

Presenter: Linda Weatherson, Director City Communities

Purpose and background

1. The purpose of this report is to seek endorsement of the City of Melbourne Reconciliation Action Plan 2018–20 (RAP) (refer Attachment 2).
2. The RAP has been developed in response to the Council's Annual Plan 2017–18 initiative to develop a stretch RAP.
3. This document will replace Council's current Innovate level RAP 2015–18.
4. Seventeen Australian local government authorities currently have Reconciliation Action Plans at various levels, as designated by Reconciliation Australia: one at 'reflect' level, 17 at 'innovate' and seven at 'stretch'. Of note, no local government authority has an 'elevate' level Reconciliation Action Plan.

Key issues

5. The RAP details City of Melbourne's vision, intended outcomes, targets and actions for reconciliation.
6. The RAP is an organisational plan. This recognises the need to build City of Melbourne's internal cultural capability and create sustainable organisational change in order to reach our reconciliation aspirations. Key focus areas and respective targets include:
 - 6.1. Aboriginal employment: increase Aboriginal employment to 2.5 per cent.
 - 6.2. Aboriginal procurement: one per cent of CoM annual procurement spend to be with Aboriginal businesses.
 - 6.3. Attitudes and behaviours towards reconciliation: 100 per cent of City of Melbourne employees attend cultural training and 90 per cent participate in at least one Aboriginal event.
 - 6.4. Participation and partnerships: six Council endorsed advisory committees have formal Aboriginal representation and four partnerships between City of Melbourne and Aboriginal controlled organisations established.
 - 6.5. Inclusive service delivery for Aboriginal people: 23 of City of Melbourne's Child and Family Services, Libraries and Community Hubs are inclusive and culturally safe.
7. The RAP sits alongside the Aboriginal Melbourne Action Plan 2018–20. Combined, these documents form the foundation for achieving Council Plan's Goal 9: A City with an Aboriginal focus.
8. The RAP has been strongly informed by the City of Melbourne's Workplace RAP Barometer undertaken in 2016 and supported by research results into staff knowledge of Melbourne's Aboriginal cultural heritage, undertaken in 2017–18.
9. The outcome of targeted external stakeholder engagement was that all were supportive of the RAP. The RAP has been amended to incorporate feedback as appropriate. Refer Attachment 1.
10. Reconciliation Australia will need to endorse the RAP before it can be implemented.

Recommendation from management

11. That the Future Melbourne Committee:
 - 11.1. Notes the City of Melbourne Reconciliation Action Plan (RAP) 2018–20
 - 11.2. Authorises the Director City Communities to make any further minor editorial changes or amendments required by Reconciliation Australia to the RAP 2018–20 prior to publication.

Attachments:

1. Supporting Attachment (Page 2 of 27)
2. City of Melbourne Reconciliation Action Plan 2018–20 (Page 3 of 27)

Supporting Attachment

Legal

1. Legal advice will be provided as required in respect to implementing the RAP 2018-20.

Finance

2. Associated costs for the RAP relating to Year 1 have been budgeted for in the 2018-2019 budget.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

4. Targeted community consultation for the RAP occurred at both the commencement and draft stages of the Plan's development. Initial consultation sought input to the vision, outcomes and key actions. Consultation involved meetings with Traditional Owners as well as a workshop with Aboriginal stakeholders.
5. Further input was sought on the draft Plan from key stakeholders including: 21 Aboriginal controlled organisations, 14 Melbourne based Aboriginal businesses, Reconciliation Victoria, Reconciliation Australia and a selection of organisations with accredited RAPs. These stakeholders were invited to provide feedback through: an online survey; one-on-one conversation with our Reconciliation Officer; or attending a workshop.
6. Positive and constructive feedback on the draft RAP 2018–20 was received from 19 individuals representing a cross section of all invited stakeholders. This significant contribution has directly informed and shaped the final RAP.
7. Traditional Owners were invited to provide feedback through our agreed formal consultation processes. To date we have received feedback from the Bunurong Land Council Aboriginal Corporation and the Boon Wurrung Foundation.

Relation to Council policy

8. This RAP is consistent with the following Council policies:
 - 8.1. CoM Council Plan 2017–21
 - 8.2. CoM Annual Plan 2017–18
 - 8.3. CoM Reconciliation Action Plan 2015–18.

Environmental sustainability

9. In implementing the final RAP, environmental sustainability issues and opportunities will be considered on a project by project basis

City of Melbourne Reconciliation Action Plan June 2018– June 20

Acknowledgement of Traditional Owners

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

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."

Message from the Lord Mayor

[To be inserted]

Message from CEO, Reconciliation Australia

[To be inserted]

Our Vision for Reconciliation

City of Melbourne's vision for reconciliation is that Aboriginal¹ people fully participate in the social and economic advantages that the City of Melbourne has to offer.

In order to achieve this we must embed the values of reconciliation within our organisation so that they are reflected within our core business and through our connections locally, nationally and internationally.

Our Stretch Reconciliation Action Plan

Reconciliation is premised on building positive, collaborative and respectful relationships between Aboriginal people and other Australians to address historical and ongoing injustices experienced by Aboriginal people.

The City of Melbourne has a long history of working to embed reconciliation across our organisation and adopted our first Reconciliation Action Plan in 2006. As we have progressed on our Reconciliation Action Plan journey we have found the confidence to become ambitious in achievements and outcomes. We are now ready to implement longer-term strategies and have set measurable targets such that our reconciliation strategies become 'business as usual.' We are proud to be striving to transition from an Innovate to Stretch Reconciliation Action Plan on this, our fifth, Reconciliation Action Plan.

This Reconciliation Action Plan will focus on creating transformative and sustainable organisational change necessary to meet our reconciliation aspirations. This organisational focus recognises that we need to consolidate our work internally to build upon our cultural capabilities. Whilst the actions are directed at our organisation, we know we will need to build stronger external relationships and partnerships in order to deliver our Reconciliation Action Plan actions.

Our Reconciliation Action Plan has been built on five focus areas:

1. attitudes and behaviours towards reconciliation
2. Aboriginal employment
3. Aboriginal procurement
4. participation and partnerships
5. inclusive service delivery for Aboriginal people.

¹ Throughout this document the term "Aboriginal" is used to refer to both Aboriginal and Torres Strait Islander people.

These five focus areas cut across the Reconciliation Australia's three Reconciliation Action Plan pillars of relationships, opportunity and respect. We are pleased to have successfully married the three to build a framework that best tells our reconciliation narrative.

Reconciliation Action Plan Governance

Our Reconciliation Action Plan will be championed by our Chief Executive Officer and Executive Leadership Team. Our senior leaders will be engaged in the delivery of the Reconciliation Action Plan through their commitments to lead and participate in many deliverables including cultural training, community events, reporting, National Reconciliation Week and NAIDOC Weeks. They will be supported by our Reconciliation Action Plan Working Group whose role will be to actively monitor, support and report on the delivery of our Reconciliation Action Plan. An Aboriginal co-chair will be appointed to lead the Working Group alongside the City of Melbourne Director of City Communities.

Other members will include:

- Manager Strategy and Partnerships, Executive Services
- Manager, People and Culture
- Manager, Finance and Procurement
- Manager, Social Investment
- Team Leader, Aboriginal Melbourne
- Four Aboriginal community members

Our Business

The City of Melbourne is Victoria's capital city and its business, administrative, cultural and recreational hub. The municipality covers 37.7 sq. km and has a residential population of around 148,000. On an average day, around 891,000, people use the city and the city hosts over a million international visitors each year. As an employer, we employ more than 1650 staff (Dec 2017). Our Workforce Diversity Survey (2017), of which 585 responses were received, identified an Aboriginal workforce of seven (1.2%) at the City of Melbourne.

Under the Victorian *Local Government Act 1989*, the City of Melbourne's elected Councillors and Administration plan, manage and deliver a wide range of services to residents, businesses and visitors. These services include:

- Assistance and care: Supporting vulnerable people to enable safe and independent living.
- Economic development: Fostering the development of Melbourne's economy.
- Safety management: Ensuring people are protected and safe when accessing and using spaces.
- Welcome and connection: Supporting people to experience and engage with Melbourne.
- Early years development: Supporting families with children to develop and thrive.
- Waste and resource management: Repurposing, recycling or disposing of waste and reducing resource waste in the municipality.
- Creative and knowledge: Providing opportunities to create, learn, connect, experience and share.
- Movement and traffic: Facilitating movement into, around and out of the municipality.
- Wellbeing and leisure: Encouraging people to be healthy and active.

The Council is the decision making body that sets the strategic direction of the municipality. As a democratically elected representative body, Council collaborates with Traditional Owners and the broader Victorian Aboriginal community in the development of our many strategies, agreements and protocols designed to celebrate, support and expand Aboriginal culture throughout Melbourne and beyond.

A City with an Aboriginal Focus

In the City of Melbourne's Council Plan 2017–21, Council included a goal dedicated to Aboriginal Melbourne: "A city with an Aboriginal focus."

The Council Plan states that in partnership with Traditional Owners and Aboriginal peoples, the City of Melbourne has an opportunity to strengthen its reputation locally, regionally and globally and develop a mature identity as a city with an Aboriginal focus, that:

- acknowledges that Aboriginal and Torres Strait Islander peoples were the First Peoples of this land and respects their customs, traditions and their special relationship with the land, waterways and sea
- acknowledges the right of Aboriginal and Torres Strait Islander peoples to live according to their own values and customs, subject to Australian law
- recognises the valuable contribution made by Aboriginal and Torres Strait Islander peoples, including the diversity and strength of Aboriginal and Torres Strait Islander cultures to the heritage of all Australians
- supports the ideal of reconciliation with Aboriginal and Torres Strait Islander peoples to redress their serious social and economic disadvantage
- recognises, protects and respects Aboriginal and Torres Strait Islander heritage and cultures and understands the impact of non-Aboriginal settlement of this country.

The outcomes that Council will work towards in 2017–21 are that:

- Melbourne acknowledges its Aboriginal history, heritage and identity
- Melbourne fosters understanding about its Aboriginal heritage and culture
- Aboriginal and Torres Strait Islander peoples contribute to the city's cultural, social and economic life.

Council will work to two key implementation plans in order to progress this goal:

- The Reconciliation Action Plan 2018–20
- The Aboriginal Melbourne Action Plan

These plans are the essential first step in becoming a city with an Aboriginal focus.

Our Reconciliation Journey

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

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 to be achieving a Stretch Reconciliation Action Plan for this, our fifth, Reconciliation Action Plan.

Achievement Highlights from Previous Reconciliation Action Plans

Reconciliation	The City of Melbourne becomes the first local government to have an endorsed Reconciliation Action Plan.
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Action Plan 2006–07	Partnership with Victorian NAIDOC Committee established. Annual funding and organisational support to deliver NAIDOC March and Federation Square program adopted.
	Partnership with Reconciliation Victoria established involving funding arrangements and jointly organised events.
	Acknowledgement and Welcome to Country Protocols adopted.
	Significant plans and frameworks endorsed by Council including: <ul style="list-style-type: none"> • Indigenous Cultural Heritage Framework • Aboriginal and Torres Strait Islander Employment and Training Plan • Indigenous Social and Economic Development Framework
	Indigenous Arts programs established including: <ul style="list-style-type: none"> • Indigenous Arts programs • Indigenous category within the Triennial Arts Funding program • Indigenous Arts Administration Mentorship program • Code of Practices for galleries and retailers of Indigenous Arts
	Formal cultural awareness program established
Reconciliation Action Plan 2007–10	Indigenous Framework 2007–10 adopted
	Protocols for Welcome to Country at civic events negotiated with Traditional Owners.
	Aboriginal Profile of Melbourne developed to assist in planning of Indigenous communities of Melbourne.
	Whole of Council protocol for consulting with Aboriginal people developed.
	Indigenous Employment Strategy adopted to include traineeships. This has resulted in: 32 trainees and interns recruited between 2009 and 2018.
	Connecting Our Mob guide created to improve access for Aboriginal people to community services, programs and facilities.

Reconciliation Action Plan 2011-14	A Council policy introduced for all key corporate publications to contain an Acknowledgement of Traditional Owners.
	Cultural awareness training for all new staff introduced as part of induction for new staff.
	The Aboriginal Flag began to be permanently flown on Melbourne Town Hall. The City of Melbourne was the first local government authority of a capital city to do so.
	Pilot of biennial Indigenous arts and culture festival to celebrate and promote Aboriginal arts and culture.
	Aboriginal suppliers engaged to provide corporate gifts for visiting dignitaries.
Reconciliation Action Plan 2015-18	Reconciliation Officer, Aboriginal RAP Advisors and Reconciliation Champions appointed to support the delivery of the Reconciliation Action Plan.
	Aboriginal Heritage Action Plan 2015-2018 adopted and implemented.
	Aboriginal procurement advanced by: <ul style="list-style-type: none"> • establishing a partnership with Supply Nation • adopting an Aboriginal procurement target of 0.9% spend on Aboriginal business by 2018-19 • hosting an Aboriginal Procurement Expo at which more than 280 people met 50 Aboriginal businesses to promote procurement opportunities.
	Partnership with Jawun Indigenous Corporate Partnerships established. Through this partnership 13 City of Melbourne staff have completed placements in the Murray Goulburn and Sydney regions.
	Cultural Awareness training expanded including training for all people managers.
	Aboriginal Employment Forum series established in collaboration with businesses within metropolitan Melbourne.

	<p>Yirramboi Arts Festival developed and delivered. This involved:</p> <ul style="list-style-type: none"> • more than 100 performances, exhibitions, forums, gatherings and workshops over 10 days. These were created, directed, curated and produced by 260 Australian and international First Nations artists • a series of industry summits and forums which were attended by over 900 Australian and international First Nations artists and cultural leaders • 25,000 people engaging in the program <p>Aboriginal Employment Strategy 2017–20 adopted with a target of 2.5 per cent Aboriginal employment by 2020. This aims to see an increase from seven Aboriginal staff employed at the City of Melbourne in 2017 to 40 by 2020.</p>
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The City of Melbourne acknowledge the Traditional Owners and many Aboriginal community controlled organisation, businesses, and community members that have worked with and supported us on our reconciliation journey. Our successes in reconciliation are built upon formal partnerships, collaborations and consultation with the Victorian Aboriginal community.

Developing Our Reconciliation Action Plan

This Reconciliation Action Plan is founded on contributions from external stakeholders as well as research about our organisation’s progress towards reconciliation. The combined results have directly influenced the targets, actions and deliverables presented in this Reconciliation Action Plan.

Community Consultation

Community consultation on this Reconciliation Action Plan occurred at both the commencement and draft stages of the plan’s development.

Initial consultations sought input into the vision, outcomes and key actions for the Reconciliation Action Plan. Consultations involved meetings with Traditional Owner groups as well as a workshop with Aboriginal stakeholders.

Further input was sought on the draft plan from key stakeholders including: Traditional Owner groups, 21 Aboriginal Controlled organisations, 14 Melbourne based Aboriginal businesses, Reconciliation Victoria and a selection of organisations with accredited Reconciliation Action Plans. These stakeholders were invited to provide feedback by participating in:

- an online survey
- one-on-one conversation with our Reconciliation Officer
- an Aboriginal stakeholder workshop.

Positive and constructive feedback was provided by 19 individuals representing a cross section of all invited stakeholders. This significant contribution directly informed and shaped this RAP. It also reflects Council's ongoing commitments to engaging with community. Embedded in this Reconciliation Action Plan is Council's commitment for greater partnerships and participation with Traditional Owners and Aboriginal stakeholders.

Research

Research into our organisation's cultural capability and progress towards reconciliation was undertaken in 2016 and 2017. The research demonstrated areas in which the organisation is both exceeding and falling short of our aspirations for reconciliation. It showed that we have strong support for reconciliation and that our Reconciliation Action Plan programs are having their desired outcomes. However, it also highlighted that we need to work on personal and organisation relationships in order to improve specific aspects of organisational attitudes and behaviours towards reconciliation. The research identified key gaps in our cultural capability which we have been able to address through targeted actions within the Reconciliation Action Plan.

Our Aboriginal Melbourne Action Plan

This Reconciliation Action Plan complements the Aboriginal Melbourne Action Plan 2018–20, which will deliver external, community facing initiatives with a focus on:

- recognition of Traditional Owners at public events and commemorations
- protecting, recognising and celebrating Melbourne's Aboriginal heritage and culture
- supporting cultural, social and economic development for Aboriginal people
- promoting Aboriginal experiences and educating the broader community about Melbourne's Aboriginal heritage.

Reconciliation Action Plan Pillars

We recognise the importance of the Reconciliation Australia's Reconciliation Action Plan pillars of: relationships, respect and opportunity. All three pillars are embedded in our Reconciliation Action Plan.

[Insert Relationships Logo] Relationships: Positive relationships with Aboriginal people are important to the City of Melbourne because they lead to inclusive actions that are more in line with our aspirations.

[Insert Respect Logo] Respect: Respect for Aboriginal people is integral to the City of Melbourne's vision for reconciliation – good relationships built on mutual respect.

[Insert Opportunities Logo] Creating opportunities for and with Aboriginal people is important to the City of Melbourne as we lead and include the community in our reconciliation journey.

Focus Area: Attitudes and behaviours towards reconciliation

Positive attitudes and behaviours towards reconciliation lay the foundation for achieving our Stretch Reconciliation Action Plan aspirations. It is the basis on which City of Melbourne can develop meaningful personal and organisational relationships built upon cultural understanding. We recognise Reconciliation Australia's core dimensions for reconciliation as being race relations, unity, material equity and historical acceptance.

We will work to improve our organisational attitudes and behaviours by: embedding respectful cultural protocols across the organisation, cultural training, raising awareness of our Reconciliation Action Plan, and promoting and celebrating National Reconciliation Week, NAIDOC Week, and other community events.

Measuring success

They key outcomes and targets to measure attitudes and behaviours towards reconciliation are:

Outcome:

- City of Melbourne has an organisational culture that demonstrates acceptance of our history and contemporary Aboriginal culture.
- City of Melbourne promotes and celebrates Aboriginal heritage and culture.

Target:

- 100 per cent of employees attend cultural training.
- 90 per cent of City of Melbourne employees participate in at least one Aboriginal event each year such as Yirramboi, Share the Spirit Festival, National Reconciliation Week and NAIDOC Week.

Action	Deliverable	Timeframe
<p>3. Demonstrate respect to Aboriginal people and communities by embedding cultural protocols as City of Melbourne's core business</p> <p>(RAP pillar: Respect)</p>	<p>Promote and educate staff about City of Melbourne's cultural protocol document for Welcome to Country and Acknowledgement of Country through all new staff inductions and at least:</p> <ul style="list-style-type: none"> - two education sessions per year for staff - two Yammer posts per year. 	Report June 2019 and 2020
	<p>Include a Welcome to Country at:</p> <ul style="list-style-type: none"> - Major Council Events including Premier Events and Citizenship Ceremonies - Sister city receptions for Senior Council delegates 	Report June 2019 and 2020
	<p>Staff and Senior Leadership to provide an Acknowledgement of Country at:</p> <ul style="list-style-type: none"> - Reconciliation Action Plan Working Group meetings - Chief Executive Officer formal events and presentations - All staff events and major staff gatherings - Management Team and Branch meetings - Staff Inductions 	Report June 2019 and 2020
	<p>Display an Acknowledgment of Country plaque on all new Council buildings and offices.</p>	Report June 2019 and 2020
<p>4. Increase staff knowledge and understanding of Aboriginal cultures, histories and achievements</p> <p>(RAP pillar: Respect)</p>	<p>Develop and implement an Aboriginal cultural awareness training plan 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).</p>	December 2018
	<p>Deliver online and face to face Aboriginal cultural awareness training.</p> <ul style="list-style-type: none"> - 100 per cent of employees attend Aboriginal Melbourne Cultural Walks. - 100 per cent of employees attend a face-to-face cultural awareness workshop. - 100 per cent of employees complete online cultural awareness training. - All Executive Leadership Team undertake cultural learning activities. 	Report June 2019 and 2020

	Consider and discuss cultural competency in behaviours that relate to the I-CARE values at cultural training and during employee performance reviews as warranted.	Report June 2019 and 2020
5. Raise internal and external awareness of our Reconciliation Action Plan to promote reconciliation across our business and sector (RAP pillar: Relationships)	Develop and implement a communications plan to support the aims of the Stretch RAP 2018-20, looking at both internal and external audiences.	Plan developed September 2018. Report June 2019 and 2020.
	Invite internal and external stakeholders to the Reconciliation Action Plan launch including Council staff, Aboriginal stakeholders and other organisations with Reconciliation Action Plans from across the municipality.	October 2018
6. Encourage all staff to celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal staff and other staff (RAP pillar: Relationships)	Deliver a program of internal and external events and activities during National Reconciliation Week, including at least: <ul style="list-style-type: none"> - two internal staff events - one business event - three public events. 	June 2019 and 2020
	Ensure all City of Melbourne NRW events are registered on the Reconciliation Australia website.	27 May 2018 and 2020
	Encourage staff and ensure all Reconciliation Action Plan Working Group members participate in at least one external event to recognise and celebrate NRW.	June 2019 and 2020
	Support external NRW events within the municipality through City of Melbourne grants and sponsorship programs	July 2018 and July 2019
7. Encourage all staff to celebrate NAIDOC Week and provide opportunities for Aboriginal staff to engage with culture and community during NAIDOC Week (RAP Pillar: Respect)	Provide opportunities for all Aboriginal staff to participate in community NAIDOC Week events.	July 2018 and July 2019
	Encourage staff to participate in NAIDOC Week events in the City of Melbourne, or with partner Aboriginal organisations, by circulating relevant information via an email from the Chief Executive Officer.	July 2018 and July 2019
	Hold a NAIDOC Week flag raising ceremony in partnership with the Victorian NAIDOC Week Committee	July 2018 and July 2019

8. Promote and celebrate Aboriginal heritage and culture internally within the City of Melbourne (RAP Pillar: Respect)	Include Aboriginal performers or content at every large City of Melbourne gathering including staff Christmas party and “all staff” events.	Report June 2019 and 2020
	Establish Reconciliation Champions from across the organisation to deliver an internal program that promotes and celebrates Aboriginal heritage and culture.	Champions appointed September 2018. Report annually
	Develop and promote a calendar of Aboriginal events and opportunities that staff can participate in. <ul style="list-style-type: none"> - 90 per cent of City of Melbourne employees participate in at least one Aboriginal event each year such as Yirramboi, Share the Spirit Festival, National Reconciliation Week and NAIDOC Week. 	August 2018 and August 2019
	Investigate and implement options to display Aboriginal artwork, with accompanying information, in high profile spaces and meeting rooms to celebrate Aboriginal culture in City of Melbourne’s buildings and offices.	December 2019
	Investigate and implement options to give rooms within the City of Melbourne’s buildings and offices culturally appropriate Aboriginal names.	December 2019
	Display the Aboriginal, Australian and Torres Strait Islander flags in the City of Melbourne buildings and offices including: <ul style="list-style-type: none"> - the foyer of our main administration buildings - twenty high profile meeting rooms and spaces 	June 2019

Focus Area: Aboriginal employment.

Participation in employment has important consequences for health, living standards and social and emotional wellbeing for individuals, families and communities. This is particularly important for Aboriginal people who are underrepresented in the workforce. Employing Aboriginal people also has many benefits for City of Melbourne including better representing the community, strengthening our relationships with the Aboriginal community and networks, and expanding our diversity of thinking and experiences to better inform Council outcomes.

We will work to increase the number and retention of Aboriginal people employed at City of Melbourne through implementing our Aboriginal Employment Strategy. This strategy includes student programs, targeted Aboriginal recruitment processes, inclusive City of Melbourne policies, support programs for Aboriginal staff, and training for People Managers within the organisation.

Measuring success

The key outcome and target for Aboriginal employment is:

Outcome:

- Aboriginal people are employed throughout the organisation.

Target:

- Increase Aboriginal employment to 2.5% (40 employees).

Key Actions:

Action	Deliverable	Timeframe
1. Increase Aboriginal staff recruitment and retention (RAP Pillar: Opportunities)	Implement City of Melbourne's Aboriginal Employment Strategy 2017-2020 to reach a target of 2.5 per cent of Aboriginal employment.	July 2020
	As part of City of Melbourne's Aboriginal Employment Strategy 2017-2020, implement Pathways Programs for 12 Aboriginal students or recent graduates into the City of Melbourne.	Report June 2019 and 2020
	As part of City of Melbourne's Aboriginal Employment Strategy 2017-2020, implement Aboriginal Recruitment Plan which includes culturally appropriate attraction, interview and on boarding processes.	Report June 2019 and 2020
	As part of City of Melbourne's Aboriginal Employment Strategy 2017-2020, update employment policies to become culturally appropriate for Aboriginal staff.	December 2019

	As part of City of Melbourne’s Aboriginal Employment Strategy 2017-2020, develop and implement specific support for Aboriginal staff throughout their career at the City of Melbourne through mentoring, career development and employment assistance programs.	Support program developed December 2018. Report June 2019 and 2020
	Deliver training for 50 people managers to specifically improve their capability to manage Aboriginal staff.	July 2020

Focus Area: Aboriginal procurement.

Strong Aboriginal procurement will benefit City of Melbourne staff, business and residents through increased levels of cross-cultural engagement and education. It will provide opportunities for Aboriginal enterprises to participate in the economy which is essential to self-determination. The power of procuring from Aboriginal businesses is demonstrated in Supply Nation’s research which found that Aboriginal businesses create \$4.41 of economic and social value for every dollar of revenue. Amongst other social and economic benefits, it also found that Indigenous businesses employ more than 30 times the proportion of Aboriginal people than other businesses.

We will work to increase the value of City of Melbourne’s procurement spend with Aboriginal businesses by improving City of Melbourne procurement process and reporting, communicating opportunities with staff and supporting Aboriginal businesses. We will also develop a plan to build on our Aboriginal procurement achievements beyond 2020.

Measuring success

The key outcome and target for Aboriginal procurement is:

Outcome:

- City of Melbourne is procuring goods and services from Aboriginal businesses.

Target:

- At least one per cent of City of Melbourne annual procurement spend (approximately \$2.6 million) to be with Aboriginal businesses.

Action	Deliverable	Timeframe
2. Increase the value of City of Melbourne’s procurement spent with Aboriginal business. (RAP Pillar: Opportunities)	Implement the Aboriginal Procurement Strategy to reach the target of at least one per cent of City of Melbourne annual procurement spend to be with Aboriginal business.	Report June 2019 and 2020
	Recruit an Aboriginal Procurement Manager	December 2018
	As part of the Aboriginal Procurement Strategy, inform Aboriginal businesses about City of Melbourne procurement processes and business support opportunities.	Report June 2019 and 2020
	As part of the Aboriginal Procurement Strategy, develop and maintain a database of suppliers that meet City of Melbourne’s criteria to be classified as an Aboriginal business.	December 2018 and December 2019

	<p>Communicate our Aboriginal procurement commitments, progress, processes and case studies across the organisation and specifically to the Management Team.</p>	<p>September and December 2018. March, June, September and December 2019. March and June 2020</p>
	<p>Work with procurement experts to develop an Aboriginal procurement strategy that will achieve significant increase in spend (up to 3%) with Aboriginal businesses for 2020 and beyond.</p>	<p>June 2020</p>

Focus Area: Participation and Partnerships

Aboriginal partnerships and participation is critical to the success of our Reconciliation Action Plan. It will strengthen relationships and networks between internal staff, Aboriginal organisations and Aboriginal people. This will ensure Reconciliation Action Plan actions are delivered in a way that benefits Aboriginal people. It will also improve initiatives delivered across CoM both within and outside the Aboriginal Melbourne realm.

The focus for partnership and participation will be ensuring Aboriginal people have an opportunity to participate in decision making and to partner with Council to deliver programs.

Measuring success

The key outcomes and targets for participation and partnerships are:

Outcome:

- Aboriginal people have the opportunity to participate in activities and decision making.
- We have developed partnerships with Aboriginal community controlled organisations to deliver programs and initiatives that meet the needs and aspirations of Aboriginal people.

Target:

- 100 per cent of identified Council endorsed committees have formal Aboriginal representation (five committees).
- Four partnerships between City of Melbourne and Aboriginal controlled organisations.

Action	Deliverable	Timeframe
9. Ensure Aboriginal people have the opportunity to participate in activities and decision making across the organisation (RAP Pillar: Relationships)	Appoint an Aboriginal co-chair for the Reconciliation Action Plan Working Group.	August 2018
	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 • Homelessness Advisory Committee • Music Advisory Committee • Parks and Gardens Advisory Committee • Public Art Program Advisory Panel 	June 2020
	Convene an Aboriginal advisory body.	Meet biennially
	Include Traditional Owner representation in deliberative processes (such as citizens' juries or participatory budgeting) in recognition of the unique position that Traditional Owners hold as First Nations peoples.	Report June 2019 and 2020
	Include representation from the Aboriginal Melbourne Team on the City of Melbourne People and Culture Committee.	June 2018
	Designate an Aboriginal Community Engagement Officer role within Placemaking and Engagement.	June 2018
10. Develop partnerships with Aboriginal people, communities and organisations to deliver programs and initiatives that meet the needs and aspirations of Aboriginal people (RAP Pillar:	In consultation with Aboriginal organisations, develop guiding principles and culturally appropriate process for engaging with Aboriginal people to be included in City of Melbourne's Community Engagement Policies, Charter and framework.	December 2018
	Provide Aboriginal community groups and organisations with in kind access to Council hubs and bookable spaces.	Report June 2019 and 2020
	Continue to partner with Jawun for the sharing of employee skills and resources between Aboriginal communities and the City of Melbourne. <ul style="list-style-type: none"> - Support four City of Melbourne placements 	Report June 2019 and 2020

Relationships)	<p>Establish a local secondment program in partnership with Aboriginal controlled community organisations within greater Melbourne.</p> <ul style="list-style-type: none"> - Support four City of Melbourne staff placements 	<p>Secondment program established June 2019. Staff placements established June 2020</p>
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Focus Area: Inclusive Service Delivery

Aboriginal people have been subjected to an evolving set of government policies since colonisation. These policies have led to generations of suffering and disadvantage for many Aboriginal people.

Both mainstream and Aboriginal controlled organisations have important roles to play in delivering services for Aboriginal people. The City of Melbourne needs to provide inclusive, accessible and culturally safe services in order to overcome this legacy of historic exclusion of Aboriginal people from government services.

The focus for inclusive service delivery will be on ensuring our services are inclusive and culturally safe for Aboriginal people. This will involve auditing our services to develop and implement Cultural Safety Plans. Another key competent for this focus area is specific training for frontline services staff.

Measuring success

The key outcome and target for Service Delivery are:

Outcome:

- Our services are inclusive and culturally safe for Aboriginal people to access.

Target:

- 100 per cent of identified City of Melbourne services are inclusive and culturally safe (23 services).

Action	Deliverable	Timeframe
11. Improve cultural safety of City of Melbourne services (RAP Pillar: Respect)	Develop and commence implementation of Cultural Safety Plans for identified services to ensure they are inclusive and culturally safe for Aboriginal people. Identified services include Child and Family Services, Libraries and Community Hubs. <ul style="list-style-type: none"> - 5 children's service centres - 7 family services centres - 6 libraries - 5 community hubs Develop a monitoring and evaluation framework for Cultural Safety Plans.	Develop Cultural Safety Plans by June 2019. Monitoring and evaluation framework developed June 2019. Commence implementation by June 2020
	Incorporate principles of cultural safety into the design of all City of Melbourne facilities including renewal of Town Halls.	Report June 2019 and 2020
	Designate an Aboriginal Liaison Officer within Customer Relations.	July 2018
	Ensure that all visitor service locations are culturally safe environments through the inclusion of "Womin-je-ka" ("Welcome") signage and curated offers which acknowledge and celebrate Melbourne's Aboriginal identity.	June 2019
12. Improve cultural capacity of City of Melbourne staff to deliver culturally safe services for Aboriginal people (RAP Pillar: Respect)	Deliver a tailored training plan for front-line services staff and volunteers so that they can confidently share information about Melbourne's Aboriginal identity. <ul style="list-style-type: none"> - 45 Customer Relations employees - 50 Business and Tourism employees and volunteers 	June 2020
	Train identified staff in asking customers whether they are Aboriginal or Torres Strait Islander in order to respond appropriately to their needs and to deliver culturally safe referrals. <ul style="list-style-type: none"> - 50 employees from Aging and Inclusion, and Family and Child Services. 	June 2020

Governance, tracking progress and reporting

Action	Deliverable	Timeline
13. Establish a Reconciliation Action Plan Working Group (RWG) that actively monitors RAP development and implementation. (RAP pillar: Relationships)	Oversee the development, endorsement and launch of the Reconciliation Action Plan.	September 2018
	Ensure there are Aboriginal peoples on the RWG.	December 2018 and 2018
	Meet at least four times per year to monitor and report on Reconciliation Action Plan implementation.	June, September, December 2018. March, June, September, December 2019. March, June 2020
	Appoint an internal Reconciliation Champion(s) from senior management.	September 2018
	Establish a Terms of Reference for the RWG.	September 2018
14. Report Reconciliation Action Plan achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2018 and 2019
	Participation in the Reconciliation Action Plan Barometer.	May 2020
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	September 2018

15. Report Reconciliation Action Plan achievements, challenges and learnings internally and externally	Communicate quarterly updates on RAP progress to all staff	June, September, December 2018. March, June, September, December 2019. March, June 2020
	Report to City of Melbourne Executive Leadership Team biennially.	December 2018. June and December 2018. June 2019
	Annual progress report posted on the City of Melbourne website.	September 2018 and 2020
	Report value of spend by each branch with Aboriginal suppliers	June, September, December 2018. March, June, September, December 2019. March, June 2020
16. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new Reconciliation Plan based on learnings, challenges and achievements.	March 2019
	Send draft Reconciliation Action Plan to Reconciliation Australia for feedback.	January 2020
	Submit draft Reconciliation Action Plan to Reconciliation Australia for formal endorsement.	February 2020

How to contact us

Online: melbourne.vic.gov.au

In person:

Melbourne Town Hall – Administration Building

120 Swanston Street, Melbourne

7.35am to 5.00pm, Monday to Friday (Public Holidays excluded)

Telephone: 03 9658 9658