

City of Melbourne

Draft (Innovate) Reconciliation Action Plan 2020 – 23

Acknowledgement of Traditional Custodians

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.

Message from the City Of Melbourne

To be inserted at endorsement

Endorsement by Reconciliation Australia

To be inserted at endorsement.

Our vision for reconciliation

Why is a RAP important for the City of Melbourne?

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Boon Wurrung and Woi Wurrung (Wurundjeri) people of the Kulin Nation and pays respect to their Elders, past, present and emerging.

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 our continuous Aboriginal culture. CoM recognises that Aboriginal peoples were the First Peoples of this land and that they have strived to retain their culture and identity through the period of European settlement for more than two centuries.

Our city values and celebrates Aboriginal people's unique heritage and culture. This draft 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. Time has been spent 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 people 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 Aboriginal heritage and culture 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, culture 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 people, and working to close the gap of disadvantage experienced by Aboriginal people since European settlement.

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. As an organisation, we employ about 1400 staff. In 2020, 12 staff identify as Aboriginal and/or Torres Strait Islander.

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 culture throughout Melbourne and beyond.

This RAP will be championed and driven at the most senior levels of the organisation. All areas of the organisation will participate in developing our understanding and delivering on our commitments within the plan.

Our Reconciliation Action Plan

It is with great pleasure the City of Melbourne releases its draft (Innovate) Reconciliation Action Plan 2020-23 for public consultation.

Our fifth draft 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 draft 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 three year RAP as a living document.

Our RAP is structured around four dimensions proposed by Reconciliation Australia - respect, relationships, opportunities and good governance:

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

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

Opportunities allow Aboriginal people 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 future.

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 2017-21. The RAP includes practical actions that will drive CoM's contribution to reconciliation both internally and with the communities with which we have relationships.

How you can make a submission

We welcome your comments and any questions you may have about the City of Melbourne and reconciliation via Participate Melbourne: www.participate.melbourne.vic.gov.au. We will be accepting submissions on the draft Reconciliation Action Plan until Friday 4 September 2020.

City of Melbourne's reconciliation journey

The City of Melbourne has been dedicated to the concept of reconciliation since adopting our Statement of Commitment to Aboriginal and Torres Strait Islander peoples in 1999. Since then, we have been committed to following through with RAP commitments and building partnerships with Aboriginal communities. While we acknowledge there is still much work to be done, progress has been made across the four core dimensions of reconciliation—relationships, respect, governance and opportunities:

- 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
- 1990s-2000s – Aboriginal consultative committees guides the work of the City of Melbourne
- 1999– Indigenous Arts Advisory Panel formed
- 2003 – Council establishes a dedicated Indigenous unit
- 2006 – Council becomes first local government to introduce a Reconciliation Action Plan
- 2006 – first ever gathering of Victorian Traditional Owner group at Melbourne Town Hall
 - Lord Mayor John So gifted with a possum skin cloak by Victorian Traditional Owner groups
- 2006 – Birrarung wilam art installation unveiled at Birrarung Marr in time for the 2006 Commonwealth Games
- 2007-2010 Indigenous Framework
 - 2010 Indigenous Heritage Study
- 2007-2010 Reconciliation Action Plan
- 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 are asked to 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
- 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 and Torres Strait Islander 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
- In 2016, CoM hosts an Aboriginal Enterprise Expo with over 40 Aboriginal owned businesses, and launches our Aboriginal Procurement Strategy with a target of (9%)
- In 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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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 people. 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 people 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 history, language and stories as well as provide a form of restorative justice by acknowledging Aboriginal people's experiences of dispossession and inequity.

Action		Deliverables		Responsibility	Year
1	Explore and deliver opportunities for "truth telling" to facilitate learning, healing, and change within the City of Melbourne and externally.	1.1	Deliver a series of public "truth telling" talks/discussions to enable a greater understanding of Aboriginal people's experiences (past and present).	Aboriginal Melbourne	Year 1 Year 2 Year 3
		1.2	Research Melbourne's Stolen Generation story, with recommendations about how best to commemorate the Stolen Generation through memorials or markers.	Aboriginal Melbourne Creative City	Year 1
		1.3	Investigate and implement opportunities to develop "sister city" relationships with local governments who are facilitating local "truth telling" with First Nations peoples.	Aboriginal Melbourne	Year 1

Relationships

Strong, respectful and meaningful relationships between CoM and Aboriginal people 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 on 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 organisations.	2.1	Consult with each Traditional Owner Group (Boon Wurrung Land and Sea Council, Bunurong Land Council, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation), and develop a Memorandum/Memoranda of Understanding on agreed principles and processes for engagement.	Aboriginal Melbourne	Year 1
		2.2	Develop and implement an Aboriginal Community Engagement Plan to work with Aboriginal stakeholders and organisations.	Aboriginal Melbourne Community Services	Year 1
		2.3	Establish a <i>Local Aboriginal Secondment Program</i> for four City of Melbourne employees to be seconded for a period of at least six weeks to Traditional Owner Groups, Aboriginal organisations based within and around the municipality, or peak Aboriginal organisations.	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2
3	Build relationships through celebrating National Reconciliation Week.	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 owned channels.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		3.2	Reconciliation Action Plan Working Group members will participate in an external National Reconciliation Week event.	Aboriginal Melbourne	Year 1 Year 2 Year 3

		3.3	Encourage and support all councillors, executives, and staff to participate in at least one external event to recognise and celebrate National Reconciliation Week by: <ul style="list-style-type: none"> • promoting key events happening within the municipality • promoting Reconciliation Australia's and Reconciliation Victoria's calendars of events for National Reconciliation Week 	Aboriginal Melbourne Public Affairs and Media	Year 1 Year 2 Year 3
		3.4	Deliver a public National Reconciliation Week Oration with a high profile speaker.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		3.5	Promote the City of Melbourne's grants and sponsorship programs as opportunities for the funding of National Reconciliation Week events and programming delivered by external organisations, including: <ul style="list-style-type: none"> • Arts Grants • Events Partnership Program • Aboriginal Community Grants • Community Grants and Sponsorship • Community use of Town Halls Sponsorship 	Aboriginal Melbourne Public Affairs and Media	Year 1 Year 2 Year 3
		3.6	Register all City of Melbourne public events on Reconciliation Australia's National Reconciliation Week website.	Aboriginal Melbourne	Year 1 Year 2 Year 3
4	Promote reconciliation through our sphere of influence.	4.1	Develop and implement an internal communications plan to engage all councillors, executives, and staff to drive reconciliation outcomes.	Aboriginal Melbourne Public Affairs and Media	Year 1
		4.2	Publicly communicate the City of Melbourne's commitment to reconciliation through: <ul style="list-style-type: none"> • corporate website • social media • recorded messaging on Customer Relations "hold messaging service" 	Aboriginal Melbourne Public Affairs and Media Customer Relations	Year 1 Year 2 Year 3
		4.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aboriginal Melbourne	Year 1

		4.4	Collaborate with another Melbourne metropolitan local governments with a Reconciliation Action Plan to implement ways to advance reconciliation across municipalities, including: <ul style="list-style-type: none"> • joint events • cross promotion of events 	Aboriginal Melbourne	Year 1 Year 2 Year 3
5	Promote positive race relations through anti-discrimination strategies.	5.1	Conduct a review of People, Culture and Leadership policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aboriginal Melbourne People, Culture and Leadership Community Services	Year 1
		5.2	Develop, implement and communicate an anti-discrimination policy for our organisation.	Aboriginal Melbourne People, Culture and Leadership Community Services	Year 2
		5.3	Engage with Aboriginal staff and/or Aboriginal advisors to consult on our anti-discrimination policy.	Aboriginal Melbourne People, Culture and Leadership Community Services	Year 1
		5.4	Educate General Managers, the executive and all staff on the effects of racism.	Aboriginal Melbourne People, Culture and Leadership Community Services	Year 2

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 people in our shared place and the enduring value of their culture 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, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.	6.1	Conduct a review of cultural learning needs within our organisation.	Aboriginal Melbourne People, Culture and Leadership	Year 1
		6.2	Consult local Traditional Owners (Bunurong Land Council, Boon Wurrung Land and Sea Council, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation) and Aboriginal advisors on the development and implementation of a cultural learning strategy.	Aboriginal Melbourne People, Culture and Leadership	Year 1
		6.3	Develop, implement and communicate an Aboriginal cultural learning strategy for councillors, executives 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: <ul style="list-style-type: none"> • A mandatory online learning module • Experiential learning programs 	Aboriginal Melbourne People, Culture and Leadership	Year 1
		6.4	Provide opportunities for Reconciliation Action Plan Working Group members, People, Culture and Leadership Director and Managers, and other key leadership staff to participate in formal and structured cultural learning.	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2 Year 3

7	Demonstrate respect to Aboriginal peoples by observing cultural protocols.	7.1	Increase councillors', executives' and staff's understanding of the purpose and significance behind cultural protocols, and the City of Melbourne's "Acknowledgement of Traditional Owners" and "Welcome to Country" protocols through a communication strategy which includes: <ul style="list-style-type: none"> • Yammer • CoM web blogs • Lunchbox presentations with Elders from Traditional Owner groups (Bunurong Land Council, Boon Wurrung Land and Sea Council, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation) 	Aboriginal Melbourne Public Affairs and Media	Year 1 Year 2 Year 3
		7.2	Develop, implement, and communicate cultural protocol documents, including protocols for "Welcome to Country" and "Acknowledgement of Traditional Owners".	Aboriginal Melbourne	Year 1
		7.3	Invite a Traditional Owner group (Bunurong Land Council, Boon Wurrung Land and Sea Council, or Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation) representative to conduct a "Welcome to Country" and other appropriate cultural ceremonies at 20 significant events each year, including: <ul style="list-style-type: none"> • Moomba • Melbourne Music Week <ul style="list-style-type: none"> • Melbourne Fashion Week • Melbourne Knowledge Week • Opening / unveiling of new and redevelopments • Citizenship Ceremonies 	City of Melbourne	Year 1 Year 2 Year 3
		7.4	Councillors, executives, and staff will provide an "Acknowledgement of Traditional Owners" at all significant City of Melbourne staff meetings, including: <ul style="list-style-type: none"> • Council Portfolio meetings • RAP Working Group meetings • All staff events and major gatherings • Corporate induction 	City of Melbourne	Year 1 Year 2 Year 3

		7.5	Councillors, executive and staff will provide an "Acknowledgement of Traditional Owners" at significant external events, including: <ul style="list-style-type: none"> • Council meetings • CEO formal events and presentations • Sister City events • Citizenship ceremonies 	City of Melbourne	Year 1 Year 2 Year 3
		7.6	Ensure "Acknowledgment of Traditional Owner" plaques/signage are displayed in all City of Melbourne offices and buildings.	Aboriginal Melbourne	Year 1
8	Engage with Aboriginal cultures and histories by celebrating NAIDOC Week.	8.1	RAP Working Group members will attend the City of Melbourne's NAIDOC Week Flag Raising Ceremony.	Aboriginal Melbourne	Year 1 Year 2
		8.2	Review City of Melbourne's internal policies and procedures to remove barriers to staff participating in NAIDOC Week events.	Aboriginal Melbourne People, Culture and Leadership	Year 1
		8.3	Support all staff to participate in at least one (1) NAIDOC Week event, including: <ul style="list-style-type: none"> • City of Melbourne's NAIDOC Week Flag Raising Ceremony • "NAIDOC in the City" event 	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2 Year 3
		8.4	In partnership with the Aboriginal organisations and businesses, deliver a City of Melbourne NAIDOC Week Flag Raising Ceremony.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		8.5	In partnership with Aboriginal organisations and businesses deliver a "NAIDOC in the City" event.	Aboriginal Melbourne	Year 1 Year 2 Year 3
9	Promote and celebrate Aboriginal heritage and culture internally within the organisation	9.1	Include Aboriginal performers or content at significant City of Melbourne "all staff events", such as end of year celebrations.	Aboriginal Melbourne Tourism and Events	Year 1 Year 2 Year 3

	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 culture.	Aboriginal Melbourne	Year 1 Year 2
	9.3	Investigate, identify, and implement culturally appropriate Aboriginal names for City of Melbourne buildings, offices and meeting rooms.	Aboriginal Melbourne	Year 1 Year 2
	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.	Aboriginal Melbourne	Year 1 Year 2 Year 3

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 people in employment; opportunities which will be created in partnerships.

Actions		Deliverables		Responsibility	Year
10	Improve employment outcomes by increasing Aboriginal recruitment, retention and professional development.	10.1	Build understanding of Aboriginal staffing to inform future employment and professional development opportunities.	Aboriginal Melbourne People, Culture and Leadership	Year 1
		10.2	Consult with Aboriginal staff on City of Melbourne's People, Culture and Leadership, recruitment, retention and professional development policies to ensure the <i>Aboriginal Employment Strategy 2021-24</i> adequately responds to the needs of potential and existing Aboriginal employees.	Aboriginal Melbourne People, Culture and Leadership	Year 1

		10.3	Develop and implement the <i>Aboriginal Employment Strategy 2021-24</i> .	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2 Year 3
		10.4	Advertise job vacancies to effectively reach Aboriginal stakeholders.	People, Culture and Leadership	Year 1 Year 2 Year 3
		10.5	Review and amend People, Culture and Leadership recruitment procedures and policies to remove barriers to Aboriginal participation in our workplace.	Aboriginal Melbourne People, Culture and Leadership	Year 1
		10.6	Implement City of Melbourne's <i>Aboriginal Employment Strategy 2021-24</i> to increase the percentage of Aboriginal staff employed at the City of Melbourne,	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2 Year 3
		10.7	Develop and implement a learning and development program for people managers of Aboriginal staff.	Aboriginal Melbourne People, Culture and Leadership	Year 1 Year 2 Year 3
11	Increase Aboriginal supplier diversity to support improved economic and social outcomes.	11.1	Develop and implement the <i>Aboriginal Procurement Strategy 2021-24</i> with a gradually increasing target of one per cent (1%) of organisational annual procurement spend to three per cent (3%) by 2024.	Aboriginal Melbourne Procurement and Contract Management	Year 1 Year 2 Year 3
		11.2	Maintain the CoM's membership of Supply Nation.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		11.3	Support Victorian Aboriginal businesses by becoming a Platinum Partner with Kinaway (Victorian Aboriginal Chamber of Commerce)	Aboriginal Melbourne	Year 1 Year 2 Year 3
		11.4	Develop and communicate opportunities for procurement of goods and services from Aboriginal businesses to CoM staff.	Aboriginal Melbourne Procurement and Contract Management	Year 1 Year 2 Year 3

		11.5	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal businesses.	Aboriginal Melbourne Procurement and Contract Management	Year 1
		11.6	Train all relevant staff in contracting Aboriginal businesses through organisations such as Supply Nation and Kinaway.	Aboriginal Melbourne Procurement and Contract Management	Year 1 Year 2 Year 3
		11.7	Recruit an "Aboriginal Procurement Specialist" to support the organisation to achieve deliverables under the <i>Aboriginal Procurement Strategy 2021-24</i> .	Aboriginal Melbourne	Year 1
		11.8	Develop and maintain commercial relationships with Aboriginal businesses	City of Melbourne	Year 1 Year 2 Year 3
12	Promote Aboriginal experiences for the public to celebrate Melbourne as an Aboriginal place.	12.1	Ensure that Melbourne Visitor Information Centres display and offer a range of information for visitors to learn about Melbourne's Aboriginal heritage and culture, and opportunities to take part in Aboriginal experiences within the municipality.	Aboriginal Melbourne Tourism and Events City Marketing	Year 1 Year 2 Year 3
13	Educate the broader community about Aboriginal heritage and culture.	13.1	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.	Aboriginal Melbourne City Strategy GIS	Year 1 Year 2 Year 3
		13.2	Continue to protect, promote and celebrate places and stories of Aboriginal cultural significance through projects for: <ul style="list-style-type: none"> • Arden-Macaulay • Fishermans Bend • Maribyrnong River • the City Futures project • Yarra-Birrarung Strategy, and • heritage reviews across the municipality. Commission additional studies as required to underpin and inform strategic planning.	Aboriginal Melbourne City Strategy City Design Studio	Year 1 Year 2 Year 3

		13.3	Undertake research to measure the change 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.	Aboriginal Melbourne Tourism and Events	Year 3
		13.4	Launch, and annually update, the Aboriginal Melbourne spatial mapping tool documenting places and events of Aboriginal cultural and societal significance within the municipality.	Aboriginal Melbourne	Year 1 Year 2 Year 3
14	Protect, recognise and promote Aboriginal culture, heritage and place.	14.1	Identify and implement opportunities for the dual naming of spaces to reflect the Aboriginal cultural heritage of the area.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		14.2	In consultation with local Traditional Owner groups conduct research into "Caring for Country" knowledge and practices, and how they may be applied to the work of council in areas such as: <ul style="list-style-type: none"> • urban design • sustainability • parks and gardens • public art 	Aboriginal Melbourne Design Studio Climate Change Action Parks and City Greening	Year 2 Year 3
15	Provide opportunities which support cultural, social and economic development for Aboriginal Victorians.	15.1	Establish a governance process (e.g. Aboriginal Advisory Committee) to ensure that Aboriginal representation is provided in all aspects of business. This would include the opportunity for engagement and representation of Aboriginal views in Council projects or plans.	Aboriginal Melbourne Governance	Year 1

		15.2	In consultation with Traditional Owner Groups (Bunurong Land Council, Boon Wurrung Land and Sea Council, or Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation), establish a permanent outdoor ceremonial site.	Aboriginal Melbourne Design Studio Parks and City Greening	Year 2 Year 3
		15.3	All urban and landscape designs will include appropriate design references to Aboriginal cultures in accordance with Aboriginal peoples Indigenous Cultural and Intellectual Property rights.	Aboriginal Melbourne Capital Works Major Capital Works State Infrastructure Design Studio	Year 1 Year 2 Year 3
		15.4	All Aboriginal public art works will be designed and co-delivered by Aboriginal artists in accordance with Aboriginal peoples Indigenous Cultural and Intellectual Property rights.	Aboriginal Melbourne Creative City	Year 1 Year 2 Year 3
		15.5	Commence a dedicated program of annual Aboriginal public art works which celebrate locations of significance to community: <ul style="list-style-type: none"> • Carlton Gardens Fig Tree public art work • Warrior Woman Lane public art work • Enterprise park public art work • 'Story Trail' APP development • Stolen Generation Memorial 	Aboriginal Melbourne Creative City	Year 1 Year 2 Year 3
		15.6	Host the 2021 and 2023 YIRRAMBOI Festival, providing opportunities for Aboriginal artists to present their continuous and diverse contemporary practices.	Aboriginal Melbourne Creative City	Year 1 Year 3

		15.7	Ensure the following Council endorsed committees have formal Aboriginal representation including: <ul style="list-style-type: none"> Disability Advisory Committee Family and Children's Advisory Committee Homeless Advisory Committee Parks and Gardens Advisory Committee Public Art Program Advisory Panel 	Aboriginal Melbourne Community Services City Strategy Parks and City Greening Creative City	Year 1 Year 2 Year 3
		15.8	Provide Aboriginal community organisations with in kind access to Council bookable spaces within libraries and community hubs.	Creative City	Year 1 Year 2 Year 3
		15.9	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 start-ups.	Aboriginal Melbourne Economic Development	Year 1

Governance

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

Actions		Deliverables		Responsibility	Year
16	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	16.1	Maintain Aboriginal community representation on the RAP Working Group.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		16.2	Establish and apply a Terms of Reference for the RAP Working Group to drive, monitor and elevate implementation of the RAP.	Aboriginal Melbourne	Year 1

		16.3	The RAP Working Group will meet at least four times per year to drive and monitor RAP implementation.	Aboriginal Melbourne	Year 1 Year 2 Year 3
17	Provide appropriate support for effective implementation of RAP commitments.	17.1	Define resource needs for RAP implementation.	City of Melbourne	Year 1 Year 2 Year 3
		17.2	Engage senior leaders and other staff in the delivery of RAP commitments through organisational plans.	City of Melbourne	Year 1 Year 2 Year 3
		17.3	Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	Aboriginal Melbourne City Lab	Year 1 Year 2 Year 3
		17.4	Appoint and maintain an internal RAP Champion/s from Executive Leadership Team.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		17.5	Include the City of Melbourne's RAP as a standing agenda item at Portfolio, Management Leadership Team, and Executive Leadership Team meetings.	Aboriginal Melbourne Governance	Year 1 Year 2 Year 3
18	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	18.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		18.2	Report RAP progress to councillors, executives and staff quarterly.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		18.3	Publicly report against the City of Melbourne's RAP commitments annually, outlining achievements, challenges and learnings.	Aboriginal Melbourne	Year 1 Year 2 Year 3
		18.4	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Aboriginal Melbourne	Year 1 Year 3

19	Continue our reconciliation journey by developing our next RAP.	19.1	Register via Reconciliation Australia's website to begin developing our next RAP.	Aboriginal Melbourne	Year 3
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How you can make a Submission

We welcome your comments and any questions you may have about the City of Melbourne and reconciliation via Participate Melbourne: www.participate.melbourne.vic.gov.au. We will be accepting submissions up until Friday 4 September 2020.