



# Strategic Plan 2013 – 2018

## New South Wales Reconciliation Council

*Advancing reconciliation in New South Wales through the promotion of equitable and just communities that acknowledges and respects Aboriginal & Torres Strait Islander peoples, cultures and values.*

*The New South Wales Reconciliation Council acknowledges and pays respect to the traditional owners and custodians of country throughout NSW and Australia.*

## About Us: New South Wales Reconciliation Council

The NSW Reconciliation Council is the peak representative body for reconciliation in NSW. We are an independent not-for-profit and non-partisan organisation. Our membership is currently made up of 60 reconciliation groups across NSW – Indigenous and non-Indigenous people working together to advance reconciliation in their communities.

We recognise that reconciliation is, and must continue to be, a People's Movement that can inspire and effect changes in the way that Indigenous and non-Indigenous people live together in this country.

## Background

The final recommendation of the 1991 Royal Commission into Aboriginal Deaths in Custody report stated that immediate support for the reconciliation process was needed for the prevention of further injustice for Aboriginal and Torres Strait Islander people. The Royal Commission recommended:

“That all political leaders and their parties recognise that **reconciliation between the Aboriginal and non-Aboriginal communities in Australia must be achieved if community division, discord and injustice to Aboriginal people are to be avoided.** To this end the Commission recommends that political leaders use their best endeavours to ensure bi-partisan support for the process of Reconciliation and that the urgency and necessity of the process be acknowledged.”

In response to this recommendation, the Federal Government established the Council for Aboriginal Reconciliation in 1991 for a ten-year period to operate until 31<sup>st</sup> December 2000. The Council's Vision was:

**“A united Australia which respects this land of ours, values the Aboriginal and Torres Strait Islander heritage, and provides justice and equity for all.”**

The New South Wales State Reconciliation Committee was formally launched in 1997 as the representative body for reconciliation in NSW. At the State Reconciliation Committee's AGM in 2001, members formally constituted a new body to carry on the work of the Committee - and the **NSW Reconciliation Council** was formed.

***The NSW Reconciliation Council is committed to continuing and sustaining the process of reconciliation as recommended by the Royal Commission into Aboriginal Deaths in Custody.***

## Our Strategic Framework

The strategic plan forms part of the planning and reporting actions for the New South Wales Reconciliation Council. The Strategic Plan provides a set of objectives and a framework for achieving them over the next five years, and provides the working tool and basis for:

- ▶ Development of the annual NSWRC Budget
- ▶ Annual performance reports to the NSWRC Management Committee, staff and our Members
- ▶ The Annual Report
- ▶ Development of Business/operational plans
- ▶ Other Performance and acquittal reports for funders and associated stakeholders

## Benefits of Reconciliation

### Social

Achieving equality of health, education, housing, employment, law and justice for Aboriginal and Torres Strait Islander Australians in New South Wales improves standards of living for Indigenous Australians to be the same as other Australians, without loss of cultural identity.

Australian society is enriched by the significant contributions made by Aboriginal and Torres Strait Islander people. A fair and just Australia strengthens our national identity benefiting all Australians.

### Economic

Greater economic participation by Aboriginal and Torres Strait Islander people through sustainable employment improves financial security and prosperity, which brings significant social and economic benefits for the individual, their families and communities and all Australians. Further, with increased access to jobs and workplaces, Aboriginal and Torres Strait Islander peoples' different experiences, perspectives, skills and the cross-transfer of these into workplaces promotes greater productivity and inclusiveness in workplaces.

## Cultural

Recognising and understanding Aboriginal and Torres Strait Islander peoples cultural value systems, spirituality, connection and belonging to the land, promotes shared responsibilities in caring for our environment and enrichment of our national identity.

## Knowledge

With genuine acknowledgement, recognition and acceptance of our shared history, mutual understanding promotes relationship building to strengthen Communities in New South Wales by eliminating discrimination.

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## Statement of Purpose

To advance the reconciliation process in New South Wales through the promotion of equitable and just communities which acknowledge and respect Aboriginal and Torres Strait Islander peoples, cultures and values.

## Vision

A reconciled New South Wales and Australia

## Our guiding Principles and Values

The NSWRC will be guided by a strong commitment to the following principles and values:

### Equity

- ▶ Affirming and advocating principles of non-discrimination and equality
- ▶ Working to achieve social and economic equity for Aboriginal and Torres Strait Islander people
- ▶ Ensuring equality of opportunity for Aboriginal and Torres Strait Islander people in New South Wales

### Respect

- ▶ We acknowledge the distinct rights and unique status of Aboriginal and Torres Strait Islander peoples as the First Australians
- ▶ Recognising the continuing relationship Aboriginal and Torres Strait Islander people have with traditional lands and waters, and their unique histories and diverse cultures, customs and circumstances, and the significant contribution Aboriginal and Torres Strait Islander peoples make to New South Wales and Australia
- ▶ Respecting Elders and their role as community leaders

### Social Justice

- ▶ Addressing a history of exclusion, dispossession, and oppression in New South Wales to ensure every Aboriginal and Torres Strait Islander person is free to participate fully and to reach their individual potential
- ▶ Increasing public understanding of social justice issues and awareness of the meaning and workings of reconciliation to change the context in which debates about the challenges faced by Aboriginal and Torres Strait Islander communities take place at the individual, community and state levels
- ▶ Upholding the standards and charter of the United Nations Declaration on the Rights of Indigenous Peoples; including the rights of Aboriginal and Torres Strait Islander individuals, communities and organisations to control their own destinies

### **Community**

- ▶ Strengthen positive relationships based on trust and mutual respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians to build relationships among all Australians to overcome Indigenous disparity
- ▶ Working together to support and facilitate community action to bring about positive change for all

### **Integrity**

- ▶ Recognition and respecting for Aboriginal and Torres Strait Islander cultural diversity and protocols to encourage appropriate working practices as an organisation and throughout the reconciliation movement in New South Wales
- ▶ Being transparency, open and accountable in the management of NSWRC resources

### **Innovation**

- ▶ We practice and encourage new kinds of learning and knowledge creation.
- ▶ We are open to new conversations and responsive to change in the reconciliation movement

## Reconciliation Goals - Advancing reconciliation (header for entire section)

### Reconciliation Strategy 1: Raising Community Awareness and Understanding (Header for this table)

Strategies	Goals	Performance measures
Coordinate, support and participate in community events and activities	<ul style="list-style-type: none"> <li>▶ Coordinate effective and targeted Reconciliation Week events</li> <li>▶ Provide targeted communication tools for use at community stalls/events and activities</li> <li>▶ Promote community reconciliation events through our website, social media and email</li> <li>▶ Host reconciliation events and activities focused on educating audiences about past injustices and the positive benefits of addressing these inequities sustained in present day life in NSW</li> </ul>	<ul style="list-style-type: none"> <li>▶ 25% increase in the number of Reconciliation Week events held by NSWRC members and non-members each year for the next 5 years.</li> <li>▶ Number of print and electronic communication products produced and the uptake of tools by our membership and general public</li> <li>▶ Increase in audience participation at events and online statistics</li> <li>▶ Greater understanding of history and appreciation of Aboriginal and Torres Strait Islander cultures, and a heightened awareness of the importance of reconciliation for the future, measured by reconciliation barometer, evaluated through membership surveys and capturing anecdotal evidence of change of attitudes.</li> </ul>
Increase engagement with the Schools Reconciliation Challenge	<ul style="list-style-type: none"> <li>▶ Provide opportunities for young people to participate in the reconciliation movement and to promote understanding</li> <li>▶ Increase regional engagement and state wide participation</li> <li>▶ Provide a hard copy Reconciliation Teaching Kit to every eligible school in NSW</li> <li>▶ Provide a quality education tool kit to encourage schools, educators and community members to engage in raising community awareness</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase the number of schools and individual participants each year by 25%</li> <li>▶ Evaluate, map and report on regional participation and responding to identified locations with low engagement rates annually.</li> <li>▶ Distribution numbers of Teaching Kit and evaluation reporting and surveys. Distribution numbers increased by 250 each year.</li> <li>▶ Evaluation by surveys and consultations with key stakeholders including the AECG, Department of Education, teachers and community members.</li> </ul>
Continue to Build key partnerships and building positive community relationships	<p>Strengthening partnerships with:</p> <ul style="list-style-type: none"> <li>▶ Schools and the education sector</li> <li>▶ All levels of government,</li> <li>▶ NGO sector</li> <li>▶ Local communities, community leaders</li> <li>▶ Corporate and business sectors</li> </ul>	<ul style="list-style-type: none"> <li>▶ Percentages and numbers of projects and programs delivered in partnership annually</li> <li>▶ Successful outcomes from community partnerships</li> </ul>
Development communication products and tools and innovative resources	<ul style="list-style-type: none"> <li>▶ Up to date and high standard of content on NSWRC Website</li> <li>▶ Development and enacting social media strategy</li> <li>▶ Produce newsletters</li> <li>▶ Issue media releases and provide content for news articles</li> <li>▶ Develop educational tools and products</li> </ul>	<ul style="list-style-type: none"> <li>▶ 65% increase in online supporters</li> <li>▶ Increase in newsletter subscriptions from 700 to 2000 in 1-2 yrs, 5000-10000 in 3-5 yrs</li> <li>▶ Increase in media articles and stories</li> <li>▶ Number of digital downloads of products</li> </ul>
Show- casing good practice and success	<ul style="list-style-type: none"> <li>▶ Communication products to showcase LRG good news stories</li> <li>▶ Highlighting individual achievement and community excellence through social media and other avenues</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of stories produced and online download statistics</li> <li>▶ Social media response and online engagement and downloads</li> </ul>

## Reconciliation Strategy 2: Building the people's movement

Strategies	Goals	Performance measures
Increasing membership	<ul style="list-style-type: none"> <li>▶ Support the development of new Reconciliation Groups across NSW</li> <li>▶ Build individual membership</li> <li>▶ Build associated supporter program; including workplaces, schools and local government.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase of 5-10 new LRGs annually</li> <li>▶ Increase in individual membership to 500 members over 1-2 years, 1000-2500 members 2-5 yrs</li> <li>▶ Creation of associated supporter program. 2013-2016 target 100 new supporter program members, 2016-2018 500 retained members and new supporters.</li> </ul>
Community engagement	<ul style="list-style-type: none"> <li>▶ Stimulate &amp; support communication across the network of established Reconciliation Groups in NSW</li> <li>▶ Participate in key reconciliation events</li> <li>▶ Coordinate state wide programs, activities and campaigns</li> </ul>	<ul style="list-style-type: none"> <li>▶ Development and distribution of regular targeted newsletters and communication tools and ongoing evaluation of products</li> <li>▶ Participant numbers at reconciliation events and activities</li> <li>▶ Increase in campaign supporter numbers, program participants and outcomes</li> </ul>
Working in partnership	<ul style="list-style-type: none"> <li>▶ Work collaboratively in communities</li> <li>▶ Build capacity and resources through strategic partnerships</li> <li>▶ Build new partnership with key organisations and stakeholders in specialised sectors including Local Government, Schools, businesses and corporate sectors.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase in NSWRC community partners</li> <li>▶ Increase in In-kind support/resources annually to 25% (volunteer and sponsorship revenue for NSWRC and LRGs)</li> <li>▶ Number of successful partnerships with governments, Schools and businesses</li> </ul>
Building community capacity	<ul style="list-style-type: none"> <li>▶ Build capacity of Reconciliation Groups to achieve their objectives</li> <li>▶ Connecting communities</li> <li>▶ Assist with grant writing and fundraising strategy development for LRGs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Effectiveness of NSWRC support services for LRGs</li> <li>▶ Effectiveness of network communications and connections.</li> <li>▶ Increase in successful grant applications</li> </ul>
Increasing youth participation	<ul style="list-style-type: none"> <li>▶ Forums, lectures and events appropriate for youth audience</li> <li>▶ Schools Reconciliation Challenge</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased membership statistics of people under 30yrs</li> <li>▶ Evaluations of audience participation / market research conducted alongside events</li> </ul>
Growing Aboriginal and Torres Strait Islander participation	<ul style="list-style-type: none"> <li>▶ Build and support Indigenous leadership in Reconciliation Groups</li> <li>▶ Increase Indigenous individual membership</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase in Aboriginal and Torres Strait Islander membership</li> </ul>

Reconciliation Strategy 3:  
Advocating for social justice, equity, and rights

Strategies	Goals	Performance Measures
Influencing and monitoring government and industry policy and practice	<ul style="list-style-type: none"> <li>▶ Communicate regularly with members of NSW parliament</li> <li>▶ Participate in social policy development and change</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of submissions and coordinated action by LRGs and individual members</li> <li>▶ Number and effectiveness of policy and funding analysis reports</li> </ul>
Supporting and promoting Aboriginal arts and culture	<ul style="list-style-type: none"> <li>▶ Engage Aboriginal cultural practitioners and artists at community events and activities</li> <li>▶ Include a budget for Aboriginal arts and culture when applying for funding</li> <li>▶ Promote and showcase the work of Aboriginal and Torres Strait Islander artists</li> <li>▶ Campaign for the recognition of Aboriginal and Torres Strait Islander people's cultures and languages in the Australian Constitution.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased awareness and support for Aboriginal and Torres Strait Islander community artists and cultural practitioners</li> <li>▶ The number of reconciliation events that included Aboriginal arts and culture.</li> </ul>
Promoting the United Nations Declaration on the Rights of Indigenous Peoples and the principles of the charter.	<ul style="list-style-type: none"> <li>▶ Lead the NSW campaign for Constitutional Recognition for Aboriginal and Torres Strait Islander Australians</li> <li>▶ Support the Justice Reinvestment campaign to reduce the over representation of Indigenous youth incarcerated in NSW</li> <li>▶ Develop and support Anti-discrimination and anti-racism programs and activities</li> <li>▶ Promote the rights and self determination of Aboriginal and Torres Strait Islander people in NSW</li> </ul>	<ul style="list-style-type: none"> <li>▶ NSW Grass roots participation and uptake of campaign materials, distribution and campaign outcomes</li> <li>▶ Achievement of campaign milestones in the lead up to a referendum on Constitutional Recognition for Aboriginal and Torres Strait Islander Australians.</li> <li>▶ Social media and campaign supporters and increased membership numbers</li> <li>▶ Number of effective community resources, programs and events focused on achieving social justice for Aboriginal and Torres Strait Islander people in NSW.</li> </ul>



# Organisational goals – strengthening our organisation

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## Organisational Goal 1:

Effective, accountable, sustainable

The NSWRC will work with **best practice** principles and processes across all aspects of administration and will be supported by a **sustainable funding base**.

### **We will operate an effective, accountable and sustainable organisation by:**

- ▶ Adopting robust & cohesive systems and strategies across all operations
- ▶ Operating with a continuous improvement approach, regularly reviewing & updating policies & procedures
- ▶ Implementing staff and board development plans & succession plans
- ▶ Maintaining strong partnership with NSW government
- ▶ Conducting public fundraising appeals
- ▶ Developing NSW Reconciliation Council supporters scheme
- ▶ Sourcing corporate and philanthropic sponsorship

## Organisational Goal 2:

Strong leadership, good governance

The NSWRC will be supported by a governance structure that ensures **strong leadership** and enables the **achievement of the organisation's goals**.

### **We will ensure the organisation has strong leadership and direction by:**

- ▶ Adopting and maintaining a governance structure that enables the achievement of the NSWRC's strategic objectives
- ▶ Maintaining a board that is inclusive & representative of the reconciliation movement in NSW
- ▶ Ensuring our governance structure allows for efficient and effective decision making
- ▶ Maintaining sound governance practices in accordance with the NSWRC Constitution
  - ▶ Ensuring all board members operate with clear understanding of their roles and responsibilities
  - ▶ Providing strong leadership & strategic direction to management & staff
  - ▶ Regularly reviewing and updating governance processes and the NSWRC Constitution.

## Organisational Goal 3: Partnerships

The NSWRC will foster **strategic partnerships** and engage in **joint initiatives** to achieve shared reconciliation objectives.

### **We will work in partnership with other organisations by:**

- ▶ Establishing & fostering partnerships with peak Aboriginal organisations
- ▶ Strengthening & maintaining strong relationships with other organisations (government, private or community sector) working to advance reconciliation
- ▶ Continuing to work effectively in partnership with the NSW Government