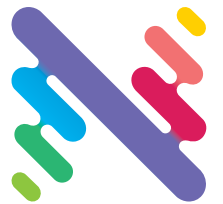


2022-2025

Aboriginal Employment Strategy

newcastle.nsw.gov.au



City of
Newcastle

Acknowledgment

"Niirun Yalawa Awabakal and Worimi burrei".

We all sit on Awabakal and Worimi Land.

The City of Newcastle Acknowledges its LGA sits within the Country of the Awabakal and the Worimi peoples. We Acknowledge that Country for Aboriginal peoples is an interconnected set of ancient relationships. The City of Newcastle Acknowledges the custodianship of the Awabakal and Worimi peoples and the care and stewardship they have performed in this place since time immemorial.

"Wunyibu warra wunyibu gkuuba Aboriginal burrei".

Always was, always will be Aboriginal land.

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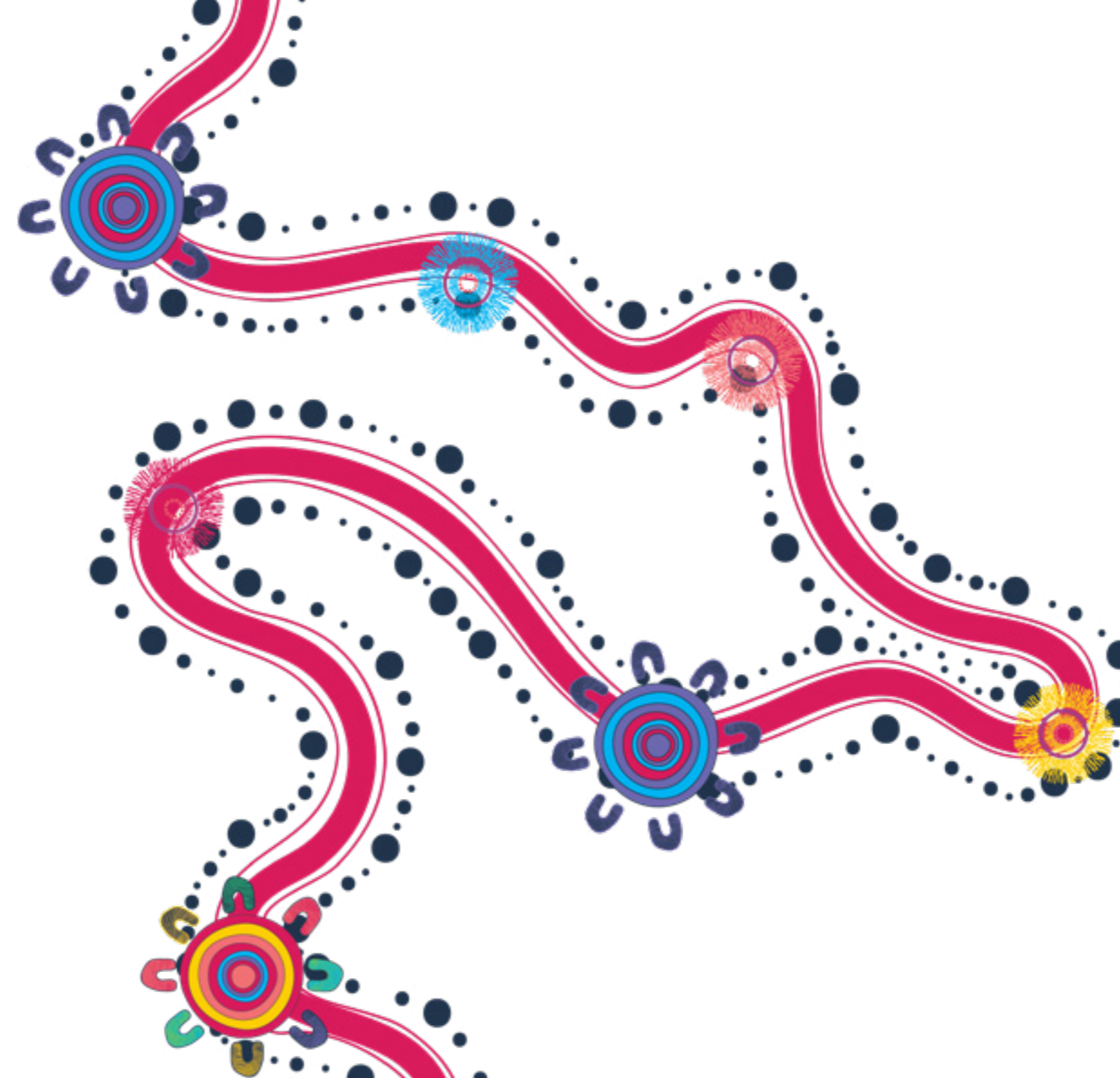
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Message from the Lord Mayor

I am pleased to introduce City of Newcastle's Aboriginal Employment Strategy 2022-2025. A key commitment to workplace diversity, the strategy builds on the success of the Aboriginal Employment Strategy 2018-2021, which increased representation of Aboriginal and Torres Strait Islander staff and focused on expanding career opportunities.

The new, four-year strategy solidifies our commitment to be a diverse, inclusive, and culturally welcoming employer of choice through continued engagement and collaboration with the local Indigenous community.

Outlining key actions across three focus areas – recruitment and employment pathways, retention and career development, and culturally safe and inclusive workplace – the strategy is the cornerstone of Aboriginal employment and workforce change at City of Newcastle.

Attracting and retaining Aboriginal and Torres Strait Islander staff not only improves employee health and wellbeing, it also increases access to quality, culturally appropriate services.

By investing in training and development to create safe employment pathways with equal opportunity, we strive to encourage broader representation of Aboriginal and Torres Strait Islander staff across the organisation and in leadership roles to benefit future generations and strengthen the resilience of our people.

Tying in with City of Newcastle's Reconciliation Action Plan 2021-2024, the Aboriginal Employment Strategy 2022-2025 drives accountability and ensures cultural perspectives become embedded in all aspects of our organisation, challenging each one of us to grow personally and professionally.

I would like to thank the many staff and community stakeholders who were consulted in the strategy's development for their valuable insights and contributions.

At City of Newcastle, our leaders have the power to do things differently. I am proud to present an employment strategy that demonstrates best practice and I look forward to working collaboratively on achieving these goals.

Nuatali Nelmes



Message from the CEO

A diverse workforce is a capable workforce. City of Newcastle's Aboriginal Employment Strategy 2022-2025 invests in our people and their individual strengths to enable them to reach their full potential to contribute to a safe, inclusive, and dynamic workplace where everyone belongs.

The benefits of this are manyfold, supporting all employees to embrace cultural diversity and placing everyone on equal footing.

City of Newcastle aims to facilitate a fair and culturally inclusive recruitment process to develop career pathways and opportunities.

Our goal is to attract, retain and support Aboriginal and Torres Strait Islander staff, finding new and innovative ways to engage with current and future employees and the broader community to better reflect their values on the path to reconciliation.

As the local governing body and an employer of choice, the community looks to us to lead by example. The Aboriginal Employment Strategy is a set of guiding principles that will help City of Newcastle deliver real, measurable action in the diversity and inclusion space.

By ensuring Aboriginal and Torres Strait Islander staff have a place and a voice in our organisation – from young trainees and apprentices to highly skilled employees – we can explore targeted career progression as well as professional and cultural development opportunities, which has positive flow-on effects for themselves, their colleagues, and their families.

As Lord Mayor I am proud to endorse an employment strategy that focuses on accountability and positive workforce change, and I look forward to continuing to see this put into practice at City of Newcastle.

Jeremy Bath



Testimonials

My name is Yvonne Illume (Edwards) my people are from Northeast Arnhem Land in the N.T. I am a Yolngu woman, from the Gumatj Clan.

I now reside on Awabakal country; she has taken me in and provided many opportunities. I joined City of Newcastle in July 2019 as an Arts Administration Trainee. With culture and the Arts being at the forefront of my passions and my way of life, it was the start of a dream turning into reality. I was based out of the Civic Theatre. Live Performance and Events Management on such a grand scale gave me great experience and learned knowledge of the industry. Over my two-year contract I branched out across the organisation to broaden my networks and skillset. I have been a member on CN's Reconciliation Action Plan (RAP) Committee for 3 years, for me this a very important



part of my role and of my contribution to our internal and external, Indigenous, and non-indigenous communities. I contributed to forming our Indigenous

Employee Network, in which we've been able to achieve some beautiful things for our mob here at City of Newcastle. I've been very blessed to have so many incredible experiences but some that really stand out for me were working in City of Newcastle's major events team alongside Kate Britton for the new arts festival, the New Annual - assisting with programming. And I was lucky enough to assist curate and project manage an exhibition 'Sea, Space & Beyond' held at Newcastle Museum early 2021. I now sit in a permanent position as Newcastle Museum Administration

Officer, and I could not be happier! My professional growth has always been encouraged and I look forward to my future with City of Newcastle.

Yvonne Edwards
Administration Officer Museum,
City Wide Services

Kalan Knight
Operations Officer Parks and
Recreation-Natural Areas,
City Wide Services

Naggangbi ba yilnji-nhur ngayagang Kalan Knight, gamamaringay dharawallanga' (Hello how are you all? My name is Kalan Knight, I am speaking to you in Dharawal.) I am a proud Dharawal man whose mob's traditional lands span over a respective area roughly 1,200km2 encompassing South of Sydney Harbour, inland to the Western suburbs Camden, Narellan area, down though the Southern Highlands toward the South Coast Wollongong area.

The Sutherland Shire is unique in Australia's history, as Kamay Botany Bay was the location of the first recorded contact point between our First Nations people and Europeans.

I was raised and live on Worimi country in Port Stephens where I have been an advocate for Aboriginal and Torres Strait Islander people. I have spent many years connecting, respecting, representing, and protecting the Worimi culture, community, and traditional lands throughout my life. I have undertaken several Indigenous based courses from cultural tourism and site identification to Indigenous leadership and mentoring which I have out to work within my community. I have been blessed with the privilege of working for both



National Parks and Wildlife Services across the state and many Indigenous communities and countries, and on behalf of Marook the Worimi Local Aboriginal Lands Council (LALC).

Learning of my heritage as a bub, awakened a deep stemming passion from my roots and a drive to my culture and to learn and understand the extent of struggles and injustices endured by my ancestors and people, where later I learnt the truths and injustices lived by my own immediate family where my mother and her siblings were forcibly removed from their parents and family home, displacing my family for many years.

This only drove me with determination to seek acknowledgement and understanding for my family and my people, and for all the other families who endured similar or worse circumstances, through cultural awareness and education, while creating a better now and a better future for Aboriginal and Torres Strait Islander people.

Zoe Pegler
Trainee Library and
Information Services,
City Wide Services

My name is Zoe Pegler (Manton) I am a local Newcastle woman with my people originally coming from Worimi country. I am currently a library trainee working in community outreach. Working within the library has been a wonderful experience, the staff have been very welcoming and great at listening to any cultural knowledge I share, they are very understanding and are always looking to help. It is a place where you can find likeminded people ready for change within the community for both Indigenous and non-Indigenous people. With the help of my colleagues and other staff throughout the Council I want to make the library a place to not only to share our community stories but also make it a safe place to keep our knowledge.





Introduction

The City of Newcastle (CN) is committed to developing meaningful and authentic relationships with the Aboriginal and Torres Strait Islander (referred to hereafter as Aboriginal) community. It understands the many benefits of increasing Aboriginal participation in employment and appreciates the complex myriad of barriers to employment for Aboriginal people. CN recognises it can make a significant contribution towards positive and enduring relationships with the Aboriginal community through partnership in increasing the employment of Aboriginal people within the area.

CN acknowledges the devastating impacts of invasion, settlement, and colonisation on Aboriginal people, and recognises the implications this continues to have on Aboriginal people and their communities today. Research shows that Aboriginal people across the nation are overrepresented at the lower end of all social indicators including employment, education, health, and housing [Closing the GAP report 2020]. This fundamentally impacts the ability for people of this demographic to live fulfilling, healthy and productive lives. Studies have shown the significant impact that employment can play in reducing the social, economic and health gaps between Aboriginal and non-Aboriginal people, with employment being a supporting mechanism for the economic independence and autonomy of Aboriginal people.

Increasing Aboriginal employment will help to create a workplace that is reflective and representative of the wider Newcastle community. It will help to inform and ensure the provision of culturally responsive and respectful services while bringing new ideas, perspectives, and strengths. Cultivating a culturally inclusive workplace will lead to increased diversity and benefits for CN as it strives to be recognised as an employer of choice and an organisation that is progressive, inclusive, and socially responsible.

The Aboriginal Employment Strategy 2022-2025 is a further expression of CN's commitment to the local Aboriginal community and Aboriginal people more broadly. We hope this approach and framework will result in a larger and more dynamic workforce of Aboriginal employees while creating a culture and environment that is safe, relevant, and responsive to Aboriginal staff values and customs.

This Aboriginal Employment Strategy outlines the City of Newcastle's four main strategic Focus Areas:

- Improve** 'Recruitment and Employment Pathways' for Aboriginal people
- Increase** 'Retention and Career Development' of Aboriginal staff
- Promote** 'Culturally Safe and Inclusive Workplace', and
- Focus on** 'Transparent and Accountable Monitoring' to measure our progress

The Focus Areas within this strategy are interconnected, and success within one of these areas contributes to the success of the others. As the strategy defines the Local Aboriginal community and its relationships with CN, the aim of this document is to guide appropriately the employment and retention of Aboriginal people within the organisation.

Our Guiding Principles

Our *Community Strategic Plan Newcastle 2040* outlines CN's recognition of Aboriginal peoples as the first people of Australia and the Traditional Custodians of the land. Aboriginal people have lived here for over 60,000 years and are recognised as the oldest continuous culture in the world. We understand and appreciate that Aboriginal people have diverse, unique languages and spiritual beliefs and an enduring reciprocal relationship with the land.

CN acknowledges and regrets the acts of dispossession and settlement, the discriminatory policies, and the cumulative acts of colonial and contemporary governments since the commencement of colonisation, all of which have led to a legacy of economic and social disadvantage for many Aboriginal and Torres Strait Islander people.

CN commits to developing a genuine understanding of our shared history and its lasting impact on Aboriginal and Torres Strait Islander peoples so that we do not repeat past injustices. We embrace moving forward together and building a relationship based on mutual respect that acknowledges, values, and celebrates Aboriginal and Torres Strait Islander peoples, their spirits, their spiritual beliefs and their culture. CN commits to delivering economic and social outcomes for Aboriginal and Torres Strait Islander peoples.

CN is guided by the following principles in the endeavour to build deeper genuine relationships with the local Aboriginal community, increase Aboriginal representation within the organisation at all levels, and become recognised as an employer of choice for Aboriginal people within the area.



Partnership

As a guiding principle, partnership defines the approach of formalising relationships with the relevant organisations and people to achieve the best employment outcomes for CN and the Aboriginal community. CN acknowledges that its organisation cannot work in isolation when it comes to Aboriginal employment, and instead must operate as part of a network regionally and beyond to support the success of this strategy.

CN aims to partner with the organisations:

Peak Aboriginal Organisations

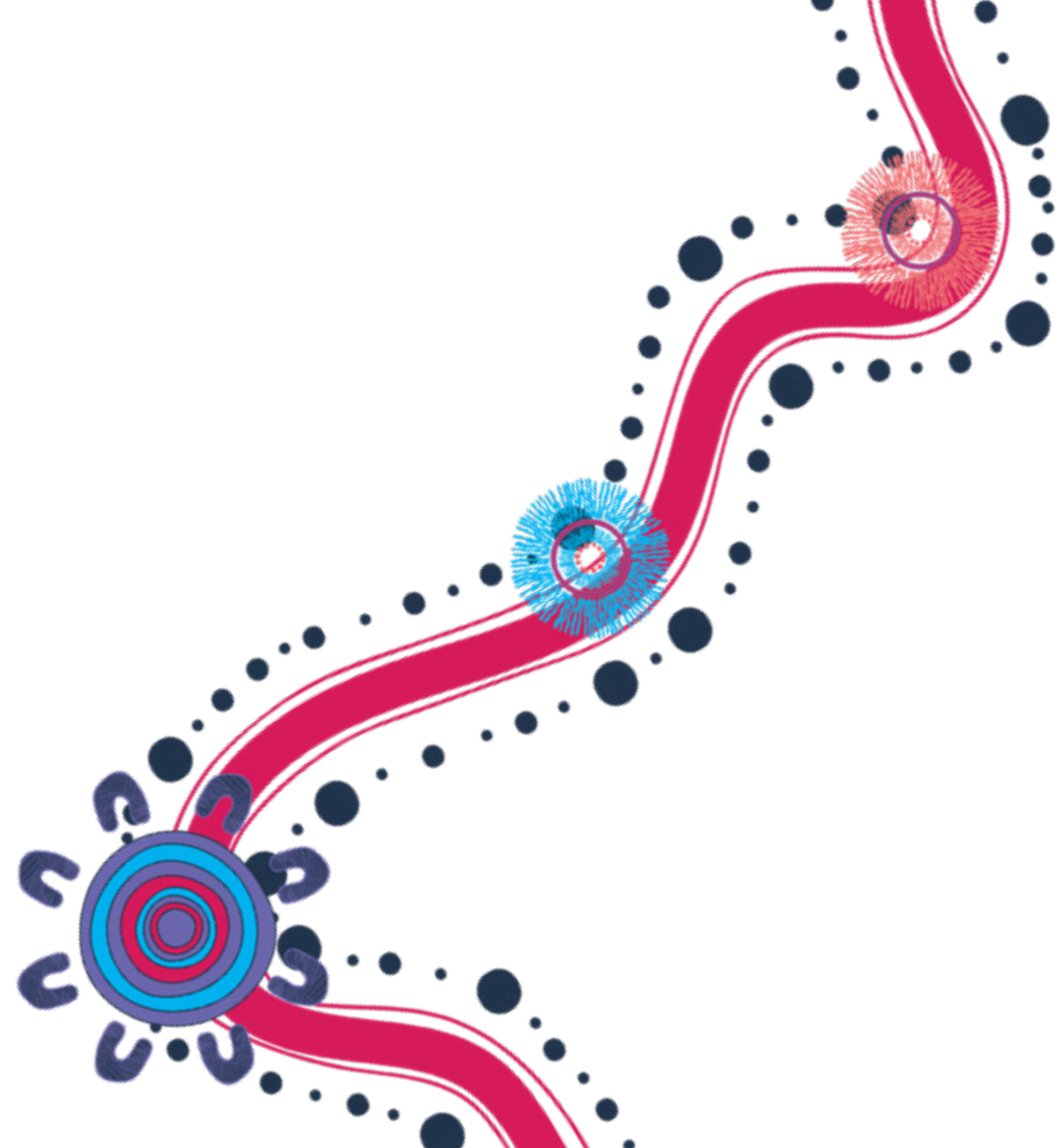
Employment agencies

Education Institutions such as the University and TAFE

Group training organisations

Cultural educators

Aboriginal Mentors, local Elders and Knowledge holders



Leadership

Strong leadership and advocating and promoting the unique and significant role of Aboriginal people in the business of CN is pivotal to the success of the goals of this strategy. For this to occur the executive must be able to provide all levels of the organisation guidance, while empowering staff to take initiative and be contributing to outcomes within their sphere of influence. As a guiding principle, leadership within CN is committing to approach their responsibilities to Aboriginal employment through this strategy with integrity, inspiration, and improved inter-cultural communication.

CN aims to support strong leadership through the following:

Appointing Champions and Sponsors of the AES to advocate, support and guide the implementation of the strategy

Increasing Directors and Managers cultural competency and training

Encouraging and rewarding staff innovation and responsiveness to AES outcomes

Developing effective communication pathways for improved awareness and promotion of AES goals

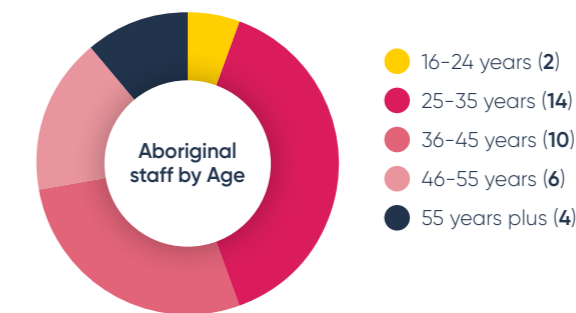
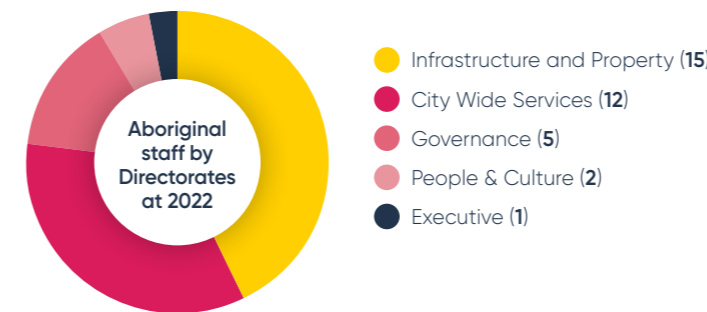
Engagement with the Guraki Aboriginal Advisory Committee

“ There is an old saying that says, if you treat unequal people equally, all you end up doing is reinforcing the inequalities. ”

Mick Gooda
Aboriginal and Torres Strait Islander
Social Justice Commissioner

Our People

Aboriginal Staff Overview



Aboriginal employees of CN are predominantly 25 to 35 years of age, (14)

22 Aboriginal employees are men and 13 employees are women

“Aboriginal staff were less likely than non-Aboriginal staff to agree that their Council supports cultural respect and understanding”

NSW Public Sector Aboriginal Employment Strategy

Our Community

An Overview

Newcastle is a proud community that has been shaped by our heritage. We have survived earthquakes, superstorms and the closure of major industries, and we continue to grow and change.

The Awabakal and Worimi peoples are acknowledged as the Traditional Custodians of the land and waters of Newcastle. The tangible and intangible cultural heritage of the Awabakal and Worimi peoples continues to enrich and inform contemporary Aboriginal and non-Aboriginal communities of Newcastle and the Hunter region. European settlement introduced a range of activities, from farming to coal mining and industry. While the industrial sector continues to play an important employment role, a substantial and growing portion of our economy is now based around the service sector. We are home to artists, galleries, museums, theatres, creative enterprises, arts organisations, cultural education providers, cultural collections, and a community that embraces cultural expression. We have a diverse natural environment, from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies.

Our suburbs are also diverse – from the heritage-lined streets of Newcastle East to the leafy homes of our middle suburbs such as Lambton and Kotara, and more recent greenfield estates at Fletcher and Minmi Newcastle is located about 160 km north of Sydney. It is Australia's seventh-largest city and is the centre of the Greater Newcastle Region, the largest regional centre in NSW. Newcastle is the economic hub of the Hunter Region, with an international profile as a major port city and a gateway to the world for the Hunter's rich resources. Newcastle accounts for approximately 30% of the Hunter's developed industrial space and 80% of its office space. Newcastle is home to the University of Newcastle (UoN); the John Hunter Hospital, which is the tertiary referral hospital for Northern NSW; and a number of world-class research organisations, including the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Hunter Medical Research Institute. Newcastle is the cultural heart of the Hunter Region, supporting Newcastle Art Gallery, Newcastle Museum, and the Civic Theatre and Playhouse, and hosting a diverse calendar of cultural events.



3.5%

or 5,479 people in the Newcastle LGA identified as being Aboriginal or Torres Strait Islander (NSW = 2.5%, Aus = 2.9%)

51%

of Aboriginal people in the Newcastle LGA were aged 24 years and under (general population = 31%)

17%

of Aboriginal people in the Newcastle LGA were aged 50 years and over (general population = 34%)

24

Median age of Aboriginal people in the Newcastle LGA is 24 years (NSW = 22), median age of the general population in the Newcastle LGA is 38 years (NSW = 38)

52%

of Aboriginal people in the Newcastle LGA aged 15 years and over were employed

58%

of Aboriginal people in the Newcastle LGA were Community and Personal Service Workers and Labourers

\$659

The average personal income for Aboriginal people in the Newcastle LGA was \$659 per week, 31% less than the general population (\$960).



Our Value Proposition

Why do we need an Aboriginal Employment Strategy?

In line with the NSW Public Sector Aboriginal Employment Strategy, CN is strongly committed to growing and development a talented and versatile Aboriginal workforce. We believe that Aboriginal people offer a wealth of life experiences, knowledge and skills that add to the richness of our diversity of thinking, build our capacity to innovate, improve the services we deliver by helping us better understand community needs, and there also improve community outcomes.

By attracting and retaining and engaged Aboriginal workforce, we can increase economic participation of Aboriginal communities and improve access to quality services and support. In this way, Aboriginal employment will benefit future generations and help advance the wellbeing of every Aboriginal person in Newcastle.

The Aboriginal Employment Strategy is also in line with the NSW Premier's Priorities to drive public sector diversity by 2025 through increasing the number of Aboriginal people in senior leadership roles. This is only possible through the development of a strong talent pool and sustainable career development pathways for Aboriginal employees.

We also know that valuing workplace inclusion and diversity will lead to improved organisational performance, employee engagement, attraction and retention of talent, and better customer service.










Our Strategic Framework

The Bigger Picture

Newcastle 2040 Community Strategic Plan outlines Aboriginal and Torres Strait Islander peoples and culture as one of its six commitments, highlighting the importance of **“Celebrating Culture”** as a key priority. Together with our recently launched Reconciliation Action Plan 2021–2024, the *Aboriginal Employment Strategy 2022–2025 (AES)* will help us achieve this objective by supporting the creation of a culturally inclusive workplace

The AES forms part of the internal framework that supports CN's commitment to Inclusion, Diversity & Equity. Aboriginal and Torres Strait Islander Engagement is one of the of five focus areas of our draft *Inclusion, Diversity & Equity Strategy 2022–2026*. The AES is also aligned with our *Workforce Development Strategic Plan 2022–2026*, our *Health & Wellbeing Strategy 2020–2025*, and our *Local Social Strategy 2030*.



	 1. Liveable	 3. Creative	 4. Achieving Together
Strategic Objectives in the CSP – Delivering Newcastle 2040	Liveable Newcastle is about creating a great city for our community to live in and supporting all members of our community to succeed and live well.	Creative Newcastle is about creating a city full of opportunities for enjoyable experiences, economic success, innovation and celebration.	Our people come together to collaborate, share great ideas and opportunities, and co-create positive change for our organisation and city.
Strategies to achieve key objectives	 1.2 Connected and fair communities 1.2.1 Connected communities 1.2.2 Inclusive communities 1.2.3 Equitable communities	 3.2 Opportunities in jobs, learning and innovation 3.2.1 Inclusive opportunities 3.2.2 Skilled people and businesses 3.2.3 Innovative people and businesses  3.3 Celebrating culture 3.3.3 Culture in everyday life	 4.1 Inclusive and integrated planning 4.1.3 Aligned and engaged workforce  4.3 Collaborative and innovative approach 4.3.1 Collaborative organisation 4.3.3 Data innovation and insight
Aboriginal Employment Strategy outcomes	1. Increase CN's visibility and reputation in the Aboriginal local community	1. Increase CN's visibility and reputation in the local Aboriginal community 2. Develop alternative pathways to employment 3. Create a culturally inclusive advertising process 4. Create a culturally inclusive interview process for Aboriginal candidates 5. Aboriginal employee recruitment targets are met 7. Aboriginal employees have a career development path and opportunities for education, training and promotion 8. Cultural and personal development of Aboriginal employees is valued and supported 10. Demonstrated respect for Aboriginal culture 11. CN staff in key roles have an appreciation for Aboriginal culture, heritage and peoples, and the skills to promote a culturally safe workplace	6. An active and engaged Aboriginal Employee Network which is connected and thriving 9. Internal P&C processes are culturally appropriate and enable positive employee experiences 12. Aboriginal engagement initiatives are aligned across CN, with a focus on strengthening the involvement of Aboriginal employees 13. Effective reporting capabilities

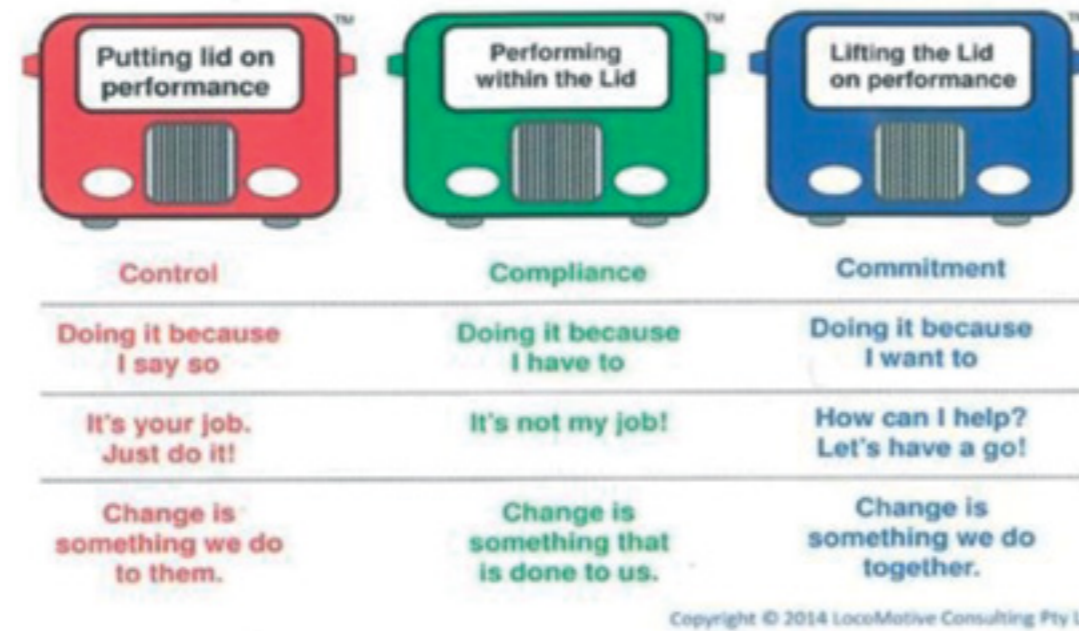
CREW

Our Crew Values are Cooperation, Respect, Excellence and Wellbeing. The AES enhances **Collaboration** because it increases awareness, knowledge and understanding for another's situation. It fosters a culture of **Respect** for a different world view. It encourages **Excellence** because it improves performance and innovation by creating a workplace culture where people's strengths are appreciated. It increases work satisfaction by contributing to people's **Wellbeing**.

Cooperation	Respect	Excellence	Wellbeing
What CREW means to CN as an organisation			
<ul style="list-style-type: none"> We work together as an organisation, helping and supporting each other We are accountable for delivering responsive and professional customer service We communicate in an open and honest manner 	<ul style="list-style-type: none"> We respect diverse views and opinions and act with integrity We are professional, respectful and courteous to our customers and work colleagues We are accountable for our actions and words 	<ul style="list-style-type: none"> We strive for quality and improvement in everything we do We show initiative and willingness to learn and change We develop our people and acknowledge our achievements 	<ul style="list-style-type: none"> We develop a safe and supportive environment We find a balance to manage work, life, personal and professional responsibilities We aim for zero harm in the workplace

Blue Bus Culture

The AES is strongly aligned with our Blue Bus Culture which outlines a work environment characterised by **open communication, collaboration, and goal achievement**. The Blue Bus Culture highlights the importance of innovative problem-solving and creating positive outcomes for everyone in the workplace and in the community.



Our Journey

Aboriginal Employment Strategy 2018-2021

Our previous AES 2018-2021 had many achievements:

In this period CN have increased the number of permanent Aboriginal employees with CN from 33 to 35 permanent Aboriginal employees.

CN have employed an Aboriginal Administration Officer in a permanent role working within CN's Cultural Facilities at the Museum.

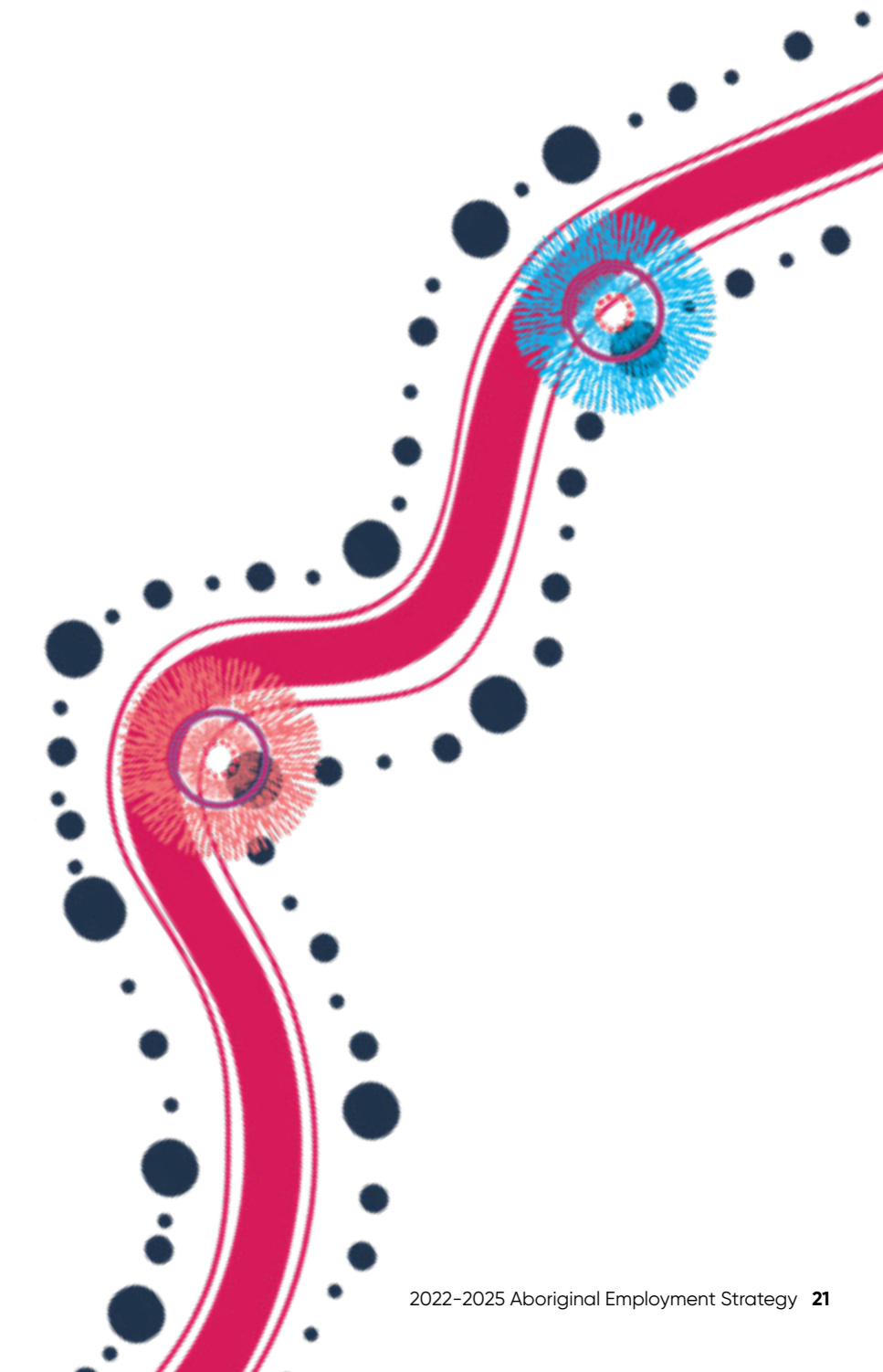
In this period CN recruited 6 Aboriginal Apprentices and 9 Aboriginal Trainees.

CN have employed an Aboriginal Engagement Partner in a permanent role working within People & Culture to oversee the delivery of the Aboriginal Employment Strategy, and Reconciliation Action Plan and facilitate the Guraki Aboriginal Advisory Committee.

CN held numerous annual events for NAIDOC and Reconciliation Week Events.

CN ensures all new Councillors undertake Cultural Awareness training as part of the Induction process.

CN supported Aboriginal TAFE students annually via the City of Newcastle Aboriginal and Torres Strait Islander TAFE Scholarship (\$1000) and the Lord Mayor Aboriginal TAFE Scholarship (\$2000)



Our Priorities for the Future

Four Focus Areas

Focus Area 1

Recruitment and employment pathways

Focus Area 2

Retention and career development

Focus Area 3

Culturally safe and inclusive workplaces

Focus Area 4

Accountable and transparent monitoring

Focus Area 1

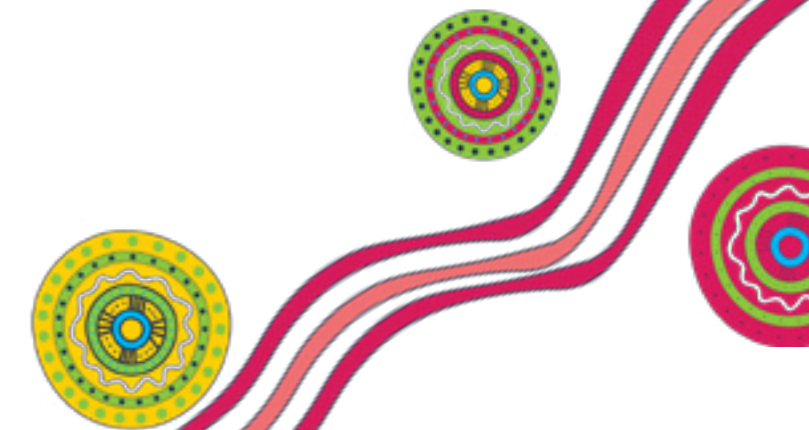
Recruitment & Employment Pathways

CN aims to create and drive workforce change to facilitate and increase the number of Aboriginal employees. CN will continue to increase Aboriginal employee numbers by making the recruitment process more culturally appropriate, promoting CN as an “employer of choice” to Aboriginal people and offering a range of avenues to long-term and permanent positions across a range of qualifications and organisational levels.

Goal: To be recognised as an employer of choice for Aboriginal people by establishing culturally inclusive recruitment processes.

Actions	Measures	Responsibility	Timeline
Outcome 1. Increase CN's visibility and reputation in the local Aboriginal community.			
1.1 Promote employment opportunities within CN at community events and employment expos	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates Attend a minimum of 2 events annually 	Talent Diversity & Inclusion/Learning Planning and Engagement	Annually
1.2 Host information sessions about upcoming employment opportunities at CN	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates Host 1 information session annually 	Talent Diversity & Inclusion/Learning Planning and Engagement.	Annually
1.3 Explore ways to showcase testimonials from current CN Aboriginal employees on social media platforms, community events and employment expos	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates 	Talent Diversity & Inclusion	2023
1.4 Ensure vacant positions at CN are promoted through the Aboriginal Employee Network	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates 	Talent Diversity & Inclusion	2022
1.5 Develop and maintain relationships with Aboriginal employment service providers, educational institutions, and other peak local Aboriginal community organisations for networking and promotion of employment opportunities at CN	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates 	Talent Diversity & Inclusion	2023
Outcome 2. Develop alternate pathways to employment			
2.1 Investigate developing a talent pool of Aboriginal employees	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN 	Talent Diversity & Inclusion	2024
2.2 Develop and maintain partnerships with Universities and TAFE NSW to develop a graduate recruitment program targeting Aboriginal graduates	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of Aboriginal graduates across CN 	Talent Diversity & Inclusion	2023
2.3 Research organisations that can assist Aboriginal applicants with building resumes, submitting applications and interview skills and promote these to Aboriginal applicants	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of applications received from Aboriginal candidates Increased number of successful Aboriginal candidates 	Talent Diversity & Inclusion	2022
2.4 Develop and maintain partnerships with the local Aboriginal community-controlled sector to develop a locally focused traineeship program	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of traineeships across CN 	Talent Diversity & Inclusion	2024

Actions	Measures	Responsibility	Timeline
Outcome 3. Create a culturally inclusive advertising process.			
Representations:			
3.1 Place Aboriginal and Torres Strait Islander artwork on advertisements	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN 	Talent Diversity & Inclusion	2023
3.2 Include images of Aboriginal and Torres Strait Islander people in advertising	<ul style="list-style-type: none"> Increased number of applications received from Aboriginal candidates 		
Culturally inclusive language:			
3.3 Review position descriptions for entry level roles to ensure that they are written in plain English	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN 	Talent Diversity & Inclusion	2023
3.4 Identify roles across CN in which formal qualifications are not mandatory and rewrite position descriptions to focus on core competencies and experiences	<ul style="list-style-type: none"> Increased number of applications received from Aboriginal candidates 		
3.5 Ensure advertisements for all non-identified roles will include statement to specifically encourage applications from diverse candidates			
Appropriate processes:			
3.6 Advertise Identified and Targeted roles in mainstream and Aboriginal and Torres Strait Islander specific media and advertise for a minimum of 6 weeks.	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN 	Talent Diversity & Inclusion	2022
3.7 Circulate employment opportunities through Aboriginal networks.	<ul style="list-style-type: none"> Increased number of applications received from Aboriginal candidates 		



Actions	Measures	Responsibility	Timeline
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Outcome 4. Create a culturally inclusive interview process for Aboriginal candidates

Aboriginal interview panel member:

4.1 Ensure there is an Aboriginal interview panel member for Identified roles and Targeted roles or where there is an Aboriginal candidate	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of successful Aboriginal candidates List of appropriate Aboriginal panel members Aboriginal panel members sit on the interview panel for all Identified and Targeted roles and other applicable roles 	Talent Diversity & Inclusion/Business Partnering	2022
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Alternative interview processes:

4.2 Investigate new practices for interviewing Aboriginal candidates. Consider interview locations and room settings and opportunities to demonstrate skills and knowledge	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Increased number of successful Aboriginal candidates 	Talent Diversity & Inclusion/ Business Partnering	2024
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Outcome 5. Aboriginal employee recruitment targets are met.

5.1 Hiring Managers to proactively collaborate with Directors and Aboriginal Engagement Partner to set targets for identified roles in key Directorate positions. Investigate permanent Aboriginal identified roles in Customer Service, Libraries, Community Engagement Cultural Heritage and Land use and Management	<ul style="list-style-type: none"> Overall increase of Aboriginal representation at CN Targets are met 	Talent Diversity & Inclusion/Business Partnering/ELT	2023
5.2 Recruit a minimum of 2 Aboriginal apprentices per year			
5.3 Recruit a minimum of 4 Aboriginal cadets per year			

Focus Area 2

Retention & Career Development

Goal: To increase the retention of Aboriginal staff by exploring targeted career progression as well as professional and cultural development opportunities for Aboriginal employees.

CN aims to encourage and support Aboriginal employees to have rewarding, valued and fulfilling careers. To achieve this, CN will enhance support mechanisms and career development opportunities to retain and develop Aboriginal employees.



Actions	Measures	Responsibility	Timeline
Outcome 6. An active and engaged Aboriginal Employee Network which is connected and thriving.			
6.1 Create and maintain a platform for the Aboriginal Employee network to communicate, regularly connect and engage	<ul style="list-style-type: none"> Frequent and regular meetings High level of participation 	Talent Diversity & Inclusion	2022
6.2 Provide a calendar of events for Aboriginal employees to meet, connect and engage which CN supports as a work-related activity	<ul style="list-style-type: none"> Deliver 4 events annually High level of participation 	Talent Diversity & Inclusion	2022
6.3 Build understanding of the value of the Aboriginal Employee Network among Managers, Directors, and P&C staff to support and enable employee participation	<ul style="list-style-type: none"> Correspondence explaining the importance from ELT 2 times per year 	Talent Diversity & Inclusion/ ELT Champion/ ELT	2022
6.4 Provide opportunities for the Aboriginal Employee Network and Guraki to meet connect and engage which CN supports as a work-related activity	<ul style="list-style-type: none"> Deliver 1 combined event annually High level of participation 	Talent Diversity & Inclusion	2022
Outcome 7. Aboriginal employees have a career development path and opportunities for education training, and promotion.			
7.1 Ensure that all Aboriginal staff are made aware and have access to education, training, and career development opportunities	<ul style="list-style-type: none"> Increased number of Aboriginal employees completing development courses 	Talent Diversity & Inclusion/Learning Planning and Engagement	Ongoing
7.2 Promote opportunities for Aboriginal employees to develop management and leadership skills (e.g., secondments and higher duties roles)	<ul style="list-style-type: none"> Increased number of Aboriginal employees on secondments 	Talent Diversity & Inclusion/Learning Planning and Engagement	Ongoing
7.3 Ensure that PDP discussions with Aboriginal employees include a skills gap analysis for career progression	<ul style="list-style-type: none"> Increased number of Aboriginal employee promotions 	Talent Diversity & Inclusion	2023

Actions	Measures	Responsibility	Timeline
Outcome 8. Cultural and personal development of Aboriginal employees is valued and supported			
8.1 Encourage and enable Aboriginal employees to participate in CN's Mentoring program	<ul style="list-style-type: none"> High participation of Aboriginal employees 	Talent Diversity & Inclusion/Learning, Planning and Engagement	2023
8.2 Explore ways to develop a Cultural Development Program for Aboriginal employees	<ul style="list-style-type: none"> Programs researched 	Talent Diversity & Inclusion/Learning Planning & Engagement	2023
Outcome 9. Internal P&C processes are culturally appropriate and enable positive employee experiences			
9.1 Review the current induction process to ensure that it incorporates CN's commitment to Aboriginal outcomes and inclusive workplace policies and expectations of behaviour	<ul style="list-style-type: none"> Induction process is culturally inclusive 	Talent Diversity & Inclusion/Learning, Planning and Engagement	2022
9.2 Review exit interviews to gain insight into the success of initiatives and the reasons why staff leave CN	<ul style="list-style-type: none"> Process for collection of data is established and data is reviewed annually 	Talent Diversity & Inclusion	2023



Focus Area 3

Culturally Safe & Inclusive Workplace

CN is committed to creating a respectful, supportive, and culturally inclusive workplace where Aboriginal employees feel culturally safe and draw strength from their identity, culture, and community.

Creating an environment which embeds cultural perspectives is fundamental to the cultural wellbeing of Aboriginal people working for City of Newcastle. This links in with CN's organisational commitment to Diversity & Inclusion and the establishment of an inclusive workplace culture where all employees feel valued, respected, and safe to contribute their talents and perspectives.

CN aims to equip all employees of CN with the knowledge, skills, and attitudes to understand the importance of Aboriginal language, culture, values, history, contemporary issues as well as the unique pressures affecting Aboriginal people today. Staff will be educated to use inclusive language and observe cultural protocols that recognise the position of Aboriginal people as the traditional custodians of the land.

Goal: To acknowledge, value, respect and celebrate Aboriginal people, cultures, and protocols in the workplace to increase the overall appreciation and awareness in the organisation.

Actions

Measures

Responsibility

Timeline

Outcome 10. Demonstrated respect for Aboriginal culture.

10.1 Encourage all employees of CN to participate in events that celebrate Aboriginal culture

- Number of employees attending Aboriginal events is increased
- Increased presence of CN at Aboriginal community events

Talent Diversity & Inclusion

2022

10.2 Ensure CN celebrates NAIDOC and Reconciliation Weeks by holding internal and external celebratory events

- A minimum of 1 internal and 1 external NAIDOC and Reconciliation event is held by CN annually
- Every Team as CN celebrates NAIDOC and Reconciliation Weeks.

Talent Diversity & Inclusion

Annually

10.3 Develop a policy to guide the acknowledgement of Aboriginal protocols and procedure.

- Welcome to Country is included at the commencement of all major CN events.
- Acknowledgment of country is included on all CN emails.
- Acknowledgment of Country is included on all significant publications.
- WTC Policy is developed.

Talent Diversity & Inclusion

2022

Actions	Measures	Responsibility	Timeline
Outcome 11. CN staff in pivotal/key roles have an appreciation for Aboriginal culture, heritage and peoples and the skills to promote a culturally safe workplace.			
11.1 Ensure Managers and Supervisors of Aboriginal staff receive Cultural Education training that focuses on cultural safety and incorporate these into PDP's	<ul style="list-style-type: none"> All Managers and Supervisors of Aboriginal staff receive Aboriginal Cultural Education training. Increased number of staff completing Aboriginal Cultural Education training Increased retention of Aboriginal employees 	Talent Diversity & Inclusion/ Learning, Planning and Engagement/ ELT	Ongoing
11.2 Ensure all Learning & Development staff undertake Aboriginal Cultural Education training and incorporate these into PDP's	<ul style="list-style-type: none"> All Learning & Development Staff have undertaken Aboriginal Cultural Education Training Increased number of staff completing Aboriginal Cultural Education training Increased retention of Aboriginal employees 	Talent Diversity & Inclusion/ Learning, Planning and Engagement	Ongoing
11.3 Ensure all Councillors and the Executive Leadership Team undertake "on country" Cultural Education training	<ul style="list-style-type: none"> All Councillors and the Executive Leadership Team undertake "on country" Cultural Education training Increased number of staff completing Aboriginal Cultural Education training 	Talent Diversity & Inclusion/Learning, Planning and Engagement	Ongoing
11.4 Provide Directorate-specific training that provides tailored content on protocols for engaging effectively with Aboriginal stakeholders	<ul style="list-style-type: none"> Increased number of staff completing Aboriginal Cultural Education training. 	Talent Diversity & Inclusion/Planning and Engagement	Ongoing
Outcome 12. Aboriginal engagement initiatives are aligned across CN, with a focus on strengthening the involvement of Aboriginal employees			
12.1 Continue actioning the Reconciliation Action Plan with the focus on involving Aboriginal employees in the RAP Working Group	<ul style="list-style-type: none"> RAP actions are implemented Increased representation of Aboriginal employees on RAP Committee 	Talent Diversity & Inclusion	Ongoing

Focus Area 4

Accountable & Transparent Monitoring

Goal: To improve accountability for implementation of the strategy and enhance reporting to measure success.

CN understands that ongoing evaluation is critical for achieving the intended outcomes. We aim to create appropriate mechanisms to collect and analyse data that will enable us to measure progress, identify gaps, and recognise trends. Regular reporting and analysis will ensure that CN is accountable for the successful implementation of the strategy.



Actions	Measures	Responsibility	Timeline
Outcome 13. Effective reporting capabilities			
13.1 Establish official Executive Champion at Executive Leadership Team (ELT) level to advocate for and oversee the implementation of the strategy	<ul style="list-style-type: none"> Executive Champion is appointed and regularly communicates about and advocates for Aboriginal inclusion 	Talent Diversity & Inclusion/ELT Champion	2022
13.2 Regularly report on Aboriginal employment data as part of the CN Inclusion, Diversity & Equity framework	<ul style="list-style-type: none"> Report provided annually 	Talent Diversity & Inclusion	Annually
13.3 Explore ways to embed Aboriginal employment initiatives and targets into PDP's and Directorate reporting lines	<ul style="list-style-type: none"> Increased awareness of Aboriginal employment initiatives Measurable accountability 	Talent Diversity & Inclusion	2024
13.4 Establish consistent data collection process to set baseline metrics and measure progress	<ul style="list-style-type: none"> Baseline data established by 2022 and reported on annually 	Talent Diversity & Inclusion/Learning Planning and Development/ Business Partnering	2023

Budget Forecast

Outcomes	FY 22/23	FY 23/24	FY 24/25
Focus Area 1: Recruitment & Employment Pathways			
1. Increase CN's visibility and reputation in the local Aboriginal community	3000	3000	3000
2. Develop alternative pathways to employment	Internal resources	Internal resources	Internal resources
3. Create a culturally inclusive advertising process	500	500	500
4. Create a culturally inclusive interview process for Aboriginal candidates	Internal resources	Internal resources	Internal resources
5. Aboriginal employee recruitment targets are met	500	500	500
Focus Area 2: Retention & Career Development			
6. An active and engaged Aboriginal Employee Network	Internal resources	Internal resources	Internal resources
7. Aboriginal employees have a career development path and opportunities for education, training, and promotion	Internal resources	Internal resources	Internal resources
8. Cultural and personal development of Aboriginal employees is valued and supported	1000	1000	1000
9. Internal P&C processes are culturally appropriate and enable positive employee experiences	Internal resources	Internal resources	Internal resources
Focus Area 3: Culturally Safe & Inclusive Workplace			
10. Demonstrated respect for Aboriginal culture	5000	5000	5000
11. CN staff in pivotal/key roles have an appreciation for Aboriginal culture, heritage and peoples, and the skills to promote a culturally safe workplace	15000	15000	15000
12. Aboriginal engagement initiatives are aligned across CN, with a focus on strengthening the involvement of Aboriginal employees	Internal resources	Internal resources	Internal resources
Focus Area 4: Accountable & Transparent Monitoring			
13. Effective reporting capabilities	Internal resources	Internal resources	Internal resources



References

1. Australian Bureau of Statistics

<https://www.abs.gov.au/>

2. "A Snapshot of Aboriginal and Torres Strait Islander Communities in Newcastle", City of Newcastle.

3. Closing The Gap Report 2020.

<https://ctgreport.niaa.gov.au/>

4. Indigenous Employment and Capability Strategy 2016–2019, Australian Government, Department of Environment

<https://www.awe.gov.au/sites/default/files/documents/indigenous-employment-capability-strategy-16-19.pdf>

5. NSW Public Sector Aboriginal Employee Engagement Strategy

<https://www.psc.nsw.gov.au/culture-and-inclusion/aboriginal-workforce/aboriginal-employment-strategy>





newcastle.nsw.gov.au

