



ABORIGINAL MELBOURNE

The Aboriginal Melbourne word mark acknowledges Waa the Crow, the spiritual protector of the Birrarung, "Yarra river". Five circular forms symbolise the Tanderrum Ceremony, where Traditional Owners allow safe and temporary access to their land, and the bringing together of the five language groups of the Eastern Kulin: the Wurundjeri, Bunurong, Taungurung, Dja Dja Wurrung and the Wadawurrung.

These in turn form interconnecting pathways that lead to the centre of Waa, symbolising Aboriginal Melbourne as the gathering place.

These pathways visually express the pulse of Aboriginal Melbourne as a dynamic and progressive gathering place where everyone in the community has a voice.

Acknowledgement of Traditional Custodians

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin, and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Within this document we have used the term "Aboriginal" to respectfully include all Aboriginal and/or Torres Strait Islander peoples living in Victoria.

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Cover Image: One of 10 'Park Art' designs by Aboriginal artist Dixon Patten from Bayila Creative.

Disclaimer

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MESSAGE FROM THE LORD MAYOR



Reconciliation is a powerful word that must be matched with practical action. It must include greater opportunities for Aboriginal peoples and acknowledge the unbroken connection Aboriginal peoples have had with Australia for 60,000 years. Most powerfully perhaps, reconciliation can generate positive change and reduce disadvantage.

The City of Melbourne is proud to share with the community a Reconciliation Action Plan (RAP) June 2021 – June 2023 endorsed by Reconciliation Australia. It commits us to work harder to reflect the voices of Aboriginal peoples within our organisation and in the council plans, policies and decision-making that affect our city and community.

This RAP was developed in close consultation with Aboriginal organisations and the broader community. It also includes actions designed to create greater opportunities in employment, education and economic development for Aboriginal peoples.

A significant aspect of our RAP is a focus on truth-telling, which is an important step towards healing. In many countries, reconciliation and truth-telling have been crucial in strengthening respect and understanding. The City of Melbourne will take a leading role to encourage this process through actions such as sharing stories that Australians may not always wish to hear. We will endorse truth-telling, to encourage honesty about our past and hope for a future that makes all feel included and valued in Melbourne, one of the world's great cities.

We invite you to learn more about the practical and measurable actions we outline in our RAP. Implementing reconciliation initiatives strengthens a local government culture and community. We look forward to embedding these actions in all that we do, to promote Australians coming together to make a positive difference in all our lives.

Sally Capp Lord Mayor

MESSAGE FROM THE CEO





Through this reflective process, we identified that while great work had been achieved in our approach to reconciliation over the years of our previous Innovate RAP, there was still an opportunity to learn and do better.

As part of this review, we also decided to include a new and important pillar in this RAP: truth-telling. Our commitment to truth-telling will sharpen our focus on being honest about our shared history and how that shapes today and our collective future.

The City of Melbourne has a critical role in advancing reconciliation, particularly in our role as the closest form of government to the community. We are committed to fostering open and constructive relationships with Traditional Custodians and the Aboriginal community, and to creating enduring change through awareness and promotion of Melbourne's Aboriginal heritage, culture and achievements.

This journey is not linear. We have committed to constant evaluation, reflection, consultation and action. We will work harder to ensure the voices of our community are reflected in all that we do.

I look forward to working together across our organisation and community to make a real contribution to the people that we represent by driving change and bringing this plan to life.

Together, we are committed to this reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Sur Hung

Justin Hanney
Chief Executive Officer
City of Melbourne

We have used the term 'Aboriginal' to include all Aboriginal and Torres Strait Islander peoples living in Victoria.

MESSAGE FROM THE CEO OF RECONCILIATION AUSTRALIA



Reconciliation Australia commends City of Melbourne on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. City of Melbourne continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that City of Melbourne will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to City of Melbourne using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for City of Melbourne to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, City of Melbourne will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of City of Melbourne's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations City of Melbourne on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer Reconciliation Australia



OUR VISION FOR RECONCILIATION

The City of Melbourne's vision for reconciliation is that Aboriginal peoples fully participate in the social, economic and political advantages that the City of Melbourne has to offer.

Why is a RAP important for the City of Melbourne?

The City of Melbourne respectfully acknowledges the Traditional Custodians of the land, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation, and pays respect to their Elders past, present and emerging.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians. For the Kulin Nation, Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance.

Today we are proud to say that Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander peoples.

When speakers at the City of Melbourne (CoM) acknowledge the Traditional Owners of the land on which we meet, they express a shared respect for this land's continuing Aboriginal cultures. CoM recognises that Aboriginal peoples are the First Nations peoples of this land and that they have strived to retain their cultures and identity through the period of European settlement for more than two centuries.

Our city values and celebrates Aboriginal peoples' unique heritage and cultures. This Innovate Reconciliation Action Plan (RAP) enshrines and reaffirms that respect. It also commits us to actions for advancing reconciliation – practical measures developed in consultation with Traditional Owner groups, Aboriginal organisations and community.

We are proud to make a commitment to fully support reconciliation within our organisation and to influence reconciliation across the city and through our connections nationally and internationally.

We believe that CoM can do better. We have spent time reviewing the previous RAP and reflecting on how to remove barriers to inclusion. Everyone in our city should feel culturally connected, safe and empowered. Local government is the tier of government closest to the community and has a crucial role in modelling recognition and respect. On behalf of all in our community, we will work harder and more creatively to ensure the voices and aspirations of Aboriginal peoples are reflected in council plans, strategies and policies.

In the spirit of reconciliation, our actions will not follow a separate stream - instead reconciliation will be embedded in our core business and decision-making at every level. This builds on actions in recent years to promote heritage and cultures in the city's life. Acknowledgement of culture is demonstrated when we program events and nurture relationships that deepen the city's cultural understanding of a unique Aboriginal history.

CoM is committed to meaningful engagement with Aboriginal communities and will continue to foster and build respect for Aboriginal heritage, cultures and knowledge.

In this RAP, we speak of respect, relationships, good governance and opportunities. These are powerful words that will be matched with actions as we implement reconciliation initiatives. Significantly, we have added another core pillar to our RAP – we commit to a truth-telling process, to be honest about our past and how the past shapes today and to be collaborative and positive about our future. Truth-telling enables healing. Truth-telling has been, for many communities in the world, a foundational experience, a sharing of stories that underpins respect, relationships and opportunities.

An honest appraisal of our organisation will shape this RAP. We believe reconciliation means working to ensure Melbourne is an inclusive city for Aboriginal peoples, and working to close the gap of disadvantage experienced by Aboriginal peoples since European settlement by committing to systemic and structural transformation of our organisations to improve accountability and respond to the needs of Aboriginal peoples.

It is about honouring the unbroken relationship of the Aboriginal community to Melbourne, past and present, and supporting this relationship into the future. Consultation, collaboration, and partnerships with all in our community will help us achieve this vision – strengthening a local government culture that promotes and supports all Australians coming together to make a positive difference in all our lives.

OUR ORGANISATION

Melbourne is Victoria's capital city and the business, administrative, cultural and recreational hub of the state. The municipality covers 37.7 square km and has a residential population of about 180,000 which includes 470 Aboriginal residents (2016 Census data). As an organisation, we have 26 facilities, and employ about 1400 staff. In 2020, 12 staff identify as Aboriginal.

The City of Melbourne is the local government authority responsible for the municipality of Melbourne. Under the *Victorian Local Government Act 2020*, the elected Councillors and administration plan, manage and deliver a wide range of services to residents, businesses and visitors. In addition to our role as the local municipal authority, we play an important role as Victoria's capital city, strengthening our international reputation for excellence, innovation and leadership.

The Council is the decision-making body that sets the strategic direction and policy of the municipality. As a democratically elected representative body, Council strives to engage with all segments of the community to understand their needs and aspirations. Council collaborates with Traditional Owners, Aboriginal organisations and community in the development of our many strategies, agreements and protocols designed to celebrate, support and expand Aboriginal cultures throughout Melbourne and beyond.

This RAP will be championed and driven by Director Aboriginal Melbourne, Hans Bokelund. All areas of the organisation will participate in developing our understanding and delivering on our commitments within the plan.



We have used the term 'Aboriginal' to include all Aboriginal and Torres Strait Islander peoples living in Victoria.

OUR RECONCILIATION ACTION PLAN

It is with great pleasure that the City of Melbourne releases its (Innovate) Reconciliation Action Plan 2021-23.

Our fifth Reconciliation Action Plan (RAP) comes two years after the completion of our fourth RAP 2015–18. It follows a process of deep self-reflection for CoM as we aspire to realise our vision to support the voice and ambition of Aboriginal communities through leading behaviours and role modelling best practice. A key priority will be exploring the best avenues for recruiting and retaining Aboriginal staff members. The creation of a separate Aboriginal Melbourne branch in 2019 has set the tone for our commitment to a more empowering and culturally connected organisation.

To date, CoM's greatest resource in the development of this RAP has been the voices and guidance of Aboriginal staff, Traditional Owner groups, and Aboriginal communities who will continue to guide the implementation of this two-year RAP as a living document.

Our RAP Working Group consists of CoM's executive leadership team, which includes Deputy CEO, Director People Culture and Leadership, Director Finance and Contract Management, Director Aboriginal Melbourne, Manager Program, Policy and Reconciliation, Reconciliation Officer and two community representatives. The RAP Working Group has met on a bimonthly basis during the development of this RAP, and will move to meeting four times a year after endorsement of this RAP. The RAP Working Group will generate ideas and drive progress on the RAP.

In nations such as Canada and South Africa, truth-telling promotes an awareness of the historic and ongoing impact of the past. Sharing experiences can encourage all in our community to move ahead. CoM recognises momentum is growing in Australia for an honest understanding of colonisation. Truth-telling can play a role in helping a community work towards a future where all Australians enjoy equal rights and have the opportunity to achieve their full potential. This RAP provides an opportunity for CoM to understand how truth-telling can play this role within our organisation and our city as a whole.

Our RAP will provide a framework for CoM to support the national reconciliation movement and is a strategic document that bolsters CoM's Council Plan 2021-2025. The RAP includes practical actions that will drive CoM's contribution to reconciliation both internally and with the communities with which we have relationships.

Our **RAP** is structured around the four RAP pillars developed by Reconciliation Australia – respect, relationships, opportunities and good governance:



Respect for Aboriginal cultures helps an organisation embed cultural understanding in all its operations.

Relationships between Aboriginal peoples and the broader community are at the heart of reconciliation.





Opportunities allow Aboriginal peoples to participate equally in employment, education and health.

Governance guides how we implement and report back on the actions to which we commit.



Truth-telling will be a meaningful new dimension in a CoM RAP that we hope sets a high bar for an inclusive local government culture in the future.

CITY OF MELBOURNE'S RECONCILIATION JOURNEY

The City of Melbourne has a long history of working to embed reconciliation across the organisation and within our community. We formally recognised the unique place Aboriginal peoples and their communities have within our rich, diverse and prosperous city with the adoption of our Statement of commitment to Aboriginal and Torres Strait Islander People in 1999.

The City of Melbourne then became the first local government authority to adopt a Reconciliation Action Plan when it was adopted in 2006. We are proud to be achieving an Innovate Reconciliation Action Plan for this, our fifth, Reconciliation Action Plan.

In 2018, the organisation underwent a deep dive review of its reconciliation journey to date.

Our review involved interviewing 43 CoM staff (3% of total), including all Aboriginal staff, and highlighted the following:

- 42% of interviewees believed that CoM was culturally unsafe
- 36% of interviewees had experienced or witnessed racism at CoM
- 47% of interviewees believed staff were not culturally responsible.

Interviewees further identified the following priority needs for the organisation if we want to be seen as a bold and aspirational leader of reconciliation:

- Aboriginal culture needs to be part of the CoM's fabric
- We need to work together on how to get the best result for Aboriginal peoples
- Aboriginal staff need to feel safe when the current CEO leaves
- When the CEO leaves, we need Executive Leadership Team to champion and continue this work
- CoM should be full of opportunities and possibilities for Aboriginal peoples and their communities.

The review identified multiple opportunities, to which we have responded through the establishment of the Aboriginal Melbourne Branch with an inaugural Director and additional resourcing to ensure successful delivery of our RAP.

The review also highlighted the need for Aboriginal Melbourne to have greater oversight and authority as the lead branch for our RAP deliverables for branches who have traditionally struggled in delivering RAP outcomes. This is necessary to ensure that branches are supported in developing their cultural capacity and responsibilities under the RAP. Some deliverables sit within Aboriginal Melbourne, meeting the expectation that Aboriginal Melbourne will own them to ensure that community aspirations and outcomes are achieved.



We have used the term 'Aboriginal' to include all Aboriginal and Torres Strait Islander peoples living in Victoria.

Our reconciliation journey

1985 - City of Melbourne provides a safe location for the internment of repatriated Aboriginal skeletal remains belonging to 38 language groups across Victoria at King's Domain.

1999 - Indigenous Arts Advisory Panel formed.

2006 - Council becomes the first local government to introduce a Reconciliation Action Plan.

2007-2010 - Indigenous Framework.

- 2010 Indigenous Heritage Study.

2007-2010 - Reconciliation Action Plan.

2015-2018 - Innovate Reconciliation Action Plan.

- Since 2016, all new members of staff have participated in an Aboriginal Cultural Awareness Program including an Indigenous Cultural Awareness Walk, as part of their induction to the City of Melbourne.
- In 2017, we launched the YIRRAMBOI Festival

 Australia's premier First Nations arts and cultural event and created a dedicated category for Aboriginal authors in the Lord Mayor's Creative Writing Awards.

2015-2016 - Aboriginal Heritage Action Plan.

 In 2016, we unveiled a memorial marker at the corner of Victoria and Franklin streets for Tunnerminnerwait and Maulboyheenner, two Aboriginal Tasmanian men who were publicly hanged in Melbourne in 1842.

2016 - CoM hosts an Aboriginal Enterprise Expo with over 40 Aboriginal-owned businesses, and launches our Aboriginal Procurement Strategy with a target of (0.9%).

1985

1990

1990s-2000s - Aboriginal consultative committees guide the work of the City of Melbourne.

1995

2000

2003 - Council establishes a dedicated Indigenous unit.

2005

2006 - First ever gathering of Victorian Traditional Owner group at Melbourne Town Hall.

- Victorian Traditional Owner groups gift Lord Mayor John So with a possum skin cloak.

2006 - Unveiling of Birrarung Wilam art installation at Birrarung Marr in time for the 2006 Commonwealth Games.

2010
2009 - Indigenous Arts Advisory Panel celebrates 10 years.

2011-2014 - Reconciliation Action Plan.

- In 2011, we began ensuring Traditional Owners were acknowledged at the commencement of all major council events and events where councillors speak as representatives of the City.
- Since 2012, we have permanently raised the Aboriginal flag above Melbourne Town Hall and included a Welcome to Country at the first meeting of each newly elected council.
- Indigenous Arts Festival 2012 and 2014.

2011-2014 - Indigenous Heritage Action Plan.

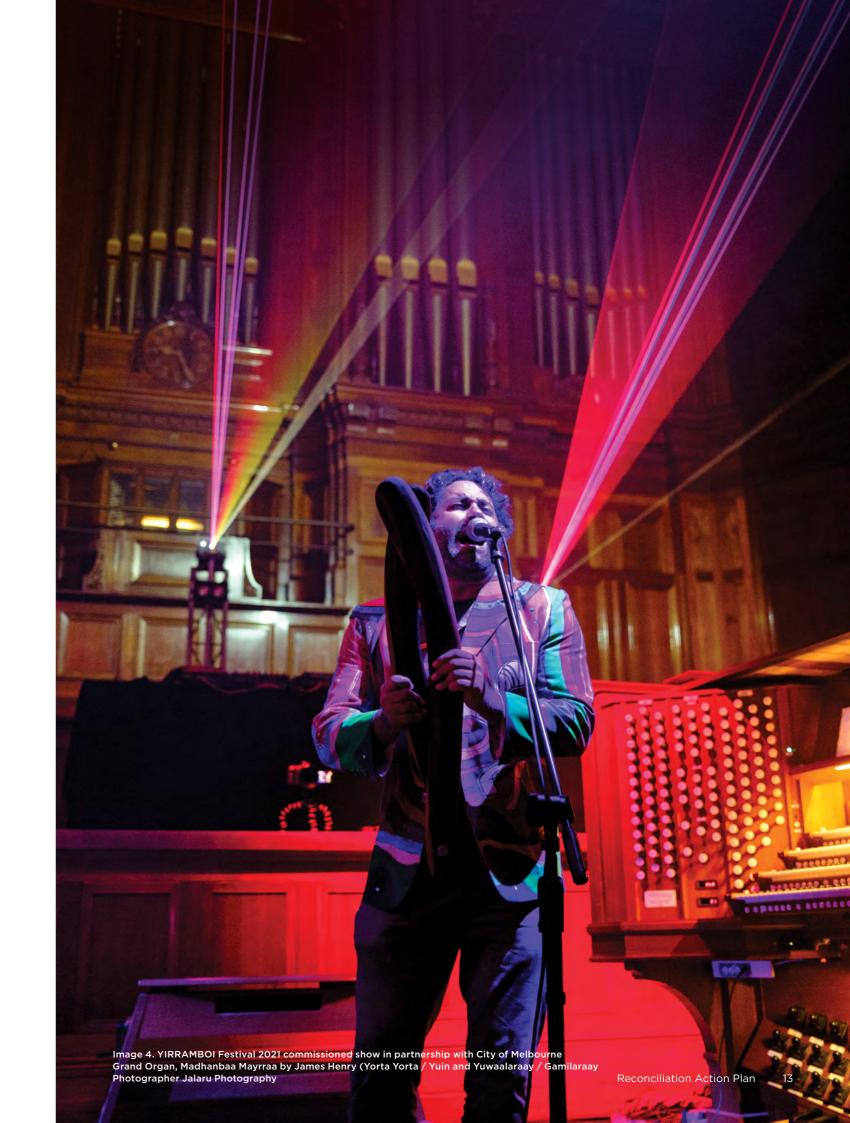
2020

2015

2019 - CoM launched a new Aboriginal Melbourne branch to help build organisational capability around all issues affecting Aboriginal communities in Melbourne.

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(INNOVATE) RECONCILIATION ACTION PLAN 2021-23

Truth-Telling

The City of Melbourne recognises the importance of truth-telling to further our shared understanding of the impacts of colonisation and dispossession on Aboriginal peoples. Guided by national and international examples of formal processes in truth-telling, we will commit to further research and develop a series of discussions that create opportunities for healing, learning and change.

Truth-telling is an opportunity for Aboriginal peoples to share their history, heritage and culture with the broader community and to voice and record evidence about past actions. It's an opportunity to impart knowledge of thousands of years of rich histories, languages and stories as well as provide a form of restorative justice by acknowledging Aboriginal people's experiences of dispossession and inequity.

ACTION	DEI	LIVERABLES	RESPONSIBILITY	YEAR
Explore and deliver opportunities for truth-telling to	1.1	Deliver a series of three public truth-telling talks / discussions annually to enable a greater understanding of Aboriginal peoples' experiences (past and present).	Director, Aboriginal Melbourne	July 2021 July 2022
facilitate learning, healing, and change within the City of Melbourne and externally.	1.2	Research Melbourne's Stolen Generations story, with recommendations about how best to commemorate the Stolen Generations through memorials or markers.	Director, Aboriginal Melbourne (Lead) Director, Creative City (Co-Lead)	July 2021
	1.3	Investigate and implement opportunities to develop sister city relationships with local governments that are facilitating local truth-telling with First Nations peoples.	Director, Aboriginal Melbourne	July 2021 July 2022
	1.4	Program activities activities to acknowledge National Sorry Day (26 May).	Director, Aboriginal Melbourne	26 May 2022 26 May 2023

Relationships

Strong, respectful and meaningful relationships between CoM and Aboriginal peoples are the centrepiece of this Reconciliation Action Plan. We strive to build on established connections with each Traditional Owner group and continue to learn from them, hear their voices and be guided by their expertise toward our common goal of reaching greater reconciliation within all our communities.

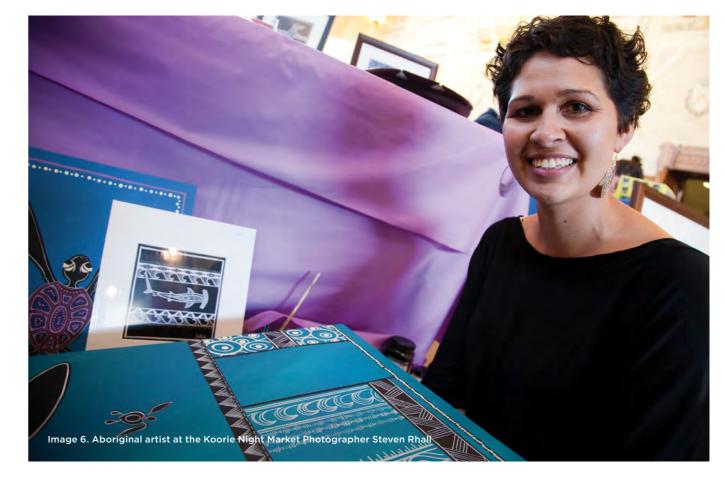
ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
2. Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and	2.1 Consult with each Traditional Owner Group Bunurons Land Council Aboriginal Corporation and Wurundj Woi-wurrung Cultural Heritage Aboriginal Corporation and develop a Memorandum/Memoranda of Understanding on agreed principles and processes for engagement.	eri Melbourne on,	July 2021
organisations.	2.2 Develop and implement an Aboriginal Community Engagement Plan to work with Aboriginal stakeholders and organisations.	Director, Aboriginal Melbourne (Lead) Director, Community Services (Co-Lead)	July 2021
	2.3 Establish a Local Aboriginal Secondment Program for four City of Melbourne employees annually to be seconded for a period of at least six weeks to Traditional Owner Groups, Aboriginal organisation: based within and around the municipality, or peak Aboriginal organisations.	Director, Aboriginal Melbourne (Lead) Director, People, Culture and Leadership (Co-Lead)	July 2022



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ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
3. Build relationships through celebrating National Reconciliation	3.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all councillors, executives and staff and promote these through CoM's own channels.	Director, Aboriginal Melbourne	27 May - 3 June 2022 2023
Week.	3.2 Reconciliation Action Plan Working Group members will participate in an external National Reconciliation Week event.	Director, Aboriginal Melbourne	27 May - 3 June 2022 2023
	 5.3 Encourage and support all councillors, executives and staff to participate in at least one external event to recognise and celebrate National Reconciliation Week by: promoting key events happening within the municipality promoting Reconciliation Victoria's calendar of events for National Reconciliation Week. 	Director, Aboriginal Melbourne (Lead) Director, Public Affairs and Media (Co-Lead)	27 May - 3 June 2022 2023
	3.4 Deliver a public National Reconciliation Week Oration with a high-profile speaker.	Director, Aboriginal Melbourne (Lead)	27 May 2022 2023
	 As part of a broad Aboriginal Melbourne branding initiative, promote the City of Melbourne's Grants and Sponsorships Program as an opportunity for the funding of National Reconciliation Week events and programming delivered by external organisations, including: arts grants events partnership program 	Director, Aboriginal Melbourne (Lead) Director, Public Affairs and Media (Co-Lead)	27 May - 3 June 2022 2023
	Aboriginal community grants community grants and sponsorship community use of town halls sponsorship. 3.6 Register all City of Melbourne events on Reconciliation Australia's National Reconciliation Week website.	Director, Aboriginal Melbourne	27 May - 3 June 2022 2023

ACTION	DEI	LIVERABLES	RESPONSIBILITY	YEAR
4. Promote reconciliation	4.1	Develop and implement an internal communications plan to engage all councillors, executives and staff to	Director, Aboriginal Melbourne (Lead)	July 2021
through our sphere of influence.		drive reconciliation outcomes.	Director, Public Affairs and Media (Co-Lead)	
	4.2	Publicly communicate the City of Melbourne's commitment to reconciliation through:	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
		corporate websitesocial media	Director, Public Affairs and Media (Co-Lead)	
		 recorded messages on Customer Relations hold messaging service. 	Director, Customer Relations (Co-Lead)	
	4.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Director, Aboriginal Melbourne	July 2021 July 2022
	to implement ways to advance reconciliation ac municipalities, including: • joint events	local government with a Reconciliation Action Plan to implement ways to advance reconciliation across	Director, Aboriginal Melbourne	July 2021 July 2022
		•		
		cross-promotion of events.		



ACTION	DEL	LIVERABLES	RESPONSIBILITY	YEAR
5. Promote positive race relations	5.1	Conduct a review of People, Culture and Leadership policies and procedures to identify existing	Director, Aboriginal Melbourne (Lead)	July 2021
through anti- discrimination strategies.		anti-discrimination provisions and future needs.	Director, People, Culture and Leadership (Co-Lead)	
			Director, Community Services (Co-Lead)	
	 5.2 Develop, implement and communicate an anti-discrimination policy for our organisation. 5.3 Engage with Aboriginal staff and / or Aboriginal advisors to consult on our anti-discrimination policy. 5.4 Educate general managers, executives and staff on the effects of racism. 	• • •	Director, Aboriginal Melbourne (Lead)	July 2022
		Director, People, Culture and Leadership (Co-Lead)		
			Director, Community Services (Co-Lead)	
		Aboriginal advisors to consult on our	Director, Aboriginal Melbourne (Lead)	July 2021
		anti-discrimination policy.	Director, People, Culture and Leadership (Co-Lead)	
			Director, Community Services (Co-Lead)	
		g ,	Director, Aboriginal Melbourne (Lead)	July 2022
			Director, People, Culture and Leadership (Co-Lead)	
			Director, Community Services (Co-Lead)	



Respect

CoM acknowledges and respects the customs and traditions of Aboriginal peoples and their special relationship with the land, waterways and sea. We recognise the unique place of Aboriginal peoples in our shared place and the enduring value of their cultures to our city.

Consultation with Aboriginal communities will continue to underpin all our protocols and events. To deepen our organisational knowledge, we will identify and develop more opportunities for respectful cultural learning among staff, executive and councillors.

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
6. Increase understanding,	6.1 Conduct a review of cultural learning needs within our organisation.	Director, Aboriginal Melbourne (Lead)	July 2021
value and recognition of Aboriginal		Director, People, Culture and Leadership (Co-Lead)	
cultures, histories, knowledge and rights through	knowledge and Council Aboriginal Corporation and Wurundjeri Woi Melbourne (Lead	Director, Aboriginal Melbourne (Lead)	July 2021
cultural learning.	Wurrung Cultural Heritage Aboriginal Corporation and Aboriginal advisors on the development and implementation of a cultural learning strategy.	Director, People, Culture and Leadership (Co-Lead)	
	.3 Develop, implement and communicate an Aboriginal cultural learning strategy for councillors, executives	Director, Aboriginal Melbourne (Lead)	July 2021
	and staff which defines continuous cultural learning needs for staff in all areas of our business, and is formalised and structured. The strategy will include:	Director, People, Culture and Leadership (Co-Lead)	
	 delivery of 'bundyi girri' to support non-Aboriginal staff in building relationships with Aboriginal community and stakeholders 		
	a mandatory online learning moduleexperiential learning programs.		
	6.4 Provide opportunities for Reconciliation Action Plan Working Group members, People, Culture	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
	and Leadership Director and managers, and other key leadership staff to participate in formal and structured cultural learning.	Director, People, Culture and Leadership (Co-Lead)	

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
7. Demonstrate respect to Aboriginal	7.1 Increase understanding among councillors executives and staff of the purpose and significant behind cultural protocols, and the City of I	gnificance Melbourne (Lead) Melbourne's	July 2021 July 2022
peoples by observing cultural protocols.	y Acknowledgement of Traditional Owners and cultural Welcome to Country protocols through a	Director, Public Affairs and Media (Co-Lead)	
	• Yammer		
	CoM web blogs		
	 lunchbox presentations with Elders from Traditional Owner groups (Bunurong L Council Aboriginal Corporation and W Woi-wurrung Cultural Heritage Aborig Corporation). 	and urundjeri	
	7.2 Develop, implement and communicate cul protocol documents, including protocols f Welcome to Country and Acknowledgement of Traditional Owners.	or Melbourne	July 2021
	7.3 Invite a Traditional Owner group (Bunuror Council Aboriginal Corporation and Wuru	ndjeri Melbourne (Lead)	July 2021 July 2022
	Woi-wurrung Cultural Heritage Aboriginal Corporation) representative to conduct a to Country and other appropriate cultural at 20 significant events each year, including	Welcome City of Melbourne ceremonies	
	• Moomba		
	Melbourne Music Week Melbourne Fashian Week		
	Melbourne Fashion WeekMelbourne Knowledge Week		
	 opening or unveiling of new projects ar 	nd	
	redevelopments		
	citizenship ceremonies.		
	7.4 Councillors, executives and staff will provi	_	July 2021 July 2022
	at all significant City of Melbourne staff meetings, including:	City of Melbourne	
	Council portfolio meetings		
	RAP Working Group meetingsall staff events and major gatherings		
	corporate inductions.		
	7.5 Councillors, executives and staff will provi an Acknowledgement of Traditional Owne		July 2021 July 2022
	significant external events, including:	City of Melbourne	-
	 Council meetings 		
	formal CEO events and presentations		
	sister city events		
	citizenship ceremonies.		
	7.6 Ensure Acknowledgment of Traditional Overplaques and signage are displayed in all C Melbourne offices and buildings.		July 2022

ACTION	DEL	LIVERABLES	RESPONSIBILITY	YEAR	
Engage with Aboriginal cultures and	8.1	Ensure RAP Working Group members attend the City of Melbourne NAIDOC Week Flag Raising Ceremony.	Director, Aboriginal Melbourne	July 2021 July 2022	
histories by celebrating	8.2	Review City of Melbourne's internal policies and procedures to remove barriers to staff participating	Director, Aboriginal Melbourne (Lead)	July 2021	
NAIDOC Week.		in NAIDOC Week events.	Director, People, Culture and Leadership (Co-Lead)		
	8.3	Support all staff to participate in at least one NAIDOC Week event, including:	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022	
		City of Melbourne's hosted eventsVic NAIDOC events.	Director, People, Culture and Leadership (Co-Lead)		
	8.4	Deliver a City of Melbourne NAIDOC Week Flag Raising Ceremony in partnership with Aboriginal organisations and businesses.	Director, Aboriginal Melbourne	July 2021 July 2022	
	8.5	Deliver a NAIDOC in the City event in partnership with Aboriginal organisations and businesses.	Director, Aboriginal Melbourne	July 2021 July 2022	
9. Promote and celebrate	9.1	Include Aboriginal performers or content at significant City of Melbourne "all staff" events,	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022	
Aboriginal heritage and cultures internally	ly	such as end of year celebrations.	Director, Tourism and Events (Co-Lead)		
within the organisation.	9.2	Investigate, identify and seize opportunities to display Aboriginal artwork in City of Melbourne's high-profile public spaces, meeting rooms and offices to celebrate Aboriginal cultures.	Director, Aboriginal Melbourne	July 2021 July 2022	
	9.3	Investigate, identify and implement culturally appropriate Aboriginal names for City of Melbourne buildings, offices and meeting rooms.	Director, Aboriginal Melbourne	July 2022	
	9.4	Ensure that the Aboriginal and Torres Strait Islander flags are displayed wherever the Australian flag is displayed on Council buildings, publicly accessible parts of Council buildings and significant meeting rooms in the Town Hall precinct.	Director, Aboriginal Melbourne	July 2021 July 2022	
10. Promote Aboriginal			display and offer a range of information for visitors	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
experiences for the public to celebrate		to learn about Melbourne's Aboriginal heritage and cultures, as well as opportunities to take part in Aboriginal experiences within the municipality.	Director, Tourism and Events (Co-Lead)		
Melbourne as an Aboriginal place.			Director, City Marketing (Co-Lead)		

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
11. Educate the broader community about Aboriginal heritage and culture.	11.1 Continue to undertake spatial research into the pre-European Aboriginal cultural landscape to inform strategic planning and the development of a 3D model to visualise pre-contact Melbourne.	Director, Aboriginal Melbourne (Lead) Director, City Strategy (Co-Lead) Director, Technology and Digital (Co-Lead)	July 2021 July 2022
	 11.2 Continue to protect, promote and celebrate places and stories of Aboriginal cultural significance through projects for: Arden-Macaulay Fishermans Bend Maribyrnong River the City Futures project Yarra River-Birrarung Strategy heritage reviews across the municipality. Commission additional studies as required to underpin and inform strategic planning. 	Director, Aboriginal Melbourne (Lead) Director, City Strategy (Co-Lead) Director, City Design Studio (Co-Lead)	July 2021 July 2022
11.	in Melbourne city users' knowledge and understanding of Melbourne's Aboriginal heritage and culture from baseline data collected in 2017. Use this to inform the planning and delivery of City of Melbourne programs.	Director, Aboriginal Melbourne (Lead) Director, Tourism and Events (Co-Lead)	July 2021
	11.4 Launch, and annually update, an Aboriginal Melbourne spatial mapping tool documenting places and events of Aboriginal cultural and societal significance within the municipality.	Director, Aboriginal Melbourne	July 2021 July 2022
12. Protect, recognise and promote	12.1 Identify and implement opportunities for the dual naming of spaces to reflect the Aboriginal cultural heritage of the area.	Director, Aboriginal Melbourne	July 2021 July 2022
Aboriginal culture, heritage and place.	 12.2 Conduct research in consultation with local Traditional Owner groups into 'Caring for Country' knowledge and practices, and how they may be applied to the work of Council in areas such as: urban design sustainability parks and gardens public art. 	Director, Aboriginal Melbourne (Lead) Director, Design Studio (Co-Lead) Director, Climate Change Action (Co-Lead) Director, Parks and City Greening (Co-Lead)	July 2022

Opportunities

As a city we are immensely proud of Melbourne's unique Aboriginal cultural heritage and are committed to ensuring it is appropriately recognised, protected and celebrated. We are committed to reviewing council plans, policies and procedures to create the right environment for the equal participation of Aboriginal peoples in employment – opportunities that will be created in partnerships.

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
13. Improve employment	rment inform future employment and professional	Director, Aboriginal Melbourne (Lead)	July 2021
outcomes by increasing Aboriginal	development opportunities.	Director, People, Culture and Leadership (Co-Lead)	
recruitment, retention and professional	13.2 Consult with Aboriginal staff on City of Melbourne's People, Culture and Leadership, recruitment,	Director, Aboriginal Melbourne (Lead)	July 2021
development.	retention and professional development policies to ensure the <i>Aboriginal Employment and Retention Strategy 2021-2024</i> adequately responds to the needs of potential and existing Aboriginal employees	Director, People, Culture and Leadership (Co-Lead)	
	13.3 Develop and implement the <i>Aboriginal Employment</i> and <i>Retention Strategy 2021-2024</i> .	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
		Director, People, Culture and Leadership (Co-Lead)	
	13.4 Advertise job vacancies to effectively reach Aboriginal stakeholders.	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
		Director, People, Culture and Leadership (Co-Lead)	
	13.5 Review and amend People, Culture and Leadership recruitment procedures and policies to remove	Director, Aboriginal Melbourne (Lead)	July 2021
	barriers to Aboriginal participation in our workplace.	Director, People, Culture and Leadership (Co-Lead)	
	13.6 Implement City of Melbourne's Aboriginal Employment and Retention Strategy 2021-2024	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
	to increase the percentage of Aboriginal staff employed at the City of Melbourne.	Director, People, Culture and Leadership (Co-Lead)	
	13.7 Develop and implement a learning and development program for people managers of Aboriginal staff.	Director, Aboriginal Melbourne (Lead)	July 2021 July 2022
		Director, People, Culture and Leadership (Co-Lead)	

We have used the term 'Aboriginal' to include all Aboriginal and Torres Strait Islander peoples living in Victoria.

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
14. Increase Aboriginal supplier diversity to support improved economic and	14.1 Develop and implement the <i>Aboriginal Procurement Strategy 2021–24</i> with a gradually increasing target. We will increase annual organisational procurement spending by 0.5% in Year 1, by 0.75% in Year 2, and by 1% in Year 3.	Director, Aboriginal Melbourne (Lead) Director, Procurement and Contract Management (Co-Lead)	July 2021 July 2022
social outcomes.	14.2 Maintain CoM's membership of Supply Nation and provide sponsorship for other appropriate community initiatives within the municipality.	Director, Aboriginal Melbourne	July 2021 July 2022 July 2021
	14.3 Support Victorian Aboriginal businesses by becoming a Platinum Partner with Kinaway (Victorian Aboriginal Chamber of Commerce).	Director, Aboriginal Melbourne	July 2021 July 2022
	14.4 Develop and communicate opportunities for procurement of goods and services from Aboriginal businesses to CoM staff.	Director, Aboriginal Melbourne (Lead) Director, Procurement and Contract Management Co-Lead)	July 2021 July 2022
	14.5 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal businesses.	Director, Aboriginal Melbourne (Lead) Director, Procurement and Contract Management (Co-Lead)	July 2021
	14.6 Train all relevant staff in contracting Aboriginal businesses through organisations such as Supply Nation and Kinaway.	Director, Aboriginal Melbourne (Lead) Director, Procurement and Contract Management (Co-Lead)	July 2021 July 2022
	14.7 Recruit an "Economic Development Specialist" to support the organisation to achieve deliverables under the <i>Aboriginal Procurement Strategy 2021–24</i> .	Director, Aboriginal Melbourne	July 2021
	14.8 Develop and maintain commercial relationships with Aboriginal businesses.	Director, Aboriginal Melbourne (Lead) City of Melbourne	July 2021 July 2022

4	ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
15	IS. Provide opportunities which support cultural, social and economic development for Aboriginal Victorians.	15.1 In consultation with Traditional Owner Groups (Bunurong Land Council Aboriginal Corporation, or Wurundjeri Woi Wurrung Cultural Heritage Corporation), establish a permanent outdoor ceremonial site.	Director, Aboriginal Melbourne (Lead) Director, Design Studio (Co-Lead) Director, Parks and City Greening (Co-Lead)	July 2022
		15.2 All urban and landscape designs will include appropriate design references to Aboriginal cultures in accordance with Aboriginal Indigenous Cultural and Intellectual Property rights.	Director, Aboriginal Melbourne (Lead) Director, Capital Works (Co-Lead) Director Major Capital Works (Co-Lead) Director, State Infrastructure (Co-Lead) Director, Design Studio (Co-Lead)	July 2021 July 2022
		15.3 All Aboriginal public art works will be designed and co-delivered by Aboriginal artists in accordance with Indigenous Cultural and Intellectual Property rights.	Director, Aboriginal Melbourne (Lead) Director, Creative City (Co-Lead)	July 2021 July 2022
		 15.4 Commence a dedicated program of annual Aboriginal public art works that celebrate locations of significance to community: Carlton Gardens Fig Tree public art work Warrior Woman Lane public art work Enterprize Park public art work Story Trail APP development Stolen Generations Memorial. 	Director, Aboriginal Melbourne (Lead) Director, Creative City (Co-Lead)	July 2021 July 2022
		15.5 Host the 2021 and 2023 YIRRAMBOI Festival, providing opportunities for Aboriginal artists to present their continuous and diverse contemporary practices.	Director, Aboriginal Melbourne (Lead) Director, Creative City (Co-Lead)	July 2021
		 15.6 Ensure the following Council-endorsed committees have formal Aboriginal representation: Disability Advisory Committee Family and Children's Advisory Committee Homeless Advisory Committee Parks and Gardens Advisory Committee Public Art Program Advisory Panel. 	Director, Aboriginal Melbourne (Lead) Director, Community Services (Co-Lead) Director, City Strategy (Co-Lead) Director, Parks and City Greening (Co-Lead) Director, Creative City (Co-Lead)	July 2021 July 2022
		15.7 Provide Aboriginal community organisations with in-kind access to Council bookable spaces within libraries and community hubs.	Director, Creative City	July 2021 July 2022
		15.8 Pilot an Aboriginal Business Hub within the municipality that will offer a mix of low-cost office space, networking opportunities, and business advice to support startups.	Director, Aboriginal Melbourne (Lead) Director, Economic Development (Co-Lead)	July 2021

Governance

CoM acknowledges that good governance is the key to building inclusive, safe, resilient and sustainable communities. Accordingly, an effective reconciliation governance structure is crucial to the processes and systems to be embedded across CoM.

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
16. Establish and maintain an	16.1 Maintain community representation on the RAP Working Group.	Director, Aboriginal Melbourne	July 2021 July 2022
effective RAP Working Group (RWG) to drive governance of	16.2 Complete Terms of Reference for the RAP Working Group to drive, monitor and elevate implementation of the RAP.	Director, Aboriginal Melbourne	July 2021 July 2022
the RAP.	16.3 Ensure the RAP Working Group meets at least four times per year to drive and monitor RAP implementation.	Director, Aboriginal Melbourne	July 2021 July 2022
17. Provide appropriate support for	17.1 Define resources needs for RAP implementation within the first three months.	Director, Aboriginal Melbourne (Lead) City of Melbourne	July 2021 July 2022
effective implementation of RAP commitments.	17.2 Engage senior leaders and other staff in the delivery of RAP commitments though organisational plans.	Director Aboriginal Melbourne (Lead) City of Melbourne	July 2021 July 2022
	17.3 Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	Director, Aboriginal Melbourne (Lead) Director, City Lab	July 2021 July 2022
	17.4 Appoint and maintain internal RAP Champion(s) from the Executive Leadership Team.	Director, Aboriginal Melbourne	July 2021 July 2022
	17.5 Include the City of Melbourne's RAP as a standing agenda item at Portfolio, Management Leadership Team, and Executive Leadership Team meetings.	Director, Aboriginal Melbourne (Lead) Director Governance (Co-Lead)	July 2021 July 2022
	17.6 Review Aboriginal Melbourne resourcing through the annual budgeting process to ensure it is adequately resourced for the successful delivery of each RAP deliverable.	Director, Aboriginal Melbourne (Lead)	March - June 2021 March - June 2022

ACTION	DELIVERABLES	RESPONSIBILITY	YEAR
18. Build accountability and transparency	18.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Director, Aboriginal Melbourne	Sept 2021 Sept 2022
through reporting RAP achievements,	18.2 Report on RAP progress to councillors, executives and staff quarterly.	Director, Aboriginal Melbourne	July 2021 July 2022
challenges and learnings both internally and externally.	18.3 Publicly report against the City of Melbourne's RAP commitments annually, outlining achievements, challenges and learnings.	Director, Aboriginal Melbourne	July 2021 July 2022
	18.4 Participate in Reconciliation Australia's Workplace RAP Barometer every two years.	Director, Aboriginal Melbourne	May 2022
19. Continue our reconciliation journey by developing our next RAP.	19.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Director, Aboriginal Melbourne	July 2022



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Contact

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