



Reconciliation Action Plan

INNOVATE

2021–23



**Macedon
Ranges**
Shire Council

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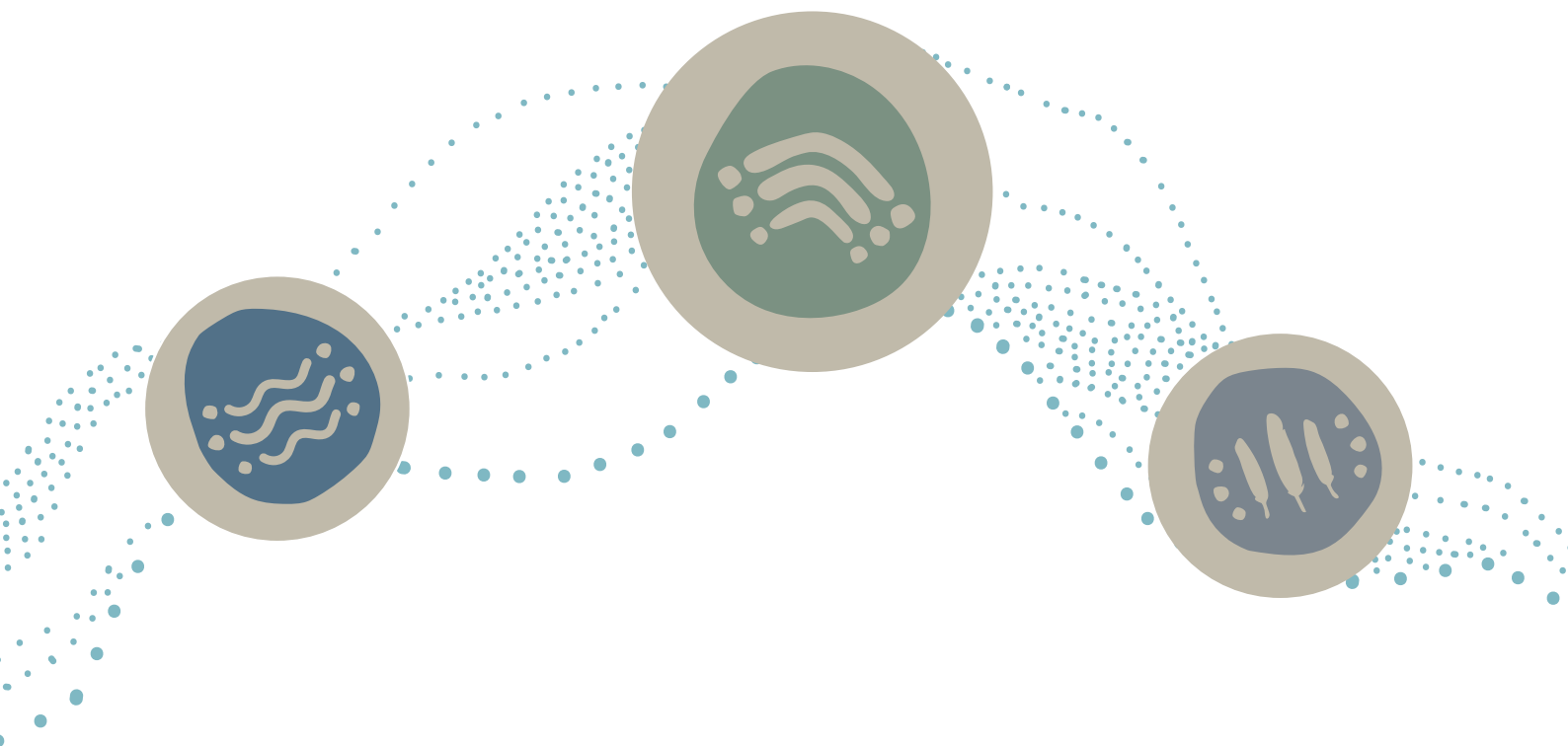
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Acknowledgment of Country

Macedon Ranges Shire Council acknowledges the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples as the Traditional Owners and Custodians of this land and waterways. Council recognises their living cultures and ongoing connection to Country and pays respect to their Elders past, and present.

Council also acknowledges local Aboriginal and/or Torres Strait Islander residents of Macedon Ranges for their ongoing contribution to the diverse culture of our community.



About the Artist

The artwork featured throughout this document was created by Maddi Moser; a Taungurung artist, designer and secondary school teacher. Maddi currently works as a teacher and runs her own design and photography business. She now resides in Wodonga but has lived the majority of her life in Swan Hill, both towns having close ties to the Murray River, a theme reflected in her artwork.

Maddi uses her background in design to create art in a modern and unique style that helps to continue and celebrate her cultural heritage.



Mayor's Statement



It is with great pleasure that I present Macedon Ranges Shire Council's first Reconciliation Action Plan (RAP). Council is genuinely committed to reconciliation and building strong relationships, respect and trust between Aboriginal and Torres Strait Islander Peoples and all our Macedon Ranges communities. Council recognises that the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples are the Traditional Owners of the Country on which Macedon Ranges is located, and have been so for many thousands of years, with ongoing connection, rights and obligations in its management and care.

A key element of the RAP is supporting Aboriginal and Torres Strait Islander Peoples' right to self-determination. Council sees economic independence and involvement in decision-making as critical to this. The RAP aims to support economic opportunities for Aboriginal and/or Torres Strait Islander Peoples, as well as developing natural resource management agreements with the Traditional Owners to ensure their voice is central to protecting and enhancing the natural environment.

We recognise the need to create meaningful change, to facilitate a new story about our shared history and to increase awareness about the cultural heritage of Aboriginal and Torres Strait Islander Peoples. The implementation of the RAP will initiate these community-wide changes and enable all Macedon Ranges residents to celebrate and respect Aboriginal and Torres Strait Islander Peoples.

We also see this as an opportunity to learn from the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples' ongoing connection to Country and make use of their deep knowledge of what works to care for the land and waters and our communities. The RAP will enable us to form strong partnerships to share and learn from each other.

The RAP has been developed over a period of 18 months to ensure that as an organisation we could build our own understanding of what reconciliation means for us and to listen to the voices of the Traditional Owners, local Aboriginal and/or Torres Strait Islander Peoples and the broader community. As this is our first RAP we see this as building the foundations for an ongoing process of reconciliation and partnership with Traditional Owners and local Aboriginal and/or Torres Strait Islander Peoples. The RAP is our roadmap for this process and provides an opportunity to understand how Council can be most effective in reconciliation, test what works and how to develop meaningful and respectful relationships with Aboriginal and/or Torres Strait Islander Peoples. We know we may not always get this right but we are committed to continuously learning and changing our approach so there can be genuine reconciliation for all our communities.

A handwritten signature in black ink, appearing to read 'J. Anderson', written over a light grey rectangular background.

Cr Jennifer Anderson
Mayor

Our vision for reconciliation

Our vision for reconciliation is one of equality and unity between Aboriginal and Torres Strait Islander Peoples and all Macedon Ranges communities, which recognises past injustices, our shared history and shared future, and strengthens Aboriginal and Torres Strait Islander Peoples' right to self-determination.

Macedon Ranges Shire Council will contribute to a future where Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples' histories, cultures and rights are respected, learnt from and celebrated and where Aboriginal and Torres Strait Islander Peoples have access to equitable opportunities that enhance self-determination.



Taungurung Elder Uncle Shane Monk conducting a Smoking Ceremony at the Black Hill Reserve Sharing Circle.

Reconciliation Australia Statement

Reconciliation Australia commends Macedon Ranges Shire Council on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Macedon Ranges Shire Council to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Macedon Ranges Shire Council will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals Macedon Ranges Shire Council's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Macedon Ranges Shire Council on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



RECONCILIATION
ACTION PLAN

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Traditional Owners and local Aboriginal and/or Torres Strait Islander Peoples

Dja Dja Wurrung Peoples

The Dja Dja Wurrung Peoples are the Traditional Owners of the Country that stretches from Woodend to the west side of the Campaspe River in Kyneton, north east to Rochester, Boort in the north, Donald in the north-west, St Arnaud and Mount Avoca in the west, and Creswick in the south west. The Dja Dja Wurrung Clans Aboriginal Corporation are the Registered Aboriginal Party that are the voice of the Dja Dja Wurrung Peoples in the management and protection of cultural heritage. On 28 March 2013, the State of Victoria and the Dja Dja Wurrung People signed a Recognition and Settlement Agreement which formally recognises the Dja Dja Wurrung as the Traditional Owners of their land. The agreement also marked the commencement of a new and permanent relationship between the Dja Dja Wurrung Peoples and the State of Victoria.

Taungurung Peoples

The Taungurung Peoples are the Traditional Owners of a large part of central Victoria. Taungurung country covers over 20,000 square kilometres and stretches from Kyneton in the south-west up to Rochester in the north-west, across to Bright in the north-east and down to Woods Point in the south-east. The Taungurung People describe themselves as the people of the rivers and the mountains, with the Goulburn

River running through their heartland country, and the great high country peaks of Buller, Stirling and Buffalo dominating their eastern uplands. The Great Dividing Range marks their southern boundary. The Taungurung Land and Waters Council is the Registered Aboriginal Party for the management and protection of Taungurung cultural heritage. It also manages and administers the rights and interests set out in the Recognition and Settlement Agreement signed off with the Victorian Government in 2018, formally recognising the Taungurung People as Traditional Owners of their land.

Wurundjeri Woi Wurrung Peoples

The Wurundjeri Woi Wurrung Peoples are the Traditional Owners of the Country that covers a large area around Melbourne and extends northwards to include Gisborne, Lancefield, Macedon, Riddells Creek and Romsey in the Macedon Ranges. The Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation are the Registered Aboriginal Party that represent the Wurundjeri Woi Wurrung Peoples and engages in cultural heritage, educational services and land management.

Local Aboriginal and/or Torres Strait Islander Peoples

As a result of colonial policies and demographic shifts there are Aboriginal and Torres Strait Islander Peoples living in Macedon Ranges who belong to different Traditional Owner groups from all over Australia. Aboriginal and/or Torres Strait Islander Peoples make up 0.6% (298) of the total population in Macedon Ranges shire.



Our place

Macedon Ranges shire is located approximately 50km North West of Melbourne, in the Central Victoria region. It is a diverse and contrasting landscape, an ancient folded terrain which was once a sea bed, flattened in places by lava flows and cut with gorges by rivers. Relative to other areas of Victoria, the Macedon Ranges shire retains large areas of native vegetation in good condition, with much of it on private land.

At the geographic centre of the region is the Macedon Ranges and Hanging Rock. The Macedon Ranges rises dramatically from the surrounding plains and low rolling hills. Mount Macedon is an extinct volcano rising 1010m above sea-level, making it the highest peak of the Macedon Ranges, as well as being culturally significant for the Wurundjeri Woi Wurrung Peoples. Hanging Rock is located to the north of Mount Macedon and is on the edge of several Traditional Owner groups' boundaries and is believed to be a shared place. Wil-im-ee Moor-ring (Mount William), north of Lancefield, is one of the most important

cultural sites of the Wurundjeri Woi Wurrung Peoples, with highly-prized green stone being extensively quarried for use as axe tools. Wil-im-ee Moor-ring was recently added to the National Heritage List in recognition of its national significance.

Yelka Park, near Carlsruhe and on Taungurung Country, was named after the word for this section of the Campaspe River which features heavily in local Aboriginal history as a major meeting and trading place between local Aboriginal clans. On this site, the Wurundjeri Woi Wurrung People from Wil-im-ee Moor-ring traded greenstone blanks that could be shaped into axe heads, spear points and scraping tools.

The Macedon Ranges provides the headwaters for four major Victorian waterways; the Campaspe and Coliban rivers to the north which make their way to Lake Eppalock and on toward the Murray River, and the Maribyrnong and Werribee Rivers to the south which feed into the Maribyrnong River before entering metropolitan Melbourne and Port Phillip Bay.



Our business

Macedon Ranges Shire Council is responsible for managing, planning and delivering a range of services to residents, businesses and visitors including early years and maternal and child health services, sport and recreation, economic development and tourism, environmental sustainability, community development, parks and open spaces, waste and recycling collection amongst others. We deliver our services from across four sites in Kyneton, Gisborne, Woodend, and Romsey.

Macedon Ranges Shire Council employs over 650 people of which the number of Aboriginal and/or Torres Strait Islander People is unknown.¹ Council is governed by

nine elected Councillors who develop the Council Plan which is the primary vision and goal setting document for Council during its term.

The Council Plan is organised around five main priorities:

- Promoting health and wellbeing
- Protecting the natural environment
- Improving the built environment
- Enhancing the social and economic environment
- Delivering strong and reliable government

¹ Council does not yet formally record data on employee's identity, but plans to do so as part of implementing this plan.

Our RAP Journey

For Macedon Ranges Shire Council, reconciliation is about recognising and respecting the rights of Traditional Owners and local Aboriginal and/or Torres Strait Islander Peoples of this country. It is about understanding and accepting the wrongs of the past, including dispossession, violence and upheaval of the land and waters, and the impact of this on Aboriginal and Torres Strait Islander Peoples. Council sees reconciliation as strengthening Aboriginal and Torres Strait Islander Peoples' right to self-determination and working together for a more just, equitable and reconciled Australia.

Council sees a RAP as a way to build better relationships with Traditional Owners and local Aboriginal and/or Torres Strait Islander Peoples. It will help identify ways for Council to respect and recognise Traditional Owners' cultures, provide an opportunity to learn from the connection Aboriginal and Torres Strait Islander People have with their Country and empower Aboriginal and Torres Strait Islander Peoples to participate equally in all areas of life.

The outcome of these initiatives is the development of greater partnerships and collaboration with the local Traditional Owner groups and greater understanding and awareness in the local community of Traditional Owners' histories and cultures.

This is Macedon Ranges Shire Council's first RAP but Council has been recognising and acknowledging the histories and cultures of Aboriginal and Torres Strait Islander Peoples and partnering with the Traditional Owners in a number of ways including:

- Regularly organising community activities and events for National Reconciliation and NAIDOC Week
- Developing 'Organisational Protocols for Recognising Traditional Owners and Custodians'
- Commissioning a Taungurung Elder to design a Welcome to Country sign for the Kyneton Community Park
- Establishing Yelka Park as a significant site in partnership with the Taungurung Peoples
- Employing Registered Aboriginal Parties enterprises for cultural burns and natural resource management
- Co-developing the Hanging Rock Strategic Plan with the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples

The RAP Working Group

The RAP Working Group includes representatives from across Council's four Directorates, local residents who identify as Aboriginal and/or Torres Strait Islander, representatives from the Dja Dja Wurrung Clans Aboriginal Corporation and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and two non-Aboriginal community members. It is chaired by Angela Hughes, Council's Director Planning and Environment, as our RAP champion. The members of the RAP Working Group are as follows:

Angela Hughes

(Planning & Environment)
RAP Working Group Chair

Awais Sadiq

(Statutory Planning)

Michael O'Dwyer

(Parks)

Daniel Young

(Hanging Rock)

Brad Tellis

(Customer Service)

Moyra Douglas

(People, Culture and Performance)

Leanne Carlon

(Community Development)

Bob Elkington

(Economic Development)

Pauline Ugle

(Djandak/Dja Dja Wurrung Clans
Aboriginal Corporation)

Maxine West

(Aboriginal Community Member)

Dennis Batty

(Taungurung - Aboriginal Community
Member)

Aunty Julieanne Axford

(Elder - Wurundjeri Woi-wurrung Cultural
Heritage Aboriginal Corporation)

Rachel Dettmann

(Community Member)

Georgie Garvey-Hawke

(Community Member)

Bonnie Chew

(Mirriyu Cultural Consulting)

The RAP Working Group is grateful to Bonnie Chew, Director of Mirriyu Cultural Consulting and proud Wadawurrung woman, who supported the working group and the development of the RAP.

Guiding Principles

The RAP was developed with five guiding principles. The RAP should:

- Align with the strategic priorities of the Traditional Owner groups in Macedon Ranges
- Reflect the needs and priorities of local Aboriginal and/or Torres Strait Islander Peoples.
- Strengthen Aboriginal and Torres Strait Islander People's right to self-determination.
- Support partnerships with Traditional Owners and Aboriginal and Torres Strait Islander Peoples
- Respect different knowledge systems

The RAP Development Process

The RAP Working Group explored what reconciliation means, what the guiding principles were and what our local context was. It analysed the strategic priorities of the three Traditional Owner groups through looking at their Country Plans, their main direction-setting document, and other strategic documents and Council's existing reconciliation priorities.

Consultation took place with the three Traditional Owner groups (face-to-face meetings, survey), local Aboriginal and/or Torres Strait Islander Peoples, (survey, workshop), Council staff (team meetings, survey, workshop), Councillors (workshop), and all Macedon Ranges residents (survey). Ideas from the consultation were ranked on the level of support amongst stakeholders, level of impact, and whether they were achievable in the two-year timeframe. These proposed actions were then discussed with Traditional Owners, Reconciliation Australia and Councillors before being finalised in the RAP.

Reconciliation Action Plan November 2021–November 2023

Relationships

Building strong relationships with Traditional Owners and local Aboriginal and/or Torres Strait Islander Peoples based on trust and respect is foundational for advancing reconciliation. It enables greater understanding and partnerships and ensures that any actions are relevant and meaningful. Facilitating respectful relationships between Aboriginal and Torres Strait Islander Peoples and all Macedon Ranges residents supports a more inclusive community.

Action	Deliverable	Timeline	Responsibility
1. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2022	Community Partnerships Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Community Partnerships Officer
2. Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians	Organise a community National Reconciliation Week event each year to raise awareness and engagement in our local community.	27 May–3 June 2022–23	Community Partnerships Officer
	Register our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	27 May–3 June 2022–23	Community Partnerships Officer
	RAP Working Group members to participate in an external National Reconciliation Week event.	27 May–3 June 2022–23	Chair, RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May–3 June 2022–23	Manager Community Economic Development Arts Events
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during National Reconciliation Week.	27 May–3 June 2022–23	Manager People, Culture and Performance
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May–3 June 2022–23	Manager Community Economic Development Arts Events
	Explore hosting a youth event during National Reconciliation Week.	27 May–3 June 2022–23	Coordinator, Youth Development
	Develop a model and partnerships for supporting football-netball clubs in Macedon Ranges shire to conduct an Indigenous round, as part of Reconciliation Week.	December 2022	Community Partnerships Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop, implement and review a communications plan to promote our Reconciliation Action Plan to all internal and external stakeholders.	November 2021	Community Partnerships Officer
	Communicate our commitment to reconciliation publicly by communicating the Council-endorsed vision for reconciliation, displaying on our website and in our customer service centres.	November 2021	Community Partnerships Officer
	Implement strategies to engage our staff in reconciliation.	June 2022	Manager Community Economic Development Arts Events
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2022	Manager Community Economic Development Arts Events
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation including identifying collaborative opportunities with Reconciliation Victoria.	December 2022	Manager Community Economic Development Arts Events
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2022	Manager People, Culture and Performance
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2022	Manager People, Culture and Performance
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2022	Manager People, Culture and Performance
	Educate senior leaders on the effects of racism.	June 2022	Manager People, Culture and Performance

Respect

Respecting Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights acknowledges their position as Traditional Owners of the land and First Nations people. Respect is key to building strong relationships and by demonstrating and building respect in the community it will enable all Macedon Ranges residents to appreciate and celebrate Aboriginal and Torres Strait Islander Peoples, histories and cultures.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review the cultural learning needs within our organisation.	January 2022	Manager People, Culture and Performance
	Consult with local Traditional Owners on the development and implementation of a cultural learning strategy that incorporates Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung cultural awareness training.	March 2022	Manager People, Culture and Performance
	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy which is integrated into Council's Learning and Development Strategy.	September 2022	Manager People, Culture and Performance
	Raise awareness of, and provide training on, Land Use Activity Agreements from the Recognition and Settlement Agreements and cultural heritage requirements under the Cultural Heritage Act.	December 2021	Manager People, Culture and Performance
	Provide opportunities for RAP Working Group members, Human Resource managers and other key leadership staff to participate in formal and structured cultural learning.	September 2022	Manager People, Culture and Performance
	Incorporate awareness of cultural protocols into our corporate induction process.	September 2022	Manager People, Culture and Performance
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Implement, review and update our Organisational Protocols for recognising Traditional Owners and Aboriginal and/or Torres Strait Islander Peoples.	February 2022	Manager Community Economic Development Arts Events
	Have an Acknowledgment of Country on all staff email signatures.	December 2021	Manager, Communications
	Develop a standardised Acknowledgment of Country to be used across all kindergartens.	December 2021	Coordinator, Early Years
	Have an Acknowledgment of Country on all online external-facing communications (e.g. tourism website, Council website, intranet, social media site page guideline areas etc.).	June 2022	Manager, Communications
	Have an Acknowledgment of Country on Council print material where possible.	June 2022	Manager, Communications
	Staff and senior leaders provide an Acknowledgment of Country or other appropriate protocols at all public events.	February 2022	Manager Community Economic Development Arts Events

Action	Deliverable	Timeline	Responsibility
6. Continued	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	February 2022	Community Partnerships Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2021 – November 2023	Community Partnerships Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2022	Community Partnerships Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	In consultation with Traditional Owner groups, organise at least one internal and external NAIDOC Week event.	July 2022–23	Manager, Community Economic Development Arts Events
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022–23	Chair, RAP Working Group
	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2022	Manager People, Culture and Performance
	Promote and encourage participation in external NAIDOC events to all staff.	July 2022–23	Manager Community Economic Development Arts Events

Opportunities

Opportunities, particularly related to economic development, are central to Aboriginal and Torres Strait Islander Peoples' self-determination. Increasing economic opportunities will support individual autonomy and a greater ability for people to determine their future. Creating opportunities will also allow Council and the community to benefit from Aboriginal and Torres Strait Islander Peoples' unique histories, cultures and knowledge systems.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	Manager People, Culture and Performance
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2022	Manager People, Culture and Performance
	Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy which is integrated into Council's Workforce Strategy.	December 2022	Manager People, Culture and Performance
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022	Manager People, Culture and Performance
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2022	Manager People, Culture and Performance
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2022	Manager People, Culture and Performance
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Manager, Finance
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy which is integrated into Council's procurement policy.	December 2022	Manager, Finance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2022	Manager, Finance
	Investigate Supply Nation and Kinaway membership.	December 2022	Manager, Finance
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2023	Manager, Finance
10. Establish natural resource management opportunities on Council-managed reserves	Develop a program with Traditional Owners to map cultural heritage values and develop Aboriginal cultural heritage land management agreements or similar agreements for Council reserves.	November 2021 – November 2023	Coordinator, Environment

Action	Deliverable	Timeline	Responsibility
10. Continued	Initiate the process to develop Aboriginal cultural heritage land management agreements or similar agreement with the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung.	May 2023	Coordinator, Environment
11. Investigate and develop opportunities for economic and educational outcomes	Undertake a feasibility study to establish the Lancefield Megafauna Interpretation Centre that engages with and includes local Aboriginal histories and cultures.	June 2022	Coordinator, Arts & Culture
	Incorporate a preference for Reconciliation projects into the Community Funding Scheme.	December 2021	Coordinator, Community Development

Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	November 2021 - November 2023	Community Partnerships Officer
	Establish and apply a Terms of Reference for the RAP Working Group.	November 2021	Community Partnerships Officer
	Meet at least four times per year to drive and monitor RAP implementation.	October 2023	Community Partnerships Officer
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and develop business cases for each year's implementation.	December 2021–22	Community Partnerships Officer
	Engage our senior leaders and other staff, at least four times per year in the delivery of RAP commitments.	October 2023	Chair, RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2022	Community Partnerships Officer
	Appoint and maintain an internal RAP Champion from senior management.	December 2021	Chair, RAP Working Group
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022–23	Community Partnerships Officer
	Report RAP progress to all staff and senior leaders quarterly.	October 2023	Chair, RAP Working Group
	Publically report our RAP achievements, challenges and learnings, annually.	May 2022–23	Manager, Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Community Partnerships Officer
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	Community Partnerships Officer



Further Information

Coordinator, Community Development
Macedon Ranges Shire Council
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