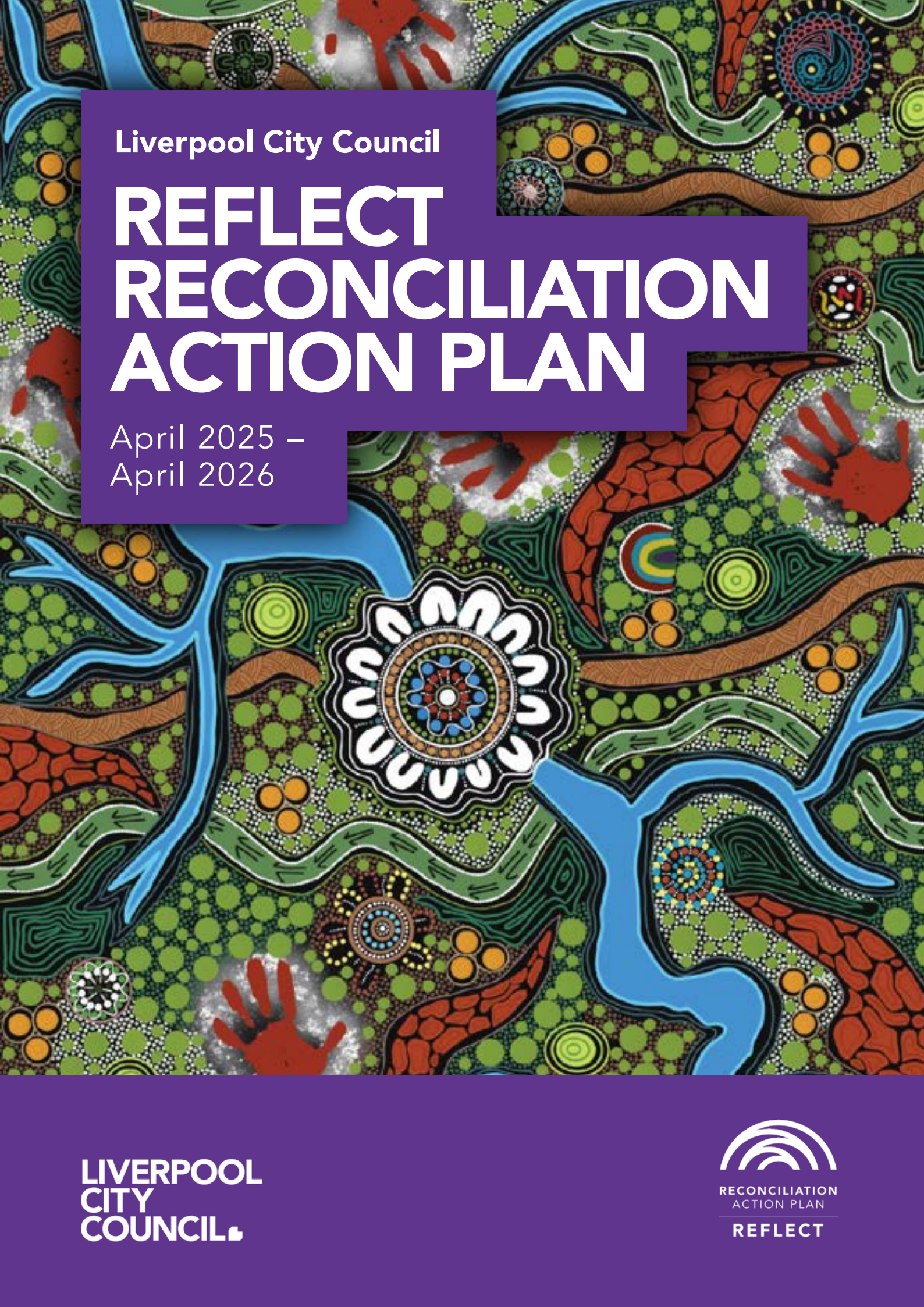


The background of the entire page is a vibrant Indigenous Australian artwork. It features a central white sun-like motif with a blue and red dot pattern. Radiating from this center are blue wavy lines representing water, green and orange circular patterns representing land and vegetation, and red handprints. The artwork is rich in detail with various geometric and organic shapes in blue, green, orange, and red.

Liverpool City Council

REFLECT RECONCILIATION ACTION PLAN

April 2025 –
April 2026

LIVERPOOL
CITY
COUNCIL



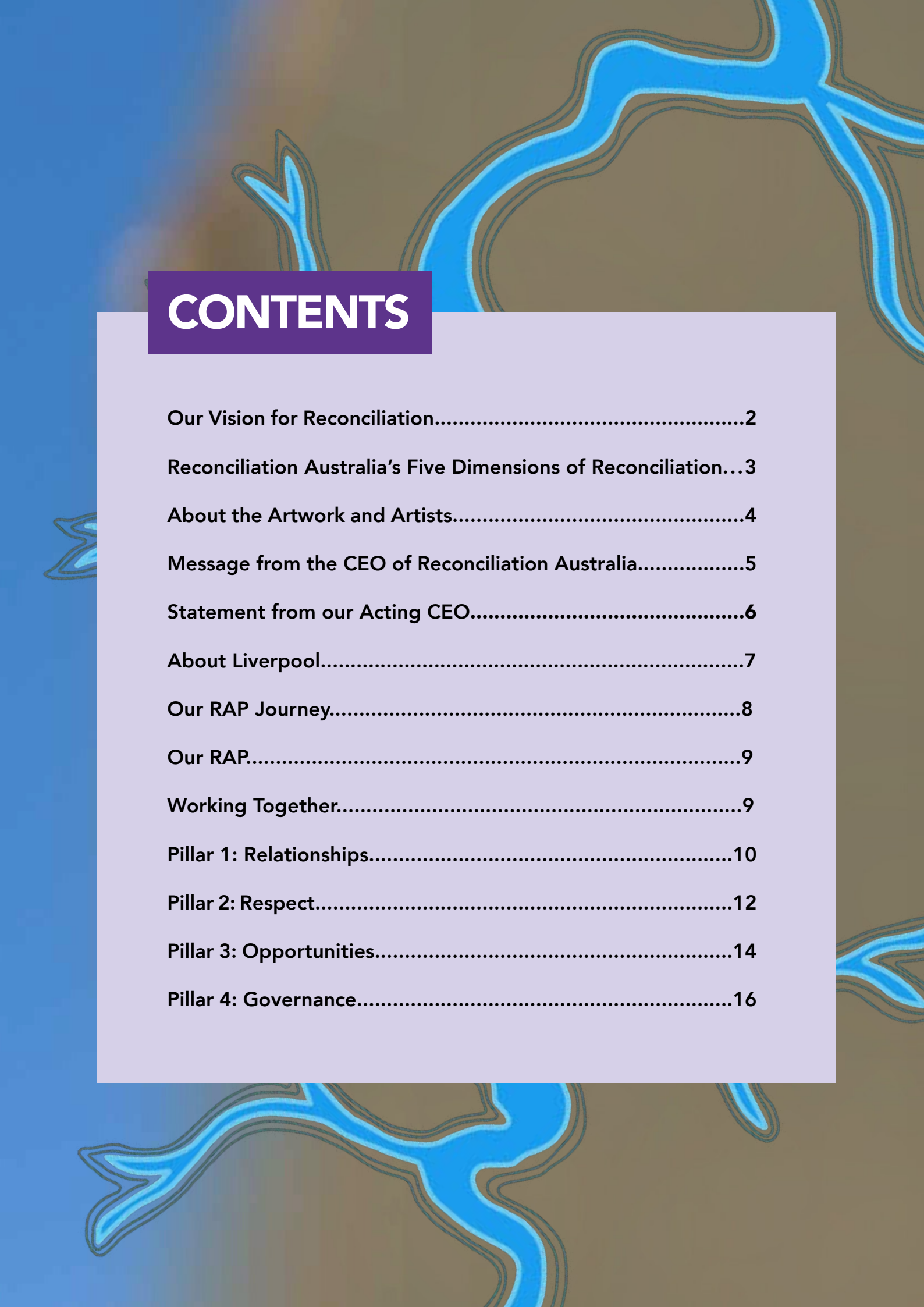


ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council respectfully acknowledges the Aboriginal peoples and communities within the Liverpool local government area.

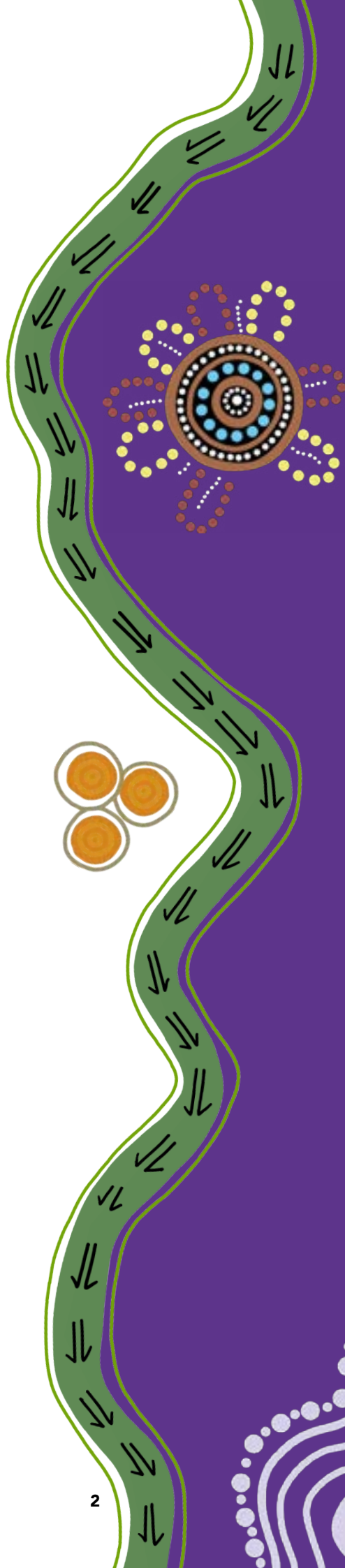
We recognise the enduring connection of First Nations peoples to land, waters, and community and pay our deepest respects to Elders past and present. We honour their wisdom, resilience, and ongoing contributions.





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A decorative wavy line in green and purple with black arrows pointing downwards, running vertically along the left side of the page. A circular pattern with concentric rings of dots in blue, yellow, and brown is located in the upper left quadrant.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to create a thriving community that supports the self-determination of Aboriginal and Torres Strait Islander peoples.

To achieve this vision, Liverpool City Council must be true, brave and bold.

We are committed to:

- working with Aboriginal and Torres Strait Islander peoples to create a culturally safe, aware and capable community
- more access to opportunities to contribute to positive outcomes for Aboriginal and Torres Strait Islander peoples in:
 - » education
 - » employment
 - » business
 - » health and wellbeing.
- sharing histories and cultures through Truth-telling and respect
- listening to and embedding Aboriginal and Torres Strait Islander voices and perspectives in decision-making.

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

Reconciliation is the process of building and strengthening respectful relationships between Aboriginal and Torres Strait Islander peoples and the wider community, for the benefit of all Australians.

Council will address all five dimensions to work towards reconciliation.

The Five Dimensions of Reconciliation



Source: *The State of Reconciliation in Australia - Reconciliation Australia*



ABOUT THE ARTWORK

'Connected by Water'

The artwork represents the lands of the Cabrogal people of the Darug Nation in the Liverpool area, particularly around Georges River and Cabramatta Creek.

It recognises the ongoing connection to land, waters and community and embraces the diversity within our area.

ABOUT THE ARTISTS

Jason Douglas is a proud member of the Kubi-Kubi people. Trevor Eastwood is a proud member of the Ngamba people. Together the artists own Aboriginal business Dalmarri.

Dalmarri is a Supply Nation certified business operating on Darug Land in Western Sydney. Dalmarri collaborated with Council staff to develop Connected by Water.

Trevor and Jason understand the importance of art and culture and the power it has to connect people.

MESSAGE FROM THE CEO OF RECONCILIATION AUSTRALIA

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

Liverpool City 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 close to 3 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 Liverpool City Council 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 Liverpool City 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

STATEMENT FROM OUR ACTING CEO



In Liverpool, we are lucky to live, learn and work on the lands of the Cabrogal People of the Darug Nation. We recognise their deep connection with, knowledge of, and respect for the land, waters and skies, and that theirs is the oldest surviving culture in the world.

Over the past 18 months, we have been asking how to contribute to improved socio-economic outcomes for Aboriginal and Torres Strait Islander peoples in our community. Council has worked hard to listen to and understand the changes we need to make.

We recognise that we must take our reconciliation journey step by step. That is why we now have a Reflect Reconciliation Action Plan (RAP). Liverpool RAP is a framework that focuses our efforts over the next 12 months.

Through this process, we will ensure our employees are culturally aware and respectful in the way we operate. We will address areas where we can make a difference. In particular, we will strengthen

relationships and support employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

This RAP is an important step on our journey. We can only truly take it when Council is a genuine partner with local Aboriginal and Torres Strait Islander communities.

Council's RAP Working Group (RWG) and the Aboriginal Consultative Committee will support the implementation of this RAP.

I thank the many staff across Council who gave their time to creating this RAP. I extend thanks to the local Aboriginal and Torres Strait Islander community who shared experiences and gave time to this important document.

The actions in this RAP are our contribution to reconciliation and we are proud of the difference they will make. They are how we strengthen relationships with Aboriginal and Torres Strait Islander peoples and bring about meaningful change to benefit all Australians.

Jason Breton
Acting Chief Executive Officer



ABOUT LIVERPOOL

Liverpool is one of the oldest urban centres in the Greater Sydney Area. Located on Darug and Dharawal Country, it is one of the most culturally diverse centres in the Greater Sydney Commission's Western Parklands City.

As Liverpool City Council, we are ready to lead the community through great change over the next 10 years. We will keep working with its fast-growing population and stakeholders as we complete:

- the construction of Western Sydney Airport
- Liverpool's city centre's growth as a modern health, education and lifestyle precinct.

Our council covers an area of 306 km², including 42 suburbs. We have 967 employees, though we do not currently have data on how many identify as Aboriginal and Torres Strait Islander. However, we are committed to gaining a better understanding and fostering a workplace that reflects our diverse community.

Our work includes:

- providing and managing services, facilities, resources and support to benefit the community
- protecting the community to make sure it is safe and clean
- preventing harm such as from excessive noise and pollution
- planning and developing for Liverpool's future
- representing Liverpool to other areas of government.

Liverpool City Council manages a range of services and facilities, including:

- libraries and community centres
- parks, playgrounds, and recreational spaces
- waste management and recycling services
- road maintenance and infrastructure projects
- childcare and family services
- cultural and events programs
- environmental sustainability initiatives

Through these services, we are dedicated to making Liverpool a thriving, inclusive, and forward-thinking city.

OUR RAP JOURNEY

Liverpool City Council is committed to walking alongside Aboriginal and Torres Strait Islander peoples to learn, connect and create meaningful opportunities in our community.

The following milestones outline our achievements to date:



December 2021: Reflect RAP Development

Council decision to undertake development of a Reflect RAP



February 2022: RAP Discovery Workshop

Workshop with Council staff to scope and reflect on how Council can contribute to reconciliation



March to July 2022: Staff & Community Consultations

Sought feedback from local Aboriginal and Torres Strait Islander members, organisations and staff to better understand reconciliation aspirations



June 2022: Community Art Workshop

A collaborative workshop to engage and promote awareness of the RAP



August 2022: Cultural Awareness Training

A stepping stone in building cultural capability with members of the Council team



August 2022: Cultural Immersion Training

Council staff participated in an art workshop with Dalmarri to create a collaborative artwork



February 2023: Reflect RAP Staff and Community Validation

Draft Reflect RAP documents reviewed by Aboriginal Consultative Committee, RAP Working Group, community organisations, Council Executive Team, Council Staff and Public Exhibition



July 2024: Council Endorsement

Liverpool Councillors moved a motion to endorse the Reconciliation Action Plan for further review by Reconciliation Australia.



September 2024: Reflect RAP Submission

Documents submitted for review by Reconciliation Australia.



March 2025: Reflect RAP Endorsement

Endorsement received by Reconciliation Australia to commence our Reflect RAP journey.

OUR RAP

Our RAP is a plan on how Council will contribute to reconciliation between Aboriginal and Torres Strait Islander peoples and wider Australia.

Creating our RAP has been a partnership over the last 12 months between:

- First Nations consultancy, Ngurra Advisory
- members of the Liverpool Council Executive team
- Council staff
- the RAP Working Group
- key stakeholders including local Aboriginal and Torres Strait Islander peoples and organisations.

We believe our Reflect RAP is how we tell the public we commit to reconciliation. It shows we want to make real change through steady and strong efforts to turn intentions into actions.

We know we have a long journey ahead of us, but we will build stronger relationships in every area we work in. Our solid relationships across Aboriginal and Torres Strait Islander peoples and the wider community are central to success under each RAP pillar.

Tina Bono, Director of Community and Lifestyles, will serve as the RAP Champion from the Senior Executive team, acting as the RAP's sponsor to champion reconciliation across the organisation.

Additionally, Michael Anderson, Community Development Worker – First Nations, will be our RAP Champion, leading a shared vision for reconciliation both internally and externally. He will be supported by members of Liverpool City Council's Reconciliation Working Group (RWG), which is responsible for driving, implementing, and managing the RAP.

We commit to reconciliation through putting this Reflect RAP into action and we are excited to move forward with our reconciliation journey.

WORKING TOGETHER

Liverpool City Council is lucky to have three local Aboriginal Land Councils within our local government area. Various Aboriginal organisations are also active in the area.

We work closely with these stakeholders, and the Aboriginal Consultative Committee (ACC) plays a vital role in fostering positive relations between Liverpool City Council and the local Aboriginal community. The ACC provides an open line of communication between Council and Aboriginal residents living in the Liverpool LGA, ensuring that Aboriginal voices are heard and considered in decision-making processes.

The ACC consists of Aboriginal community members who advocate for cultural, social, and economic issues impacting their community. The committee meets regularly and reports to the RAP Working Group (RWG), offering insights, recommendations, and community perspectives to guide the implementation of reconciliation initiatives. This collaborative approach ensures that the RAP remains community-driven and culturally responsive.

We will take strong steps to expand our networks and continue to partner and work with these organisations as we implement our RAP.

Pillar One:

RELATIONSHIPS



To achieve reconciliation, we must build strong, real and ongoing relationships based on trust and respect.

This section of the RAP says how we will grow relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations that are:

- respectful
- meaningful
- mutually beneficial.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Develop guiding engagement principles in collaboration with local Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Develop and implement an engagement plan to work with key Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Partner and collaborate with key Aboriginal and Torres Strait Islander organisations and groups.	March 2026	Lead: Community Development Worker: First Nations Support: Community Development team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW..	27 May to 3 June 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2025	Lead: Manager Communications Support: Communications team
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team and Community Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2025	Lead: Chief People Officer Support: People and Organisational Development
	Review Diversity and Inclusion policies for specific inclusion of Aboriginal and Torres Strait Islander peoples.	November 2025	Lead: Chief People Officer Support: People and Organisational Development

Pillar Two: **RESPECT**



Being more aware of and respecting Aboriginal and Torres Strait Islander cultures, histories and experiences are key to our reconciliation journey.

This section of the RAP says how we will:

- build cultural capability
- respectfully engage with Aboriginal and Torres Strait Islander peoples
- promote reconciliation
- celebrate important dates.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	Lead: Chief People Officer Support: People and Organisational Development
	Conduct a review of cultural learning needs within our organisation.	September 2025	Lead: Chief People Officer Support: People and Organisational Development
	Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2026	Lead: Community Development Worker: First Nations Support: Community Development team
	All staff to participate in at least one cultural awareness training activity.	April 2026	Lead: Chief People Officer Support: People and Organisational Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area through meaningful consultation and engagement with Traditional Owners or Custodians.	September 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Display a plaque in our offices acknowledging the local Traditional Owners or Custodians of the lands and waters.	October 2025	Lead: Manager Property Service Support: Property team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	Lead: Chief People Officer Support: People and Organisational Development Community Development
	Include Acknowledgement of Country at the start of all Board meetings and formal meetings.	October 2025	Lead: Chief People Officer Support: Community Development Worker: First Nations
	All staff email signatures to include an acknowledgement of the local Traditional Owners or Custodians of the lands and waters.	October 2025	Lead: Chief Information Officer Support: IT/ Communications
	Liverpool City Council website to include an acknowledgement of the local Traditional Owners or Custodians of the lands and waters.	October 2025	Lead: Chief Information Officer Support: IT/ Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	May 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	May 2025	Lead: Community Development Worker: First Nations Support: Community Development team and Major Events team
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group
	Host one internal or public NAIDOC Week event in partnership with Aboriginal and Torres Strait Islander peoples, communities, or organisations annually	First week in July 2025	Lead: Community Development Worker: First Nations Support: Community Development team and RAP Working Group

Pillar Three:

OPPORTUNITIES



Aboriginal and Torres Strait Islander peoples experience significant economic and social imbalances that limit access to equality and equitable opportunities compared to other Australians.

This section of the RAP shows the opportunities we will make to:

- contribute to better outcomes for Aboriginal and Torres Strait Islander peoples in schools, jobs and business
- support Aboriginal and Torres Strait Islander peoples in the economy.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	Lead: Chief People Officer Support: People and Organisational Development
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Lead: Chief People Officer Support: People and Organisational Development
	Explore opportunities to develop existing or potential community partnerships that provide pathways to education for Aboriginal and Torres Strait Islander people.	January 2026	Lead: Community Development Worker: First Nations Support: Community Development and People and Organisational Development teams
	Develop an employment strategy for Aboriginal and Torres Strait Islander employment within our organisation.	March 2026	Lead: Chief People Officer Support: People and Organisational Development





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2025	Lead: Manager Governance, Legal and Procurement Support: Procurement team
	Investigate Supply Nation and NSW Indigenous Chamber of Commerce membership.	November 2025	Lead: Manager Governance, Legal and Procurement Support: Procurement team
	Conduct a review of the Liverpool City Council Procurement Policy to ensure the policy is inclusive of social and ethical procurement of Aboriginal and Torres Strait Islander businesses.	January 2026	Lead: Manager Governance, Legal and Procurement Support: Procurement team
	Build an understanding of Aboriginal and Torres Strait Islander businesses aligned to the items and services procured by Liverpool City Council.	February 2026	Lead: Manager Governance, Legal and Procurement Support: Procurement team
10. Promote the activities of the Australian Local Government Association agenda for Aboriginal and Torres Strait Islander equality through reconciliation.	Develop and distribute culturally appropriate and appealing educational materials to Aboriginal and Torres Strait Islander people and communities.	December 2025	Lead: Manager Communications Support: Communications team
	Identify Aboriginal and Torres Strait Islander charities and include them in Liverpool City Council workplace giving and volunteering campaigns.	December 2025	Lead: Chief People Officer Support: People and Organisational Development
	Host at least two events in partnership with Aboriginal and Torres Strait Islander organisations that promote the Aboriginal and Torres Strait Islander health equality agenda.	March 2026	Lead: Community Development Worker: First Nations Support: Community Development team

Pillar Four:

GOVERNANCE



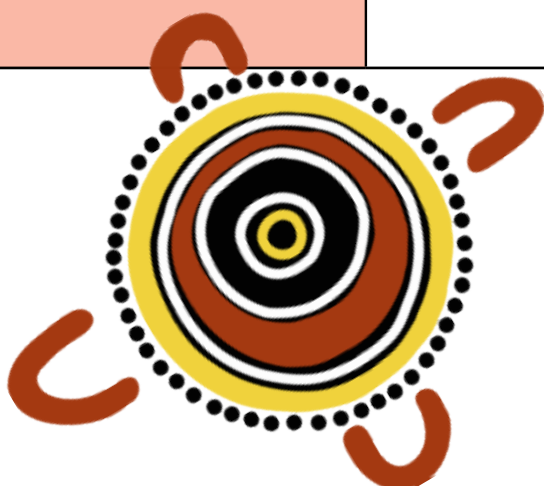
We recognise it is important to measure RAP progress as we deliver it.

This section of the RAP says how we will show strong governance so our RAP moves forward and stays on track.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Form a RAP Working Group to govern RAP implementation.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Draft a Terms of Reference for the RAP Working Group.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	RAP Working Group to meet quarterly to oversee the development and implementation of the RAP.	August 2025, November 2025, February 2026, May 2026	Lead: Community Development Worker: First Nations Support: Community Development team
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Engage senior leaders in the delivery of RAP commitments.	October 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Appoint a senior leader to champion our RAP internally.	November 2025	Lead: Community Development Worker: First Nations Support: Community Development team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	February 2026	Lead: Community Development Worker: First Nations Support: Community Development team
	Publicly publish Liverpool City Council's RAP milestones and achievements.	May 2026	Lead: Community Development Worker: First Nations Support: Community Development team
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Survey.	July 2025	Lead: Community Development Worker: First Nations Support: Community Development team
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	August 2025	Lead: Community Development Worker: First Nations Support: Community Development team
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Lead: Community Development Worker: First Nations Support: Community Development team





ENQUIRIES

Primary Contact:

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