

# RECONCILIATION ACTION PLAN 2017 - 2020



Mildura Rural City Council



## Acknowledgement

Mildura Rural City Council acknowledges the Traditional Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present, and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.

Council's Reconciliation Action Plan (RAP) has been developed through the commitment and dedication of the RAP Working Group and supported by the Aboriginal Action Committee, Council staff, community and Reconciliation Australia.

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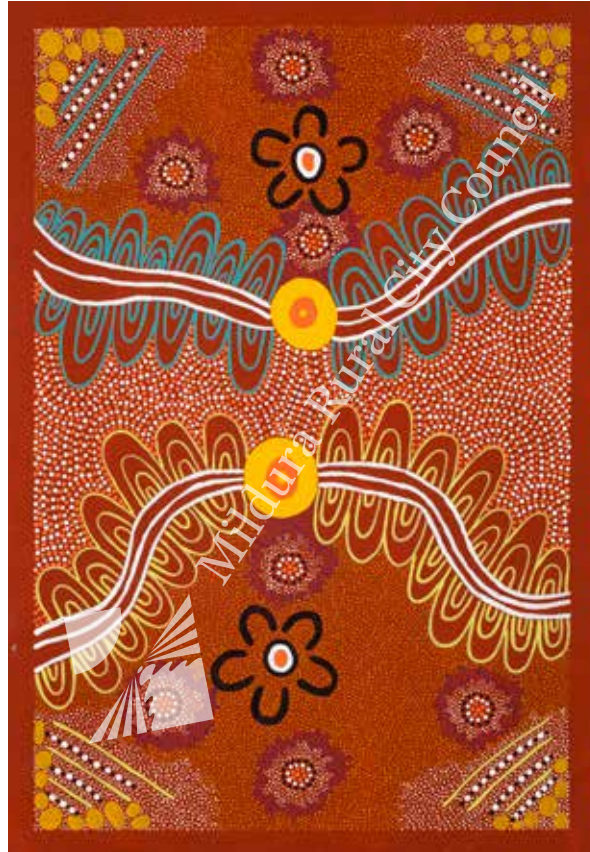




RECONCILIATION  
ACTION PLAN

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**STRETCH**



## About the Cover

*Artist: Paula Walker, Meeting at the Creek, 2017; acrylic on canvas. Mildura Arts Centre Collection. Photo: Ben Herman.*

*This is about two family's that meet at the dry creek [yellow] and the running creek [blue] one family on one side of the creek one on the other side. The men would dance on the white dots while the women would cook.*

*Locally based artist, Paula Walker Nakamarra was born in 1975 in Alice Springs N.T her language is Walmumpa though she speaks six traditional languages, her homeland is Kumunu. Paula is an emerging artist whose art encompasses aspects of her Aboriginal culture, and reflects the physical landscape of her homeland. She has also said that it is through her art that she expresses her feelings. Paula's paintings have been sold here in Australia and throughout the world.*

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**OUR VISION FOR  
RECONCILIATION IS  
WALKING AND TALKING  
TOGETHER TO CREATE A  
RESPECTFUL COMMUNITY  
THAT IS INCLUSIVE AND  
BUILT UPON SHARED  
UNDERSTANDING.**



# INTRODUCTION FROM CEO

Nationally, 2017 has been a significant year for Reconciliation; acknowledging the 25th anniversary of the Mabo Decision and the 50th anniversary of the 1967 Referendum. The National Constitutional forum in May concluded after three days that the constitutional recognition is no longer a major goal and that Aboriginal people are seeking "Makarrata", a Yolgnu word for treaty.

The dialogue around reconciliation is active and far-reaching across communities, with more people engaging in the robust conversations that have been at times, stifled. At a local level, I am pleased to say that we too are reflecting this national dialogue and are having conversations about how reconciliation can be achieved in our community, particularly within our sphere of influence. It was encouraging to hear the closing words within the 'Uluru Statement from the Heart' echo Councils (our own) vision for reconciliation, of walking together.

The achievements evolving from our 2015 RAP have generated a sense of hope and commitment amongst staff, Council and community. The opportunity to reflect on the learnings and challenges gives us the confidence and motivation to deliver our second RAP and raise expectations higher. We are particularly proud of our new actions such as setting our employment targets to reflect our community demographics.

Reconciliation requires courage, a commitment to open dialogue and action. We know that respect and recognition is key to supporting strong working relationships between Council and the local Aboriginal community. We are prepared to work through the challenges instead of against them.

We can work at a pace that balances between urgent and gentle, reflecting the needs of some and the knowledge of others and somehow meeting along the way.

I am proud of what Council and the Aboriginal Action Committee have achieved to date, we are consistently moving in the right direction, alongside the community, taking action and creating genuine, positive change. We support communities to develop self-management and self-determination and acknowledge that the family is the foundation of the Aboriginal community and identity. Service delivery is most effective when it occurs in the context of the broad family as understood by Aboriginal people. Working together in partnerships with Aboriginal communities is the most effective way of providing services to respond to identified needs.

The principles of Self-Determination are held as essential to Reconciliation by Aboriginal people and I believe they are important to be outlined within this RAP.

- **Freedom.** To exercise the same rights as all citizens.
- **Support.** To autonomously determine how to organise their resources.
- **Knowledge.** Knowledge of what has and hasn't worked elsewhere helps avoid mistakes or going the wrong way. This means also allowing Aboriginal people build their own knowledge base.
- **Financial responsibility.** Control over their budget, including re-prioritising monies when necessary.
- **Stable policies.** Government policies should encourage and support Aboriginal solutions.



Gerard José  
**Chief Executive Officer**  
Mildura Rural City Council







# OUR BUSINESS

Mildura Rural City Council (MRCC) plays an important role in helping shape the future of the Mildura region and enhancing community wellbeing. As a local government organisation, we deliver more than 100 different services to more than 50,000 residents across an area of 22,000 square kilometres. In addition to the 3 main customer contact centres, the Council workforce and services are spread across the municipality which include worksites and public access points such as Libraries, Depots, Landfills, Child Care and Maternal and Child Health Centres and Swimming Pools.

The key industries within the local government area are dryland farming, irrigated horticulture (table grapes, wine grapes, dried grapes, citrus and vegetables), tourism, food and beverage manufacturing, transport and logistics, retail, health and community services. Emerging industries include renewable energy generation, aquaculture, and mineral sands mining and recycling.

The Aboriginal and Torres Strait Islander histories around the townships and areas within and surrounding municipality dates back more than 40,000 years. The proud Traditional Custodians of the land in and around Mildura are the Latji Latji people. Approximately four percent of the Mildura Local Government area residents are of an Aboriginal or Torres Strait Islander descent, making the area home to the second largest population of Aboriginal people in regional Victoria.

Council is one of the largest employers in the municipality with approximately 684 individuals filling 494.2 EFT positions. In 2016, as part of developing Council's Aboriginal Employment Strategy, a voluntary staff survey identified that 15 out of 322 participants identified as an Aboriginal and Torres Strait Islander person, which was 4.7% of survey participants.

As part of this RAP and through the work of the Aboriginal Employment Strategy we have committed to consistently measuring how many Aboriginal and Torres Strait Islander people are employed with us. Through the implementation of Council's Aboriginal Employment Strategy there are now 3 identified positions within Council's workforce.

As a community focused organisation, Council's core community leadership roles include:

- planning for and providing services and facilities for the local community
- providing and maintaining community infrastructure
- advocating and promoting proposals that are in the best interests of the local community
- engaging with the local residents to shape the future of the community
- providing governance and strong stewardship to meet current and future needs
- attracting funding and raising revenue to enable Council to perform its functions
- undertaking strategic and land use planning for the municipal district
- making and enforcing local laws
- exercising, performing and discharging the duties and powers of councils under the Local Government Act and other Acts.

Council's direction is determined by a four year Council Plan, developed through consultation with the local community.



# OUR RECONCILIATION ACTION PLAN

Mildura Rural City Council has been on a long journey towards Reconciliation. The 2017-2020 Reconciliation Action Plan follows on from the first RAP which was launched in 2015 and continues to provide the framework for the implementation of Council's reconciliation vision and commitment to action.

Since 2011, Council has worked alongside the Aboriginal Action Committee (AAC) with a purpose 'to improve and enhance the wellbeing of the Aboriginal community in the Mildura Rural City Council municipality by providing advice, recommendations and support to Council'. The AAC has grown to be an action-focused group and the RAP framework supports this relationship between Council and the AAC.

This RAP is Council's first three- year Stretch RAP. It is a longer term, strategic approach to reconciliation which builds on the successes and learnings from the initial RAP. It builds on our strengths and sets targets for real change.

The RAP was developed by a Working Group which consisted of Council Senior Management and staff as well as representatives from Council's AAC, of the 19 members on the RAP Working Group 8 are Aboriginal community members. The group developed and refined actions through workshops. A draft RAP was approved by the Aboriginal Action Committee before going out for further consultation with the community and finally being endorsed by both the AAC and Reconciliation Australia and adopted by Council.

Whilst the AAC is a strategic and overarching advisory group to Council, the RAP Working Group is an operational group facilitating the development of Council's RAP. The RAP Working Group is a combination of Aboriginal community members (staff and AAC representatives) as well as Council Management and staff. Representation from the AAC is on the RAP Working Group and approval is sought from the AAC for the work of the RAP Working Group.



## RAP Working Group members

- Traditional Owner Representative - Aunty Janine Wilson
- Members of the MRCC Aboriginal Action Committee - Thelma Chilly, Clair Bates, Norisyah Mokak, LeRoy Badenoch
- Chief Executive Officer - Gerard José
- General Manager Community - Martin Hawson
- General Manager Corporate Services - Chris Parham
- Manager Community Care Services - Donna Gardner
- Manager Community Futures - Mark Jenkins
- Manager Asset Services - Mike Mooney
- Project Officer Community Futures - Anne Ross
- Manager Organisational Development - Kate McMillan
- Arts and Culture Development Manager - Antonette Zema
- Customer Service Officer - Shaneshia Togo
- Community Employment Advisor - Ricky Mitchell
- Human Resources Coordinator - Angela Umback
- Parks Maintenance Person (Mildura Riverfront) - Billy Hunt
- Technical Officer (Assets) - Ken Conrick
- Social Inclusion Officer - Catherine Thompson

## RAP Champion

Council's CEO is our organisation's RAP Champion. Having our most senior executive leader champion the RAP demonstrates our commitment to reconciliation and ensures that implementation is successful. Our RAP Champion engages and motivates the organisation to support reconciliation and the RAP.

## Aboriginal Action Committee

Council's Aboriginal Action Committee (AAC) plays an important role in supporting the development and implementation of Council's RAP. The AAC is involved in the development of the RAP through membership on the Working Group and by approving the RAP to go out to community for consultation and to Council for adoption.

## Key learnings, challenges and achievements as part of our first Reconciliation Action Plan

In developing and implementing Council's first RAP, we have learnt that mutual trust, respect and relationships are the foundation for meaningful, ongoing engagement with Aboriginal communities. We now recognise that cultural awareness builds the foundation for understanding our local community and people. Council truly believes in our reconciliation vision and that we can achieve great things when we are walking and talking together. Celebrating our RAP achievements is vital and is valued by everyone involved.

Implementing a RAP across such a large and diverse organisation presents challenges in terms of commitment and varied levels of understanding. The RAP Working Group provided a positive framework to address these challenges and will continue to strengthen the organisational approach into the future.

Council is proud to have progressed from an Innovate RAP to a Stretch RAP, demonstrating that we have successfully engaged with the Aboriginal community to strengthen relationships, test and trial approaches and are now ready and committed to embed initiatives and change into our organisational practice.



# OUR JOURNEY

## 2003

### **Indigenous Land Use Agreement (ILUA)**

In 2003, an ILUA was signed between Council and the Latji Latji and Wergaia Native Title group with regards to the Mildura Marina development project and the riverfront area. Council has recently formalised an ongoing regular meeting between the representatives of the claimant groups to track progress of the commitments within the agreement, facilitate ongoing conversation and identify opportunities to work together.

## 2006

### **NAIDOC Week celebrations**

Council first officially celebrated NAIDOC Week in 2006, since that time, Council's support of and involvement in NAIDOC celebrations across community has grown with events such as Welcome Baby to Country, Flag Raising ceremony and the Corroboree happening annually.

## 2010

### **Interim Aboriginal Action Committee**

In late 2010, Council commenced working alongside the local Aboriginal community for approximately 18 months to develop a formalised framework for ongoing engagement with the community.

## 2011

### **Establishment of Aboriginal Action Committee**

The AAC was launched in late 2011. The purpose of the AAC is to 'improve and enhance the wellbeing of the Aboriginal community in the Mildura Rural City Council municipality'. The AAC provides support, guidance, recommendations and advice to Council.

## 2012

### **Flying of Flags and Acknowledgment of Traditional Owners**

Although Council had for many years flown both the Aboriginal and Torres Strait Islander flags, 2012 marked the year that Aboriginal cultures and histories were welcomed into the Council chambers with the inclusion of both flags, as well as the year that the Mayor commenced Acknowledging Country at each Council meeting.

### **Aboriginal and Torres Strait Islander Recognition Policy**

The policy was developed in 2012 by the AAC and provides a framework, commitment and mechanism for respect and acknowledgment of Aboriginal and Torres Strait Islander people and communities.

### **Development and launch by Minister of first Reconciliation Action Plan (RAP)**

In late May 2015, Council's first RAP was launched by the Minister for Local Government and Aboriginal Affairs the Hon. Natalie Hutchins MP.

### **Aboriginal Employment Program**

In late 2012, Council partnered with Victoria Police, Department of Business and Innovation, and the Local Aboriginal Education Consultative Group to deliver the Mildura Aboriginal Employment Program. The success of the Aboriginal Employment Program in placing young people into sustainable employment provided Council with the opportunity to receive further funding from Jobs Victoria to deliver another Community Employment Program.

## 2013

### **Yuranga Aboriginal Network Community Plan**

In 2013, Council formally acknowledged and supported the Yuranga Aboriginal Network Community Plan and committed to provided funding to projects through access to Council's Community Plan Support Fund.

## 2015

### **Artwork by James Baxter**

As part of the 2015 RAP development, Council engaged local artist and Latji Latji man James Baxter to create a piece of artwork to symbolise and represent Council's RAP. The artwork is on display at Council's Customer Service Centres for all of community to appreciate and proudly symbolises Council's commitment to reconciliation.

### **Cultural Awareness training**

In 2015-2016, 79 Council staff and Councillors participated in a Cultural Safety and Cultural Respect Facilitated Learning Program delivered by Mallee District Aboriginal Services.

## 2016

### **Acknowledgement Plaques on buildings**

In 2016, Council unveiled brass Acknowledgment of Country plaques installed at the entrances to its three main Customer Service Centres in Deakin Avenue, Madden Avenue and Ouyen.

### **Anniversary of the National Apology to Australia's Indigenous Peoples**

In February 2016, Council acknowledged the Anniversary of the National Apology with an event to unveil the copy of the National Apology which now sits in the front reception area of Council's Customer Service centres.

### **Meeting with Barengi Gadjin Land Council (BGLC)**

In February 2016, Council first met with the BGLC to identify opportunities to strengthen the relationship over time. BGLC is the Registered Aboriginal Party representing the southern part of Council's municipality

### **Development of Council's Aboriginal Employment Strategy**

In June 2016, Council endorsed the Aboriginal Employment Strategy - which addresses key matters that impact on the employment of Aboriginal and Torres Strait Islander people across Council.

### **Community Employment Program**

Council commenced the Community Employment Program in late 2016, the program is funded by Jobs Victoria Employment Network and aims to support job seekers to obtain sustainable employment.

### **Aboriginal and Torres Strait Islander War memorial**

In November 2016, Council's Aboriginal Action Committee hosted in partnership with the local Mildura RSL an unveiling and dedication service for the new Aboriginal and Torres Strait Islander War memorial that sits proudly in Henderson Park, the memorial acknowledges and pays honour to the unique experiences of Aboriginal and Torres Strait Islander servicemen and women.

### **Airport video**

In December 2016 a short film titled 'Delgi' (Welcome to the lands of the Sandhill people) which was developed by the Aboriginal Action Committee in partnership with Council was put on show at the Mildura airport. The short film promotes and celebrates the region's Aboriginal heritage and culture, some of our regions amazing landscapes and provides a 'Welcome to Country' for visitors and local

## 2017

### **Mildura Riverfront Development**

The Riverfront development - stage 1 was completed in 2017. The development process involved the inclusion of a Riverfront Aboriginal Reference Group who guided and advised Council and ensured that Aboriginal cultural content was embedded across the entire development.



A woman with dark hair pulled back, wearing a dark blue Under Armour t-shirt, is sitting in a martial arts dojo. She is looking directly at the camera with a neutral expression. Her hands are clasped in her lap. In the background, several other people are visible, some in white and blue martial arts uniforms, practicing on a wooden floor. The lighting is warm and focused on the woman.

**THROUGH STRONG  
RELATIONSHIPS AND  
TRUST WE CREATE  
OPPORTUNITIES FOR  
GENUINE ENGAGEMENT  
AND CAN BUILD HEALTHY,  
SAFE, CONNECTED AND  
RESILIENT COMMUNITIES.**

## RELATIONSHIPS

Building mutually respectful relationships between Council and Community

Action	Deliverable	Timeline	Responsibility
<b>RAP Working Group (RWG) actively monitors RAP development and implementation</b>	<ul style="list-style-type: none"> <li>- Establish Terms of Reference for the RWG</li> <li>- Oversee the development, endorsement and launch of the RAP</li> <li>- Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG</li> <li>- The RWG will meet quarterly each year to monitor and report on RAP implementation</li> <li>- Invite the Barengi Gadjin Land Council to be involved in the RAP Working Group</li> </ul>	<ul style="list-style-type: none"> <li>- August 2017</li> <li>- August 2017</li> <li>- August 2017</li> <li>- June 2018/19/20</li> <li>- August 2017</li> </ul>	Manager Community Futures
<b>Council continues to seek support, guidance, recommendations and advice from the Aboriginal Action Committee</b>	<ul style="list-style-type: none"> <li>- Meet with the AAC 6 times per year to discuss current team approaches to engaging with the Aboriginal community as well as identify service gaps and opportunities</li> <li>- A minimum of 3 Council teams attend AAC meetings per year to identify opportunities for partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>- June 2018/19/20</li> <li>- June 2018/19/20</li> </ul>	Manager Community Futures
<b>MRCC CEO champions and promotes the importance of our RAP</b>	<ul style="list-style-type: none"> <li>- RAP Champion will communicate regularly to staff and Councillors about the RAP (Blogs to Staff; Staff Induction; End of Year Review; Cross Cultural Training with new Councillors)</li> <li>- RAP Champion communicates the RAP message and Council's plan to external groups at a minimum of 3 times per year</li> </ul>	<ul style="list-style-type: none"> <li>- June 2018/19/20</li> <li>- June 2018/19/20</li> </ul>	Chief Executive Officer
<b>Council acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First Peoples</b>	<ul style="list-style-type: none"> <li>- Investigate opportunities to support the Recognise Campaign</li> </ul>	<ul style="list-style-type: none"> <li>- June 2018</li> </ul>	Manager Community Futures



## RELATIONSHIPS

Building mutually respectful relationships between Council and Community

Action	Deliverable	Timeline	Responsibility
<p><b>Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff</b></p>	<ul style="list-style-type: none"> <li>- Organise two National Reconciliation Week events for Council employees each year and invite an Aboriginal and/or Torres Strait Islander community member/s into our office to connect and share experiences</li> <li>- Register all NRW events via Reconciliation Australia's NRW website</li> <li>- Allocate \$2000 per year for National Reconciliation Week events and activities</li> <li>- RAP Champion and RAP Working Group invite and encourage staff and community to participate through media release, CEO Blog, website and social media.</li> <li>- Ensure our RAP Working Group participates in the delivery of two Community National Reconciliation Week events</li> <li>- Ensure our RAP Working Group participates in two external NRW events each year.</li> <li>- Deliver a community National Reconciliation Week event in partnership with a minimum of 3 other community groups and organisations</li> </ul>	<ul style="list-style-type: none"> <li>- June 2018/19/20</li> </ul>	<p>Manager Community Futures</p>
<p><b>Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</b></p>	<ul style="list-style-type: none"> <li>- Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander Stakeholders</li> <li>- Meet with 5 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement</li> <li>- Commit to establishing 3 formal two way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence</li> </ul>	<ul style="list-style-type: none"> <li>- December 2017</li> <li>- June 2018</li> <li>- June 2018</li> </ul>	<p>Manager Community Futures</p>

## RELATIONSHIPS

Building mutually respectful relationships between Council and Community

Action	Deliverable	Timeline	Responsibility
<b>Raise internal and external awareness of our RAP to promote Reconciliation across our business and sector</b>	<ul style="list-style-type: none"> <li>- Develop and implement a strategy to communicate our RAP to all internal and external stakeholders</li> <li>- Engage our senior leaders in the delivery of RAP outcomes through the RAP Working Group</li> <li>- Develop a social media campaign (film) to communicate to staff, community and other stakeholders about 'what is Reconciliation in action' by telling the stories of individuals, communities and projects</li> <li>- Allocate \$10,000 to develop the film</li> </ul>	<ul style="list-style-type: none"> <li>- January 2018</li> <li>- December 2017/18/19</li> <li>- June 2018</li> <li>- July 2017</li> </ul>	Manager Community Futures
<b>Build strong and respectful relationships with Traditional Owner groups and representatives</b>	<ul style="list-style-type: none"> <li>- Meet annually with the Barengi Gadjin Land Council in relation to Aboriginal Cultural Heritage in the approved and applied Registered Aboriginal Party (RAP) areas.</li> <li>- Conduct a minimum of two meetings per year with Indigenous Land Use Agreement (ILUA) signatories and First People of the Millewa-Mallee Aboriginal Corporation</li> <li>- Explore opportunity to develop an Aboriginal Cultural Heritage Land Management Agreement with Registered Aboriginal Parties (RAPs) in the municipal area</li> </ul>	<ul style="list-style-type: none"> <li>- December 2018/19/20</li> <li>- December 2018/19/20</li> <li>- December 2018</li> </ul>	Chief Executive Officer
<b>Support Council's funded entities to embark on their reconciliation journey</b>	<ul style="list-style-type: none"> <li>- Consult with and support the following organisations to develop a 'Statement of Commitment' for reconciliation: <ul style="list-style-type: none"> <li>- Mildura Regional Development</li> <li>- Mildura City</li> <li>- Mildura Airport Pty Ltd</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- June 2020</li> </ul>	General Manager Corporate Services





**WE MUST CONTINUE TO PRESERVE AND RESPECT ABORIGINAL CULTURES FOR THIS AND FUTURE GENERATIONS.**

## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</b>	- Develop, implement and review an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	- February 2018/19/20	Manager Community Futures
	- Develop an internal Cultural Awareness Training package for Council in consultation with the Aboriginal Action Committee based on learnings from the Cultural Awareness Training evaluation 2015/2016	- February 2018	
	- Ensure local Traditional Owners and Elders are engaged in the delivery of the training	- June 2018/19/20	
	- Ensure components of the Cultural Awareness Training are delivered on Country	- June 2018/19/20	
	- Allocate \$10,000 for the development and delivery of the Cultural Awareness Training	- July 2017	
	- Develop in collaboration with the Aboriginal Action Committee a cultural awareness introductory video for staff induction, team meetings and accessible on staff intranet	- December 2018	
	- Deliver training to at least 75 (10%) Staff per year	- June 2018/19/20	
	- Conduct evaluation of Cultural Awareness Training Program annually to identify continuous cultural learning needs of staff	- June 2018/19/20	
	- All 19 RAP Working Group members to undertake Cultural Awareness Training	- June 2018	
	- All 16 Senior Managers to undertake Cultural Awareness Training	- June 2018	



## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements (cont.)</b>	- Deliver Cultural Awareness Training to CEO and Chairperson of Council Funded Entities – Mildura Regional Development, Mildura City and Mildura Airport	- June 2019	Manager Organisational Development  Manager Organisational Development
	- All 9 Councillors to undertake Cultural Awareness Training	- June 2019	
	- Deliver an introduction to Cultural Awareness and Reconciliation video to all 12 branches via staff meetings	- June 2020	
	- Introduce 100 % of new staff to Cultural Awareness and Reconciliation through induction within 3 months of commencement	- June 2018/19/20	
	- Embed a Cultural Awareness competency in Council's staff performance review process	- December 2018	
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions</b>	- Undertake a review of Council's Aboriginal and Torres Strait Islander Recognition Policy in collaboration with the Aboriginal Action Committee to embed cultural protocols in Council business including any specific local cultural protocols	- December 2017	Manager Community Futures
	- Include a presentation of Aboriginal and Torres Strait Islander Recognition Policy in Policy of the Month schedule for staff meetings	- June 2018	Manager Community Futures
	- Review and implement Council's Welcome to Country and Acknowledgement of Country protocol document in collaboration with the Aboriginal Action Committee	- March 2018	Manager Community Futures
	- Invite a local Traditional Owner to provide a Welcome to Country at minimum of 5 significant events each year including NAIDOC and Civic Events	- June 2018/19/20	Chief Executive Officer

## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions (cont.)</b>	- Staff and Senior Leadership provide an Acknowledgement of Country at community events	- June 2018/19/20	Manager Community Futures
	- Maintain and review a list of key contacts for organising a Welcome to Country, Smoking ceremony and traditional performers	- December 2017	Manager Community Futures
	- Include an Acknowledgement of Country at the commencement of Council All Staff meetings	- December 2017/18/19	Chief Executive Officer
	- Build understanding of Acknowledgment of Country protocols for Senior Managers and Councillors through workshop and practice so they can confidently and respectfully acknowledge Country at public events	- September 2017	Manager Community Futures
	- Update Civic Events process to include arranging Welcome to Country and Acknowledgment of Country	- September 2018	Manager Community Futures
	- Include an Acknowledgment of Country in Council publications, e.g Annual Report	- September 2017/18/19	General Manager Corporate Services
	- Develop an audio recording of a Welcome to Country message from a Traditional Owner for use at events, festivals or performances such as prior to a performance at Mildura Arts Centre Theatre	- July 2018	Manager Community Futures
	- Consistently display Acknowledgement of Country plaques or artwork at all Council buildings accessed by community including the Alfred Deakin Centre and Mildura Arts Centre.	- July 2018	Manager Corporate Administration



## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions (cont.)</b>	- Allocate \$1500 for the acknowledgment plaques and installation	- January 2018	Manager Community Futures
	- Formalise an agreed approach to developing and displaying Acknowledgment of Country signage at main municipal transport entrances in consultation with and approved by the Aboriginal Action Committee	- May 2018	Chief Executive Officer
<b>Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week</b>	- Review HR policies and procedures to ensure there are no barriers for Aboriginal staff participating in NAIDOC Week.	- July 2018/19/20	Manager Organisational Development
	- Investigate the opportunity for NAIDOC leave inclusion in Council's Enterprise Bargaining Agreement (EBA)	- July 2019	Manager Organisational Development
	- Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events.	- August 2017/18/19	Manager Community Futures
	- Encourage all staff to participate in NAIDOC Week events in the local community.	- August 2017/18/19	Manager Community Futures
	- Deliver a community NAIDOC Week event in collaboration with Aboriginal Action Committee	- August 2017/18/19	Manager Community Futures
	- Allocate \$10,000 per year for delivery of NAIDOC Event	- January 2018/19/20	Manager Community Futures
	- Build partnerships and collaborations to build awareness and audience engagement through events and festivals such as Welcome Baby to Country as part of NAIDOC Week	- August 2017/18/19	Manager Community Futures

## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Build understanding of the current and historical Aboriginal communities in the municipality</b>	<ul style="list-style-type: none"> <li>- Undertake a research project to build a profile of the current and historical Aboriginal communities in the municipality</li> <li>- Allocate \$20,000 for the research project</li> <li>- Establish a project scope for the research project</li> <li>- Develop Terms of Reference for a Project Working Group</li> <li>- Ensure there are Aboriginal and Torres Strait Islander people on the working group</li> <li>- Seek endorsement from the Aboriginal Action Committee of the research project</li> </ul>	<ul style="list-style-type: none"> <li>- January 2019</li> <li>- March 2019</li> <li>- January 2019</li> <li>- July 2019</li> <li>- July 2019</li> <li>- June 2020</li> </ul>	Manager Community Futures
<b>Respectfully manage Cultural Heritage on Council owned or managed land</b>	<ul style="list-style-type: none"> <li>- Establish Terms of Reference for a Cultural Heritage Advisory/Working Group</li> <li>- Ensure Traditional Owner and Cultural Heritage Advisor/s (Aboriginal Victoria) representation on Working Group</li> <li>- Formalise a policy and process for Cultural Heritage Management</li> <li>- Seek endorsement from the Aboriginal Action Committee before the policy and process is adopted by Council</li> </ul>	<ul style="list-style-type: none"> <li>- July 2019</li> <li>- July 2019</li> <li>- December 2019</li> <li>- December 2019</li> </ul>	Manager Asset Services





**IT'S IMPORTANT THAT  
OUR LOCAL ABORIGINAL  
COMMUNITY DETERMINES  
THE AGENDA OF ISSUES  
THAT REQUIRE ATTENTION  
AND SUPPORT.**

## RESPECT

Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>Strengthen Aboriginal and Torres Strait Islander cultural knowledge and understanding</b>	<ul style="list-style-type: none"> <li>- Support an Aboriginal community project to revive traditional languages in our municipality</li> <li>- Allocate \$5000 for a community language project</li> <li>- Develop at least 3 initiatives and programs that support, profile and celebrate the arts and culture of the Aboriginal community. (Arts, Culture &amp; Heritage Strategy)</li> <li>- Support the recognition of the history of the Aboriginal community through at least 2 community based projects which recognised the history of Aboriginal connections across the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>- June 2020</li> <li>- March 2018</li> <li>- August 2020</li> <li>- August 2020</li> </ul>	Manager Community Futures
<b>Provide culturally safe, accessible and inclusive services to Aboriginal and Torres Strait Islander people</b>	<ul style="list-style-type: none"> <li>- Develop a Cultural Safety Standards checklist for Council services in consultation with the Aboriginal Action Committee</li> <li>- Introduce the Cultural Safety Standards checklist to a minimum of 5 priority Council services</li> </ul>	<ul style="list-style-type: none"> <li>- September 2018</li> <li>- March 2019</li> </ul>	Manager Community Futures





**IT'S IMPORTANT TO  
CONTINUE WORKING  
TOGETHER TO IMPROVE  
HEALTH, EDUCATION AND  
EMPLOYMENT.**



## OPPORTUNITIES

Increase and enhance opportunities for Aboriginal people to participate in social and economic activities

Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander recruitment and retention</b>	- Increase Aboriginal and Torres Strait Islander employment to 23 employees and 4.7% of Equivalent Full Time (EFT) to reflect community demographics	- June 2020	Chief Executive Officer
	- Include option for new employees to identify as Aboriginal and/or Torres Strait Islander in staff Acceptance of Employment paperwork	- December 2017	Manager Organisational Development
	- Survey staff periodically to measure number of staff who identify as Aboriginal and Torres Strait Islander	- July 2020	
	- Develop, implement, review and update Aboriginal and Torres Strait Islander Employment and Retention Strategy, which includes professional development	- June 2020	
	- Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	- September 2018	
	- Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander media	- June 2018/19/20	
	- Support and monitor professional development of Aboriginal and Torres Strait Islander staff for example the Australian Indigenous Leadership Program	- June 2018/19/20	
	- Develop and implement peer support group for Aboriginal and Torres Strait Islander staff	- August 2017	
	- Organisational Development meets with the Aboriginal Staff peer support group a minimum of 2 times per year	- July 2018/19/20	
	- Update the Recruitment Request form to highlight the opportunity to employ an Aboriginal and/or Torres Strait Islander person	- December 2017	

## OPPORTUNITIES

Increase and enhance opportunities for Aboriginal people to participate in social and economic activities

Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander recruitment and retention (cont.)</b>	<ul style="list-style-type: none"> <li>- Deliver an information session on Councils Aboriginal Employment Strategy and the Community Employment Program to Councils Strategic Management Team</li> <li>- Capture learnings from exit interviews of Aboriginal and Torres Strait Islander employees to inform future employment strategies</li> </ul>	<ul style="list-style-type: none"> <li>- August 2017</li> <li>- September 2018</li> </ul>	
<b>Increase employment opportunities for the Aboriginal and Torres Strait Islander community</b>	<ul style="list-style-type: none"> <li>- Deliver Jobs Victoria Employment Network program</li> <li>- Support 30 Aboriginal participants to achieve sustainable employment</li> </ul>	<ul style="list-style-type: none"> <li>- June 2019</li> </ul>	Manager Community Futures
<b>Increase Aboriginal and Torres Strait Islander supplier diversity</b>	<ul style="list-style-type: none"> <li>- Develop and implement, an Aboriginal and Torres Strait Islander procurement strategy</li> <li>- Incorporate Aboriginal elements into a minimum of 5 built environment designs including playgrounds, open space, and buildings</li> <li>- Create and schedule commercial opportunities for local Aboriginal artwork or merchandise to be displayed and sold to general public and visitors within the region e.g. Visitor Information Centre, Mildura Arts Centre.</li> <li>- Commit to a target of \$20,000 over 3 years for procurement of artwork in accordance with the Mildura Arts Centre Art Collection and Loans Policy (CP002).</li> <li>- Develop at least 6 commercial relationships with Aboriginal and/ or Torres Strait Islander Creative Industry businesses</li> <li>- Explore opportunity to become a member of Supply Nation.</li> </ul>	<ul style="list-style-type: none"> <li>- July 2019</li> <li>- June 2018/19/20</li> <li>- June 2018/19/20</li> <li>- June 2018/19/20</li> <li>- June 2018/19/20</li> <li>- June 2018</li> </ul>	Manager Financial Services  Manager Parks Waste Service/ Manager Leisure Cultural Services  Manager Community Futures  Manager Community Futures  Manager Community Futures  Manager Financial Services

## OPPORTUNITIES

Increase and enhance opportunities for Aboriginal people to participate in social and economic activities

Action	Deliverable	Timeline	Responsibility
<p><b>Increase engagement opportunities and Council Procurement of Aboriginal Artists</b></p>	<ul style="list-style-type: none"> <li>- Develop in consultation with the Aboriginal Action Committee a directory and profile of Aboriginal artists, speakers, musicians and performers in the community.</li> <li>- Promote the directory of Aboriginal artists and performers in the region through online mechanisms and social media such as Mildura Arts Centre website.</li> <li>- Create a minimum of 3 opportunities to engage with Aboriginal artists, speakers, musicians and performers in the region through activities, events, performance, programs and/or workshops to educate, promote the arts, culture and heritage in the region.</li> </ul>	<ul style="list-style-type: none"> <li>- December 2018</li> <li>- December 2018</li> <li>- June 2018/19/20</li> </ul>	<p>Manager Community Futures</p>
<p><b>Provide more culturally safe, accessible and inclusive services to Aboriginal and Torres Strait Islander children and families</b></p>	<ul style="list-style-type: none"> <li>- Consult with the Aboriginal Action Committee to inform the development of an Aboriginal and Torres Strait Islander Community Engagement Plan for Maternal and Child Health Services</li> <li>- Develop, implement and review the Community Engagement Plan to ensure appropriateness and effectiveness in engaging with the Aboriginal and Torres Strait Islander community with the specific purpose of building relationships and understanding their needs and experiences within Maternal and Child Health Services</li> <li>- Develop and implement a Service Improvement Plan for Maternal and Child Health with a focus on culturally safe, inclusive and accessible service</li> <li>- Increase participation of Aboriginal and Torres Strait Islander children and families in service to meet State-wide percentage</li> </ul>	<ul style="list-style-type: none"> <li>- June 2017</li> <li>- December 2017</li> <li>- April 2018</li> <li>- June 2020</li> </ul>	<p>Manager Community Care Services</p>



## GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
<b>Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report</b>	<ul style="list-style-type: none"> <li>- Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia</li> <li>- Investigate participation in the RAP Barometer</li> <li>- Develop and implement systems and capability needs to track, measure and report on RAP activities</li> </ul>	<ul style="list-style-type: none"> <li>- September 2018/19/20</li> <li>- May 2018/20</li> <li>- August 201</li> </ul>	Manager Community Futures
<b>Report RAP achievements, challenges and learnings internally and externally</b>	<ul style="list-style-type: none"> <li>- Prepare an evaluation plan to measure impact of RAP</li> <li>- Complete an evaluation of the RAP</li> <li>- Publically report our RAP evaluation, achievements, challenges and learnings with a RAP Report Card, and in Community Matters Newsletter</li> <li>- Communicate quarterly updates on RAP progress to all staff via intranet, staff bulletins and CEO Blog</li> <li>- RAP Working Group presents to Councillor Forum about the RAP evaluation and achievements</li> <li>- RAP Working Group provides an update on RAP progress and learnings at least 6 times per year to the Aboriginal Action Committee</li> <li>- Conduct internal RAP surveys biannually to evaluate the success of reconciliation strategies and guide future reconciliation strategies</li> </ul>	<ul style="list-style-type: none"> <li>- December 2017</li> <li>- January 2020</li> <li>- June 2020</li> <li>- September 2018/19/20</li> <li>- May 2020</li> <li>- July 2018/19/20</li> <li>- October 2017/19</li> </ul>	Manager Community Futures
<b>Launch the Reconciliation Action Plan</b>	<ul style="list-style-type: none"> <li>- Design and professionally publish the RAP</li> <li>- Develop a Communications Plan for the launch and promotion of the RAP</li> <li>- Plan and deliver a launch event in partnership with the RAP Working Group</li> </ul>	<ul style="list-style-type: none"> <li>- October 2017</li> <li>- October 2017</li> <li>- October 2017</li> </ul>	Manager Community Futures

## GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
<b>Review, refresh and update RAP</b>	<ul style="list-style-type: none"> <li>- Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> <li>- Send draft RAP to Reconciliation Australia for feedback.</li> </ul>	<ul style="list-style-type: none"> <li>- August 2020</li> <li>- February 2021</li> </ul>	Manager Community Futures
<b>Resource the RAP</b>	<ul style="list-style-type: none"> <li>- Submit draft RAP to Reconciliation Australia for formal endorsement.</li> <li>- Allocate adequate resources to achieve the actions outlined in the RAP</li> </ul>	<ul style="list-style-type: none"> <li>- August 2021</li> <li>- January 2018/19/20</li> </ul>	Chief Executive Officer









**RECONCILIATION  
ACTION PLAN**

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**STRETCH**