5. Promote positive race relations through anti-discrimination strategies | 5.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs | Manager Business Transformation | October 2026 |
| | 5.2 Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy | Manager Business Transformation | November 2026 |
| | 5.3 Develop, implement and communicate an anti-discrimination policy for our organisation | Manager Business Transformation | November 2026 |
| | 5.4 Educate senior leaders on the effects of racism | Manager Business Transformation | December 2026 |





Respect

Bayside Council recognises the significance of nurturing established relationships with local Aboriginal and Torres Strait Islander communities. Council is committed to expanding our understanding of the cultures, accomplishments and encourages local Aboriginal and Torres Strait Islander communities to share their cultures.

| Action | Deliverables | Responsibility | Timeline |
|---|--|---|---|
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | 6.1 Conduct a review of cultural learning needs within our organisation | Manager Community Life | December 2026 |
| | 6.2 Create a business case that includes a funding source for cultural awareness and cultural immersion training modules (in-person and e-Learning) | Manager Business Transformation Manager Community Life | January 2027 |
| | 6.3 Consult local Traditional Owners and/or Aboriginal Torres Strait Islander advisors on the development and implementation of a cultural learning strategy | Manager Communications & Engagement Manager Community Life | April 2027 |
| | 6.4 Develop, implement and communicate a cultural learning strategy for all staff | Manager Business Transformation Manager Community Life | June 2027 |
| | 6.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning | Manager Business Transformation Manager Community Life | December 2027 |
| | 6.6 Facilitate a cultural competency and cultural immersion workshop | Manager Business Transformation | December 2027 |
| | 6.7 Ensure the corporate website contains up to date information about local community organisations and support services for Aboriginal and Torres Strait Islander communities | Manager Community Life | October 2026 Review October 2027, 2028 |
| 7. Honour local Aboriginal and Torres Strait Islander communities and experience cultural practices | 7.1 Annually host the Kamay Cultural Haul to promote traditional fishing practices and increase awareness of the importance of preserving the natural seagrass in Kamay (Botany Bay) | Manager Community Life | March or April 2027, 2028 |
| | 7.2 Annually host <i>Wuri Rise for Resilience</i> to honour survival of Aboriginal and Torres Strait Islander people and cultures, and to increase understanding by the general community that 26 January holds sorrow and trauma for many people. | Manager Community Life | January 2027 and 2028 |
| | 7.3 Build a Yarning Circle next to the Bush Tucker Forest, ensuring the facilitation and sharing of cultural knowledge by Traditional Owners and cultural Knowledge Holders | Manager City Projects Manager Environment & Resilience | December 2027 (subject to grant funding) |

| Action | Deliverables | Responsibility | Timeline |
|--|--|---|---|
| 8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | 8.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols | Manager Business Transformation Managers | October 2026 Review September 2027 |
| | 8.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country | Manager Community Life | Next policy review September 2027 |
| | 8.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year | Manager Events, Arts & Design | October 2026 Review September 2027 |
| | 8.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of Council and Committee meetings | Managers Governance and Risk | October 2026 Review September 2027 |
| | 8.5 Collect, preserve and share oral histories from local Aboriginal and Torres Strait Islander communities as part of Council's local history collection to strengthen knowledge and cultural awareness | Manager Community Life Manager Libraries and Lifestyle | October 2026 Review October 2027, 2028 |
| | 8.6 In consultation with relevant and key stakeholders, prepare a business case for expanding the physical and oral history collection to include Dharawal histories | Manager Libraries & Lifestyle Manager Community Life | September 2027 |
| | 8.7 Ensure the ongoing restoration and upkeep of the Bush Tucker Forest in Sir Joseph Banks Park and other sites that facilitate the sharing of cultural knowledge | Manager Environment & Resilience | June 2027 |
| | 8.8 Review Council policies and procedures to enable staff to attend Sorry Business on behalf of the organisation | Manager Community Life Manager Business Transformation | October 2026 |
| 9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | 9.1 Promote and encourage Bayside staff to participate in an external NAIDOC Week event | General Manager Manager Community Life | July 2027, 2028 |
| | 9.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week | Manager Business Transformation | April 2027 |
| | 9.3 Organise at least two NAIDOC events each year including the civic Flag Raising Ceremony and NAIDOC Family Fun Day | Manager Community Life | July 2027, 2028 |

Opportunities



Bayside Council is committed to providing a culturally inclusive workplace that values professional development and capacity building opportunities to strengthen social, cultural, and economic outcomes for Aboriginal and Torres Strait Islander peoples. In our commitment to creating employment opportunities and retention for Aboriginal and Torres Strait Islander people, we will foster a more inclusive workplace culture that respects and values the vital contributions of Aboriginal and Torres Strait Islander peoples.

| Action | Deliverables | Responsibility | Timeline |
|---|---|---|---|
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | 10.1 Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities | Manager Business Transformation | November 2026 |
| | 10.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy | Manager Community Life Manager Business Transformation | September 2027 |
| | 10.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy | Manager Business Transformation Manager Community Life | December 2027 |
| | 10.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders | Manager Business Transformation Manager Community Life | October 2026 Review October 2027, 2028 |
| | 10.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace | Manager Business Transformation | December 2027 |
| | 10.6 Increase the percentage of Aboriginal and Torres Strait Islander staff employment in our workforce | Manager Business Transformation | June 2028 |
| | 10.7 Review funding sources for traineeships and internships | Manager Business Transformation | October 2026 |
| | 10.8 Facilitate an Aboriginal and Torres Strait Islander Staff Network Forum annually | Manager Business Transformation | November 2026, 2027 |
| | 10.9 Create an open dialogue with the Elsa Dixon Aboriginal Employment Team to increase opportunities for Aboriginal and Torres Strait Islander traineeships and employment opportunities | Manager Business Transformation | October 2026 |

| Action | Deliverables | Responsibility | Timeline |
|--|---|---|---|
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | 11.1 Review and update Council's Procurement Policy and include an Aboriginal and Torres Strait Islander Procurement Strategy | Manager Procurement & Fleet | December 2026 |
| | 11.2 Investigate Supply Nation membership | Manager Procurement & Fleet Manager Community Life | December 2026 |
| | 11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff | Manager Procurement & Fleet Manager Community Life | October 2026 Review October 2026, 2027 |
| | 11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses | Manager Procurement & Fleet | December 2026 |
| | 11.5 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses | Manager Procurement & Fleet | February 2027 |





Governance

Bayside Council is committed to tracking our progress and reporting regularly to acknowledge our achievements, challenges and learnings.

| Action | Deliverables | Responsibility | Timeline |
|--|---|---|---|
| 12. Establish and maintain an effective RAP Advisory Group (RAG) and RAP Working Group (RWG) to drive governance of the RAP | 12.1 Develop and maintain Terms of Reference for the RAG and seek representation from Aboriginal and Torres Strait Islander community representatives | Manager Community Life | October 2026 and 2027 |
| | 12.2 Revise and maintain the Terms of Reference for the RAP Working Group (RWG) | Manager Community Life | October 2026 and 2027 |
| | 12.3 RWG meet at least four times per year to monitor and oversee RAP implementation and delivery | Manager Community Life | October, December 2026, 2027 June 2027, 2028 |
| | 12.4 RAG to meet at least twice per year to provide strategic direction in the implementation of the RAP | Manager Community Life | October 2026, 2027 April 2027, 2028 |
| 13. Provide appropriate support for effective implementation of RAP commitments | 13.1 Define resource needs for RAP implementation | Manager Community Life | October 2026, 2027 |
| | 13.2 Engage senior leaders and other staff in the delivery of RAP commitments | Manager Community Life | October 2026 |
| | 13.3 Define and maintain appropriate systems and capability to track, measure and report on RAP commitments | Manager Community Life | November 2026 |
| | 13.4 Appoint and maintain an internal RAP Champion from senior management | General Manager | October 2026 |
| 14. Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally | 14.1 Contact Reconciliation Australia to request a unique link to access the online RAP Impact Survey | Manager Community Life | 1 August 2027, 2028 |
| | 14.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia | Manager Community Life | 30 September 2027, 2028 |
| | 14.3 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP | Manager Community Life | February 2029 |
| | 14.4 Report RAP progress to all staff and senior leaders quarterly | Manager Community Life | April, July, October 2027 and 2028 January 2028 and 2029 |
| | 14.5 Publicly report our RAP achievements, challenges and learnings annually | Manager Communications & Engagement Manager Community Life | November 2026, 2027 |
| | 14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer | Manager Community Life | March 2027 |
| 15. Continue our reconciliation journey by developing our next RAP | 15.1 Register via Reconciliation Australia's website to begin developing our next RAP | Manager Community Life | November 2028 |



Dharawal language



Bayside's Early Education and Care Centres (EECCs) built authentic meaningful relationships with local First Nations organisations and Knowledge Holders to nurture and embed Aboriginal language and culture, into their early education program. The EECCs engaged the Gujaga Foundation to deliver the Dharawal Language Program in each Centre. This partnership inspired a broader relationship with the First Nations community and continues the progress of developing an annual Program.

Djadju
Moon

Girawaa
Stingray

Magadaang
Blue tongue lizard



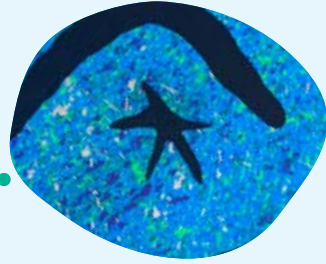
Gariga
Crab

Burriburri
Humpback whale





Bidhiinja
Oyster



Gunaagaan
Starfish

Dhanh
Fish (all)

Wuri
Sun

Guruwara
Possum (bushtail)

Biraban
Emu

Gunninggwirr
Echidna

Djungaa
Octopus

Gundhu
Tree (all)

Garri
Snake (any)



Buru
Kangaroo

Photo Credits: 'Reflection' by Maddison Gibbs and Jason Wing, 2023, Dharaggang Park, Wollie Creek



**Bayside
Council**

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