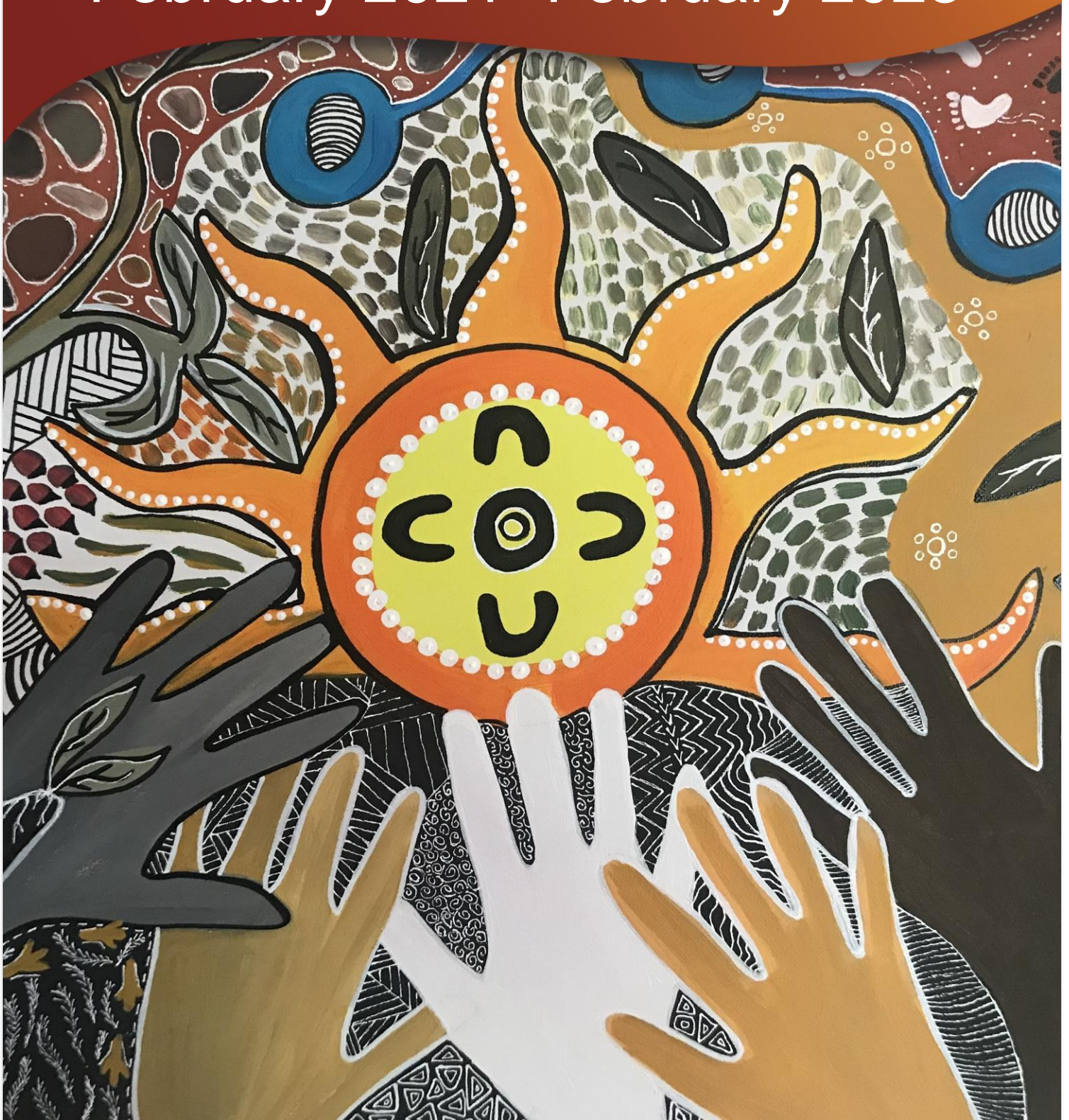


Reconciliation Action Plan

- Innovate -

February 2021- February 2023



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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.

DRAFT

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 symbolic changes, 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.

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 People's 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.

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 the Country which includes Kyneton and Carlsruhe on the east side of the Campaspe River in the Macedon Ranges, towards Mount Beauty in the east, Benalla in the north and the top of the Great Dividing Range in the south. Taungurung Land and Waters Council are the Registered Aboriginal Party that represents the interests of the Taungurung Peoples with respect to culture and country. In 2018, the Taungurung Land and Waters Council negotiated a Recognition and Settlement Agreement with the Victorian Government which formally recognises them 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 a small number are Aboriginal and/or Torres Strait Islander People.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 formally record data on employee's identity.

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.

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 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.

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 Working Group

The RAP Working Group is composed of representatives from across Council's four Directorates, local residents who identify as Aboriginal and/or Torres Strait Islander, a representative from the Dja Dja Wurrung Clans 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
- Emilie Byrne (Community & Economic Development)
- Awais Sadiq (Statutory Planning)
- Robyn Till (Arts & Culture)
- Michael O'Dwyer (Parks)
- Anna Nicholson (Health Broker)
- Anne Walsh (Hanging Rock)
- Daniel Young (Hanging Rock)
- Brad Tellis (Customer Service)
- Leanne Manton (Communications)
- Moyra Douglas (People, Culture and Performance)
- Bob Elkington (Community & Economic Development)
- Pauline Ugle (Djandak/Dja Dja Wurrung Clans Aboriginal Corporation)
- Maxine West (Aboriginal Community Member)
- Dennis Batty (Taungurung - Aboriginal Community Member)
- Auntie 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.

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 February 2021-February 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	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	December 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2022	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	<ul style="list-style-type: none"> Organise a community National Reconciliation Week event each year to raise awareness and engagement in our local community. 	27 May-3 June 2021 - 2023	Community Partnerships Officer
	<ul style="list-style-type: none"> Register our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website. 	27 May-3 June 2021 - 2023	Community Partnerships Officer
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external National Reconciliation Week event. 	27 May-3 June 2021 - 2023	Chair, RAP Working Group

	<ul style="list-style-type: none"> 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 2021 - 2023	Manager Community Economic Development Arts Events
	<ul style="list-style-type: none"> 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 2021 – 2023	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	27 May-3 June 2021 – 2023	Manager Community Economic Development Arts Events
	<ul style="list-style-type: none"> Explore hosting a youth event during National Reconciliation Week. 	27 May-3 June 2021 – 2023	Coordinator, Youth Development
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop, implement and review a communications plan to promote our Reconciliation Action Plan to all internal and external stakeholders. 	March 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publically by developing a Council-endorsed statement of reconciliation that is displayed on our website and in our customer service centres. 	December 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	December 2022	Manager Community Economic Development Arts Events
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	December 2022	Manager Community Economic

			Development Arts Events
	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	December 2021	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.	<ul style="list-style-type: none"> Review the cultural learning needs within our organisation. 	March 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> 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. 	June 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy which is integrated into Council's Learning and Development Strategy. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> 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. 	June 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, Human Resource managers and other key leadership staff to participate in formal and structured cultural learning. 	June 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Incorporate awareness of cultural protocols into our corporate induction process. 	June 2021	Manager People, Culture and Performance
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	<ul style="list-style-type: none"> Implement, review and update our Organisational Protocols for Recognising Traditional Owners and Aboriginal and/or Torres Strait Islander Peoples. 	June 2021	Manager Community Economic Development Arts Events

	<ul style="list-style-type: none"> Have an Acknowledgment of Country on all staff email signatures. 	December 2021	Manager, Communications
	<ul style="list-style-type: none"> Develop a standardised Acknowledgment of Country to be used across all kindergartens. 	December 2021	Coordinator, Early Years
	<ul style="list-style-type: none"> 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.). 	December 2021	Manager, Communications
	<ul style="list-style-type: none"> Have an Acknowledgment of Country on selected Council print material. 	December 2021	Manager, Communications
	<ul style="list-style-type: none"> Staff and senior leaders provide an Acknowledgment of Country or other appropriate protocols at all public events. 	June 2021	Manager Community Economic Development Arts Events
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols. 	December 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	December 2021	Community Partnerships Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by	<ul style="list-style-type: none"> In consultation with Traditional Owner groups, organise at least one internal and external NAIDOC Week event. 	July 2021 - 2023	Manager, Community & Culture
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2021 - 2023	Chair, RAP Working Group

celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	July 2021 – 2023	Manager Community Economic Development Arts Events
	<ul style="list-style-type: none"> Develop a model and partnerships for supporting the Indigenous round of football-netball matches in Macedon Ranges shire 	December 2022	Community Partnerships Officer

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.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy which is integrated into Council's Workforce Strategy. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	December 2021	Manager People, Culture and Performance
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	December 2021	Manager People, Culture and Performance
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	December 2021	Manager, Finance
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy which is integrated into Council's procurement policy. 	December 2022	Manager, Finance

	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2022	Manager, Finance
	<ul style="list-style-type: none"> Investigate Supply Nation and Kinnaway membership. 	December 2022	Manager, Finance
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2022	Manager, Finance
10. Establish natural resource management opportunities on Council-managed reserves	<ul style="list-style-type: none"> 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. 	December 2021	Coordinator, Environment
	<ul style="list-style-type: none"> Initiate the process to develop an Aboriginal cultural heritage land management agreements or similar agreement with the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung. 	December 2022	Coordinator, Environment
11. Investigate and develop opportunities for economic and educational outcomes	<ul style="list-style-type: none"> Undertake a feasibility study to establish the Lancefield Megafauna Interpretation Centre that engages with and includes local Aboriginal histories and cultures. 	December 2021	Coordinator, Arts & Culture
	<ul style="list-style-type: none"> Incorporate a preference for Reconciliation projects into the Community Funding Scheme. 	December 2021	Coordinator, Community & Economic Development

Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group. 	March 2021 - 2023	Community Partnerships Officer
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RAP Working Group. 	April 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	August November February May 2021 -2023	Community Partnerships Officer
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation and develop business cases for each year's implementation. 	December 2021 -2023	Community Partnerships Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	August November February May 2021 -2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	August 2021	Community Partnerships Officer
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	March 2021	Chair, RAP Working Group
14. Build accountability and transparency through reporting RAP	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2021 -2023	Community Partnerships Officer

achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	August November February May 2021 -2023	Chair, RAP Working Group
	<ul style="list-style-type: none"> Publically report our RAP achievements, challenges and learnings, annually. 	July 2021 - 2023	Manager, Communications
	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July 2022	Community Partnerships Officer

Further Information

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