

DUBBO REGIONAL
COUNCIL

**REFLECT
RECONCILIATION
ACTION PLAN**
MARCH 2025 – MARCH 2026



Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

Wiradjuri dancers at Wellington 200 years bicentenary event.



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Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Dubbo Regional 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 Dubbo Regional 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 Dubbo Regional 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



Foreword by DRC Chief Executive Officer

At the heart of the Dubbo Region is our commitment to one another. It is a commitment to community, to the betterment of our neighbours, friends and family, and a commitment to equality and fairness.

This commitment extends to cultural safety, and to true and meaningful reconciliation with our region's First Nations peoples, of which 16.6% of the Dubbo Region identify. A large part of this population is made of the Wiradjuri peoples, who have called the area home for millennia. We are especially honoured to have Australia's second largest First Nations group in the Dubbo Regional Council Local Government Area. We have also been a place for all peoples to come and gather since Dubbo established as a village. That includes being home for differing First Nations groups from across NSW and particularly western NSW over many decades.

As CEO of Dubbo Regional Council, I'm proud to present and commit Council to our Reflect Reconciliation Action Plan (RAP). This RAP will guide Council in scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, determine our vision for reconciliation, and identify specific actions and initiatives that must be undertaken to progress the organisation towards true reconciliation.

Actions such as "Promote reconciliation through our sphere of influence and Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning", perfectly complement our 2040 vision of being an innovative, resilient, and sustainable region with opportunities to grow and a high quality of life.

I'm looking forward to working together with Aboriginal and Torres Strait Islander partners to implement our Reflect RAP.

Murray Wood

CEO

About the artist

The artwork was painted by Tom Sloane, a local Murie -boy artist from the Wiradjuri Tribe.

The art, composed of multiple shapes and vibrant colours represents the essence of community connection.





Aerial view of the Central Business District, Dubbo, NSW.

Dubbo Regional Council

– Our Business

The Dubbo Regional Council Local Government Area lies right in the heart of New South Wales, at the major inland crossroads of Sydney, Melbourne, and Brisbane. The region is comprised of Dubbo and Wellington, and the villages of Ballimore, Bodangora, Elong Elong, Euchareena, Eumungerie, Geurie, Mogriguy, Mumbil, Stuart Town, and Wongarbron.

As of September 2022, the region is home to 55,518 residents (Remplan) and services a broader community of over 200,000 people in the areas of healthcare, education, and business.

Dubbo Regional Council employs more than 600 people, (89 of which identify as Aboriginal or Torres Strait Islander) across a variety of worksites and service offerings, including customer service centres, field depots, water and sewerage treatment plants, libraries, road network maintenance and operations, and waste facilities.

Council's administration and depot offices are in both Dubbo and Wellington.

Council is also proud to manage two childcare services, the Dubbo Regional Theatre and Convention Centre, and the Western Plains Cultural Centre, as well as popular tourist destinations, the Wellington Caves and the Old Dubbo Gaol.

Dubbo Region boasts an enviable array of services and facilities to help the ever-growing community live, work and play, including 24 local parks, 100 local sporting clubs, 22 sportsgrounds, 3 public swimming pools, 43 places of worship, 57 educational facilities and 40 arts & culture groups.

Following robust community consultation, Dubbo Regional Council has developed a Community Strategic Plan that will harness the region's resources to progress Dubbo Region towards its 2040 vision.

Our 2040 vision is to be an innovative, resilient, and sustainable region with opportunities to grow and a high quality of life. Our aspirations include:

- Affordable living
- Lifestyle opportunities
- Urban and village infrastructure
- Sustainability
- Thriving economy
- Culture and heritage
- Quality of life
- Collaboration
- Transparency

Foot note: First Nations includes Aboriginal, Torres Strait Islander, Wiradjuri, Traditional Owners, and Tubbagah People.

Our RAP

Council is starting with a Reflect RAP to do the foundational work involved in creating long term change and building staff engagement in reconciliation and the RAP. Council will then continue to develop subsequent RAPs that embed and stretch our organisation's commitment to reconciliation.

The Dubbo Regional Council Champion for our Reconciliation Action Plan is the Chief Executive Officer, with delegation given to the Director of Community Culture and Places to act on the Chief Executive Officer's behalf.

The Dubbo Regional Council Reconciliation Action Plan Working Group has been established, to ensure collaborative implementation of each of the actions within the RAP.

Membership of the RAP Working Group consists of 22 members with 13 members of the Reconciliation Action Plan Working Group identifying as First Nations peoples.

Membership of the Reconciliation Action Plan Working Group:

- Two Councillors from Dubbo Regional Council
- Director Community, Culture and Places, Dubbo Regional Council
- Aboriginal Liaison Officer, Dubbo Regional Council
- One representative of the Dubbo Aboriginal Community Working Party
- One Representative of Wellington Aboriginal Advisory Panel
- Four community representatives
- Employee representatives from each division of Dubbo Regional Council
 - ◇ Community Culture & Places
 - ◇ Development & Environment
 - ◇ Infrastructure
 - ◇ Organisational Performance
 - ◇ Strategy Partnerships & Engagement

Our Reconciliation Journey

Dubbo Regional Council has achieved many positive reconciliation milestones to date.

These include Aboriginal Traineeships, Dubbo Regional Council Aboriginal Employment Strategy, Shaping Plans to Advance Regional Culture (SPARC) Plan and the full-time position of Aboriginal Liaison Officer who is a representative on the newly established Inclusion Diversity and Belonging Committee.

DRC continues to support the Indigenous business development and employment plan, including Destination partnership program and The Visitors Information Centre.

The Aboriginal Liaison Officer position is intrinsically linked to the community and facilitates and supports many of the region's Aboriginal Advisory committees.

Council has existing Partnership Agreements with the Dubbo Aboriginal Community Working Party and Wellington Aboriginal Action Panel

The DRC Reconciliation Action Plan acknowledges the 17 Closing the Gap targets.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders.	1.1 Identify First Nations stakeholders and organisations within our Local Government area or sphere of influence.	August 2025	Aboriginal Liaison Officer
	1.2 Review and update our internal database of local First Nations stakeholders that Council engages with.	August 2025	Aboriginal Liaison Officer
	1.3 Explore best practice and principles that support partnerships with First Nations stakeholders and organisations.	August 2025	Aboriginal Liaison Officer
	1.4 Review and strengthen our Partnership Agreements with Dubbo Aboriginal Community Working Party (DACWP) and Wellington Aboriginal Action Panel (WAAP).	August 2025	Manager Community Services or Aboriginal Liaison Officer
	1.5 Engage with First Nations organisations and stakeholders to develop community sporting and cultural events.	August 2025	Manager Regional Events

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate and socialise Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	August 2025	Aboriginal Liaison Officer
	2.2 Promote Council and Community National Reconciliation Week events externally through social media and council websites.	August 2025	Communication Services Team Leader
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	August 2025	Chief Executive Officer & Executive Leadership Team
	2.4 Internal RAP working group members to participate in an external NRW event.	August 2025	Reconciliation Action Plan Working Group
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	July 2025	Chief Executive Officer & Executive Leadership Team
	3.2 Identify RAP organisations and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2025	Aboriginal Liaison Officer
	3.3 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	Aboriginal Liaison Officer
	3.4 Continue to build relationships with local non-Indigenous organisations and stakeholders focused on engaging the LGA in reconciliation.	September 2025	Aboriginal Liaison Officer

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	July 2025	Manager People Culture & Safety
	4.2 Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions and future needs.	July 2025	Manager People Culture & Safety
	4.3 Support and invite First Nations staff members to join the Council's Inclusion Diversity & Belonging Committee.	March 2026	Manager People Culture Safety



Respect

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, and rights within our organisation.	November 2025	Manager People Culture & Safety
	5.2 Conduct a review of cultural learning needs within our organisation.	July 2025	Manager People Culture & Safety
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Manager People Culture & Safety
	5.4 Design and implement structured cultural awareness training for all staff and include in Council's training calendar.	July 2025	Manager People Culture & Safety
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2025	Aboriginal Liaison Officer
	6.2 Continue to strengthen the existing partnerships and connections with both the Dubbo Aboriginal Community Working Party and the Wellington Aboriginal Action Party, by Dubbo Regional Council staff attending and consulting regarding correct cultural protocol for events, projects and programs etc.	July 2025	Aboriginal Liaison Officer & Director Community Culture & Places

Action	Deliverable	Timeline	Responsibility
	6.3 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026	Aboriginal Liaison Officer & Manager People Culture & Places
	6.4 Provide supported opportunities for an Acknowledgement of Country at the commencement of Dubbo Regional Council meetings as deemed necessary in accordance to meeting dynamics and in alliance with local cultural protocols.	March 2026	Manager Corporate Governance
	6.5 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year that are supported by Dubbo Regional Council.	March 2026	Manager Regional Events
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Aboriginal Liaison Officer
	7.2 Continue to support NAIDOC Week activities through internal funding annually.	July 2025	Manager Community Service & Chief Executive Officer
	7.3 Continue to encourage and promote staff to participate and embrace cultural activities, such as NAIDOC Week celebrations in Dubbo and Wellington.	July 2025	Manager People Culture Safety
	7.4 Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2025	Aboriginal Liaison Officer
	7.5 Investigate leave entitlement opportunities for staff with First Nations families during NAIDOC celebrations.	March 2025	Manager People Culture Safety
	7.6 Continue to host the opening of NAIDOC week by supporting the annual NAIDOC flag raising ceremony and NAIDOC morning tea in both Dubbo and Wellington.	July 2025	Aboriginal Liaison Officer

Action	Deliverable	Timeline	Responsibility
	7.7 Reconciliation Action Plan Working Group to participate in an external NAIDOC Week event.	July 2025	Reconciliation Action Plan Working Group Chair
	7.8 The Reconciliation Action Plan Working group to continue to work with the key partners of Dubbo Regional Council in alliance with the NAIDOC committees in both Wellington and Dubbo communities	July 2025	Aboriginal Liaison Officer

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2025	Manager People Culture Safety
	8.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2025	Manager People Culture Safety
	8.3 Research, develop and implement Aboriginal and Torres Strait Islander leadership pathways.	July 2025	Manager People Culture Safety
	8.4 Continue to support the Indigenous business development and employment plan, including Destination partnership program and The Visitors Information Centre.	July 2025	Director Strategy Partnership & Engagement
9. Increase First Nations supplier diversity to support improved economic and social outcomes	9.1 Investigate Supply Nation membership.	November 2025	Manager Procurement
	9.2 RAP working Group to obtain information from internal Procurement and external stakeholders on best practice procurement processes for First Nations business suppliers.	June 2025	Director Organisational Performance
	9.3 Educate current staff on the current First Nations procurement policy.	July 2025	Manager People Culture Safety

Action	Deliverable	Timeline	Responsibility
	9.4 Investigate buy in for Dubbo Regional Council to host a community information seminar which targets Aboriginal and Torres Strait Islander businesses enabling support and encouragement for Aboriginal and Torres Strait Islander business to apply to Dubbo Regional Council advertised tenders etc.	August 2025	Aboriginal Liaison officer and Director Strategy Partnership & Engagement
	9.5 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	March 2026	Manager Project Management Office



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	10.1 Maintain a RWP to govern RAP implementation.	March 2026	Manager Corporate Governance
	10.2 RWG to meet as necessary to undertake forward planning and documentation.	March 2026	Aboriginal Liaison Officer
	10.3 Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Group.	March 2026	Manager Corporate Governance
	10.4 Support and promote Aboriginal and Torres Strait Islander people representation on the RWG from external community groups.	March 2026	Manager Corporate Governance
11. Provide appropriate support for effective implementation of RAP commitments	11.1 Identify and explore ways that local Aboriginal Elders and stakeholder groups can participate in the development of the Council's future Reconciliation Action Plan's.	November 2025	Aboriginal Liaison Officer
	11.2 Define resource needs for Reconciliation Action Plan implementation.	June 2025	Manager Corporate Governance

Action	Deliverable	Timeline	Responsibility
	11.3 Continue to engage internal senior leaders in the delivery of Reconciliation Action Plan commitments. Information to be delivered to Council through the various committee reports that include actions and deliverables of the RAP.	March 2026	Manager Community Services
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2025	Director Community Culture & Places
	11.5 Maintain a senior leader in the role of RAP champion.	March 2026	Chair, Reconciliation Action Working Party
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	12.1 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	Aboriginal Liaison Officer
	12.2 Use existing Dubbo Regional Council resources internally and externally to promote achievements of the Reflect Reconciliation Action Plan.	September 2025	Aboriginal Liaison Officer & Director Strategic Partnerships & Engagement
	12.3 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 2025	Aboriginal Liaison Officer
	12.4 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	June 2025	Aboriginal Liaison Officer
13. Continue our reconciliation journey by developing our next RAP	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Reconciliation Action Plan Working Group Chair

Contact Details

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