

REFLECT

Reconciliation Action Plan



Local Government Association
of South Australia

October, 2022 – December, 2023

Terminology Statement: In this document, the use of the term
'First Nations people' is inclusive of Aboriginal and Torres Strait Islander peoples.



RECONCILIATION
ACTION PLAN

REFLECT



Acknowledgement of Country

KAURNA LAND

The Local Government Association (LGA) acknowledges the Traditional Owners of country throughout South Australia and pays its respects to Elders past, present and emerging.

We acknowledge the unique cultural and spiritual relationships to the land, waters and seas and the rich contribution that First Nations people continue to make to our society.

The LGA operates on Kurna land and our work extends across many First Nations communities within South Australia.

We acknowledge that local government can learn from the deep feelings of attachment that First Nations people have to country and respect this relationship in the delivery of services to communities.

The LGA is committed to strengthening connections between First Nations people, councils and the broader community as the peak body for local government in South Australia.

Artwork by Kira and Codi Buckskin from Ngadli Art.

Contents

- 2 Acknowledgement of Country
- 3 Our RAP Artwork
- 4 Message from the Chief Executive
- 4 Message CEO Reconciliation Australia
- 5 Our Vision for Reconciliation
- 5 Our Business
- 6 Our RAP
- 6 Partnerships
- 7 Relationships
- 9 Respect
- 10 Opportunities
- 11 Governance



Our RAP Artwork

The LGA Reflect Reconciliation Action Plan design is based on a commissioned artwork by Kira and Codi Buckskin from Ngadli Art. Kira and Codi are Narungga Wirungu women living on Kurna Land in Gawler.

The large circle represents the LGA, 68 rows of dots representing South Australia's 68 councils. The three circles represent listen, connect and voice, reflecting how the LGA represents its members. The other rows represent a connection to Country and the journey to creating the RAP and pathway moving forward.

The artwork has been incorporated into the entire design of the document, visually supporting the LGA's reconciliation journey.



Message from the Chief Executive

I am proud to present the Local Government Association's formal commitment to reconciliation with our first Reconciliation Action Plan.

The LGA has a strong respect for Aboriginal and Torres Strait Islander peoples. Our first RAP represents an important commitment from our organisation to foster greater understanding of the issues facing First Nations people in engaging with our organisation and the sector more broadly.

While we recognise the important role we play in helping lead the Local Government Sector, with our first RAP it is important to recognise there are gaps in our knowledge. It is an opportunity for us to reflect and celebrate some early achievements but also recognise that much more can be done to empower, learn from, collaborate and connect with First Nations people across the state.

We also acknowledge it is incumbent on all of us to reach out to First Nations people and communities to correct injustices of marginalisation and discrimination.

Our mission at the LGA is to provide leadership, support, representation and advocacy on behalf of South Australian councils. We will also use our voice to advocate on behalf of First Nations people who are members of the many communities our member councils work with every day of the year.

Our RAP builds on our very DNA as an organisation - people focused relationships, respect for our stakeholders and a local voice.

I look forward to the LGA making its contribution to the vital work of reconciliation and equity for First Nations people.

Clinton Jury
Chief Executive Officer
Local Government Association
of South Australia



Message CEO Reconciliation Australia

Reconciliation Australia welcomes the Local Government Association of South Australia to the Reconciliation Action Plan program with the formal endorsement of its inaugural Reflect RAP.

The LGA joins a network of more than 1,100 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 the LGA 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 Local Government Association of SA, 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





Our Vision for **RECONCILIATION**

The LGA believes reconciliation is an opportunity to embrace our role as leaders and trusted partners in the local government sector in building genuine relationships and mutual respect between First Nations people, councils and the wider communities that councils serve.

Our Business

The LGA is the peak body providing a voice for local government in South Australia. While our location is based in the Adelaide CBD, our reach extends across the entire state of South Australia. The LGA provides leadership and services to councils and represents the sector to state and federal governments and other key stakeholders. All 68 of South Australia's councils across metropolitan, regional and remote areas are members of the LGA.

The LGA is governed by a Board of Directors, which receives input on policy issues from its subcommittees, the Greater Adelaide Regional Organisation of Councils (GAROC) and the South Australian Regional Organisation of Councils (SAROC)¹, and advice from an Audit and Risk Committee and CEO Advisory Group. Each year, the LGA conducts an Ordinary General Meeting and an Annual General Meeting, where member councils determine the policy direction of the LGA via items of business.

The LGA secretariat, led by the CEO, has responsibility for implementing the direction established by the LGA Board and through General Meetings.

The LGA also incorporates two separate commercial entities – LGA Procurement and LGASA Mutual – which provide competitive procurement and indemnity services to councils and are governed by their own Boards.

The LGA and its entities currently employ 48.5 FTE staff, who are based in Local Government House on Frome Street in Adelaide. LGA has no staff that have identified as First Nations people.

The LGA's Strategic Plan 2021-2025 outlines how the LGA will provide value to its members through four key strategies to:

Advocate Achieve greater influence for local government

Assist Build the capacity of member councils

Advance Facilitate continuous improvement in local government

Achieve Embed best practice governance and operations to enable the LGA to provide value to members.

More information about the LGA is available on our website at www.lga.sa.gov.au.

¹ GAROC and SAROC are committees of the LGA Board that provide advocacy, policy initiation and review, leadership, engagement, and capacity building in their respective regions.

Our RAP

The local government sector has an important role to play in reconciliation. Through its strong community links and local representation, local governments can strengthen relationships with First Nations communities and encourage a greater understanding and respect for First Nations peoples, cultures, histories and knowledge.

The LGA is uniquely placed to influence our sector and lead by example. We believe reconciliation and the inclusivity of First Nations people in the local government sector and decision making provides opportunities for come together and build stronger communities for all.

This is the LGA's first RAP, and it sits as a corporate plan that sits under the LGA's Strategic Plan and outlines how the LGA supports reconciliation through its work as the peak body for local government in South Australia. The LGA's RAP supports and reinforces the work of individual councils in identifying and progressing their own local reconciliation actions and priorities.

At the national level, the Australian Local Government Association is signatory to the National Closing the Gap Agreement and has adopted a Closing the Gap Implementation Plan. This plan focuses on the facilitation role ALGA and state and territory associations can have within each jurisdiction to advance Closing the Gap initiatives. By developing its own RAP, the LGA can support its response to ALGA's Closing the Gap Implementation Plan. The LGA RAP Champion is Clinton Jury, CEO.

The LGA RAP was developed by the RAP Working Group which is comprises of management staff and representatives from across the organisation. This same working group will monitor and evaluate the ongoing implementation of the RAP and its linkages with our strategic and business planning processes.

The LGA RAP Working Group comprises:

- Andrew Nesbitt, Regional Climate Partnerships Central Coordinator
- Christina Harous, Marketing Advisor Digital and Graphic
- Clinton Jury, Chief Executive Officer
- Katherine Russell, Manager Policy Projects
- Kirsten Hedstrom, Procurement Specialist (LGAP)
- Mathilde Thorsen, Project and Grants Coordinator
- Sama Reid, Manager Marketing and Communications
- Stephen Smith, Planning Reform Partner
- Tami Norman, Program Leader Governance

No members of the RAP Working Group have identified as First Nations people.

Partnerships

The LGA's engagement with reconciliation and First Nations peoples to date has included many steps.

We invite Elders to provide a Welcome to Country at major events such as the LGA General Meetings (held twice per year) and conferences such as the Roads and Works Conference (held annually).

In 2022, we worked with the Electoral Commission of SA, Reconciliation SA and our members to increase participation in council elections. This was done by encouraging councils, through the Local Government Reconciliation Industry Network Group (LG RING) meetings, to discuss opportunities to provide mentorship to potential candidates and consider targeted avenues of communication.

By partnering with Reconciliation SA we established Local Government Reconciliation Industry Network Group (LG RING) to provide a forum where local government leaders can come together to exchange information and develop and promote shared reconciliation initiatives and activities.

Through LGA Procurement we reviewed engagement with First Nations owned and operated suppliers.

We maintain a range of resources and case studies on the LGA website to assist councils with reconciliation.

We hold voluntary staff workshops on reconciliation related themes.

Relationships

Genuine and respectful relationships are the foundations of welcoming communities. We seek to develop and strengthen our networks and connections with First Nations people and to be inclusive in the work we do to support our members and community.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Identify First Nations stakeholders and organisations within our local area or sphere of influence.	December 2022	Chair, RAP Working Group
	1.2 Develop and document best practice and principles that support partnerships with First Nations stakeholders and organisations.	December 2022	Chair, RAP Working Group
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and invite the LGA Social Committee to host a NRW morning tea.	May 2023	Director Media and Communications / LGA Social Committee
	2.2 Encourage and support LGA staff, including senior leaders to participate in an external NRW event, such as the NRW breakfast.	27 May- 3 June, 2023	Director People and Culture
	2.3 RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Chair, RAP Working Group
	2.4 Send a special edition newsletter to LGA members prior to NRW promoting reconciliation activities that councils can take.	May 2023	Director Media and Communications

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	October 2022	Chair, RAP Working Group
	3.2 Identify external stakeholders, such as our members and interstate LGAs, that our organisation can engage with on reconciliation.	October 2022	Chair, RAP Working Group
	3.3 Identify RAP network and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2022	Chair, RAP Working Group
	3.4 Explore a sustainable delivery model for the future of the Local Government Reconciliation Industry Network Group for all member councils, in consultation with Reconciliation SA.	March 2023	Manager Policy Projects
	3.5 Subject to outcome of Action 3.4, update the Terms of Reference for the Local Government Reconciliation Industry Network Group.	March 2023	Manager Policy Projects
	3.6 Communicate our commitment to reconciliation publicly. Including: email signatures, website and intranet presence, member communications events following Welcome to Country and Acknowledgement of Country protocols.	October 2022	Director Media and Communications
	3.7 Explore LGA becoming a member of Reconciliation SA, as a means of participating in member-based activities that broaden our reconciliation network.	December 2022	Manager Policy Projects
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-racism.	March 2023	Director People and Culture
	4.2 Conduct a review of HR policies and procedures to identify existing anti-racism provisions, and future needs such as cultural practices of First Nations people.	March 2023	Director People and Culture
	4.3 Research and explore appropriate education around race relations and anti-racism, including identifying training needs.	March 2023	Director People and Culture
5. Investigate opportunities for LGA to take a leadership role in championing reconciliation within the sector.	5.1 Create formal and informal opportunities for employees within their team environments to talk about reconciliation, and share their learnings through the RAP Working Group to inform future organisation-wide reconciliation activities.	March 2023	Chair, RAP Working Group
	5.2 Investigate the role and function of 'Reconciliation Champions' and how they can assist the LGA in furthering its reconciliation leadership within the Local Government network.	December 2022	Chair, RAP Working Group
	5.3 Explore the most appropriate ways for the LGA to support First Nations people to become more involved in local government, including addressing systemic barriers to participation.	March 2023	Director Media and Communications

Respect

We value and take pride in the rich cultures and contributions of First Nations peoples across the country we live and work upon. Building and enhancing our knowledge and understanding of First Nations histories, heritage, Country and cultural connections is imperative to growing the cultural competency of the LGA.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations people cultures, histories, knowledge and rights through cultural learning.	6.1 Develop a business case (report to ELT) for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation.	March 2023	Director People and Culture
	6.2 Conduct a review of cultural learning needs within our organisation, identifying training needs for LGA staff.	March 2023	Director People and Culture
	6.3 Based on the outcomes of 6.2, explore opportunities for LGA staff to participate in formal and structured cultural learning as part of an ongoing staff training program.	March 2023	Director People and Culture
7. Demonstrate respect to First Nations people by observing cultural protocols.	7.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2022	Chair, RAP Working Group
	7.2 Develop a LGA Acknowledgement of Country and Welcome to Country protocol for use at appropriate LGA meetings, training and events.	October 2022	Chair, RAP Working Group
	7.3 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022	Chair, RAP Working Group
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week (3 - 10 July 2023).	8.1 Raise awareness and share information amongst LGA staff about the meaning of NAIDOC Week.	June 2023	Director People and Culture
	8.2 Introduce LGA staff to NAIDOC Week by promoting external events in our local area.	June 2023	Director People and Culture
	8.3 RAP Working Group to participate in an external NAIDOC Week event.	3 -10 July 2023	Chair, RAP Working Group
	8.4 LGA to publicly acknowledge through social media and internal media platforms NAIDOC Week and LGA's commitment to recognising the importance of this week.	3 -10 July 2023	Director Media and Communications
9. Increase awareness across LGA of First Nations significant dates and places.	9.1 Work with First Nations stakeholders to construct a list to celebrate and recognise First Nations dates of significance to community and the LGA.	December 2022	Manager Marketing and Communications
	9.2 Explore opportunities for naming of prominent LGA meeting rooms in consultation with the local Traditional Owners.	December 2022	Executive Director Corporate Services
	9.3 Consult with local Traditional Owners on exploring opportunities to include First Nations boundaries in LGA maps of member councils.	June 2023	Manager Marketing and Communications

Opportunities

In providing effective and meaningful leadership across the local government sector, we strive to lead by example by creating and generating new opportunities within our organisation to engage, support, and partner with First Nations people, communities, organisations, and businesses.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	10.1 Explore opportunities for First Nations employment within our organisation, such as trainee or internship opportunities.	March 2023	Director People and Culture
	10.2 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2023	Director People and Culture
	10.3 Advertise job vacancies to effectively reach First Nations stakeholders.	March 2023	Director People and Culture
	10.4 Explore opportunities to embed the Fair Work Ombudsman's 'Guide to hiring new First Nations employees' in the LGA's recruitment practices.	March 2023	Director People and Culture
	10.5 Research and explore opportunities for how the voices of First Nations peoples can be heard at the LGA Board and governance level.	December 2022	CEO
11. Increase First Nations supplier diversity to support improved economic and social outcomes	11.1 Develop a business case for procurement from First Nations owned businesses in the operations of the LGA and LGA Procurement.	December 2022	Executive Director Corporate Services
	11.2 Investigate the use of the SA Industry Advocates Aboriginal Business Register and Supply Nation to explore First Nations business procurement in the operations of LGA Procurement.	December 2022	CEO LGA Procurement
	11.3 Undertake preliminary audit of our current commercial relationships with First Nations businesses.	December 2022	Executive Director Corporate Services

Governance

We recognise that good governance is key to building the competency and capacity of our organisation. By measuring and reporting on our actions, celebrating our successes and learning from our challenges, we are immersing ourselves in the reconciliation journey and embracing the opportunity to lead by example for our staff, members and community.

Action	Deliverable	Timeline	Responsibility
12. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	12.1 Maintain a Reconciliation Working Group (RWG) to govern RAP implementation.	October 2022	Chair, RAP Working Group
	12.2 Draft a Terms of Reference for the RWG.	November 2022	Chair, RAP Working Group
	12.3 Establish First Nations representation on the RWG.	December 2022	Chair, RAP Working Group
	12.4 Establish a meeting schedule for the RWG.	October 2022	Chair, RAP Working Group
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Develop a business case for procurement from First Nations owned businesses in the operations of the LGA and LGA Procurement.	December 2022	Executive Director Corporate Services
	13.2 Investigate the use of the SA Industry Advocates Aboriginal Business Register and Supply Nation to explore First Nations business procurement in the operations of LGA Procurement.	December 2022	CEO LGA Procurement
	13.3 Undertake preliminary audit of our current commercial relationships with First Nations businesses.	December 2022	Executive Director Corporate Services
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Chair, RAP Working Group
	14.2 Report RAP progress to all employees and senior leaders via: • LGA intranet • Staff meetings • Special announcements when deliverables have been achieved.	September 2023	Chair, RAP Working Group
	14.3 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023	Chair, RAP Working Group
	14.4 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023	Chair, RAP Working Group
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	Chair, RAP Working Group
	15.2 Engage with stakeholders external to LGA office stakeholders in the development of the next LGA RAP development.	April 2023	Chair, RAP Working Group
	15.3 Engage with Aboriginal and Torres Strait Islander stakeholders in the development of the next LGA RAP.	April 2023	Chair, RAP Working Group

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