



Innovate Reconciliation Action Plan
May 2019–May 2021





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STATEMENT OF RESPECT

As an organisation we are committed to raising awareness about reconciliation, demonstrating this commitment and raising the profile of reconciliation in our community. We recognise and value the work and teachings of Aboriginal and Torres Strait Islander peoples and their communities across this region. We need to develop an understanding of, and reflect on the injustices that continue to impact our Aboriginal and Torres Strait Islander peoples. The City of Ballarat believes in raising awareness and knowledge of Aboriginal and Torres Strait Islander history and culture, and that through ongoing learning and education we will deepen our connections with Aboriginal and Torres Strait Islander peoples. Through working together, we can collectively build our understanding for a better future, based on stronger relationships between all Australians.



Cover image: Painting by Darmon Holloway, a Yorta Yorta/Barkinja man from Victoria.

"The circles in the painting represent the different organisations working with the City of Ballarat. The smaller lines inside the circles symbolise the different departments within the organisations coming together. The lines radiating out from the circles represent the journeys of various organisations and people as they work together towards reconciliation, supporting positive change in the community. The figures represent the First Peoples of Australia and non-Aboriginal or Torres Strait Islander peoples on this journey together."

Photographs on opposite page and rear cover from the Ballarat photographic portrait exhibition celebrating NAIDOC Week 2018 "Because of Her, We Can!"

Image (above): 'Murrup Laarr' Ancestral Stones – Indigenous sculpture park created by Wadawarrung woman and artist, Deanne Gilson. Officially launched at the Ballarat Botanical Gardens March 2019

INTRODUCTION

The City of Ballarat stands on the Traditional Lands of the Wadawurrung and Dja Dja Wurrung Peoples.

In Wadawurrung language, 'Ballarat' derives from words used to describe 'a resting place'. Ballarat has been a resting place for tens of thousands of years.

While Ballarat is renowned for its colonial history, European Settlement had devastating impacts on Aboriginal and Torres Strait Islander peoples.

We acknowledge that the trauma of genocide still has an impact and resonates with people today.

Ballarat has become the home to many Aboriginal and Torres Strait Islander peoples from right across Australia, sometimes under difficult circumstances; such as being survivors of the Stolen Generations.

Through continued strength and resilience, Aboriginal and Torres Strait Islander peoples strive to sustain their languages, lore, cultural practices and care for Country.

As part of Reconciliation, we look forward to working together with all Aboriginal and Torres Strait Islander peoples to enhance the acknowledgement, recognition and respect for the area's extremely rich cultural heritage and for the many places of cultural significance.

The City of Ballarat acknowledges the varied history and cultural stories.

We work towards Reconciliation to make the City of Ballarat a place for all First Nations People to be proud of and to live together in harmony in our intercultural city.



A MESSAGE FROM THE MAYOR

It is my great pleasure to present the City of Ballarat's Reconciliation Action Plan (RAP) 2019–2021.

The Reconciliation Action Plan is the City of Ballarat's commitment to supporting the reconciliation process and articulates how the organisation, Council and stakeholders will engage in reconciliation and contribute to greater unity within the Ballarat community.

As our third RAP, this plan further cements the achievements of our first two plans and outlines our innovative and aspirational strategies to further advance reconciliation while empowering Aboriginal and Torres Strait Islander peoples.

This RAP outlines a raft of achievable actions that work towards realising the City of Ballarat's unique vision for reconciliation. It aims to increase inclusiveness, equity, representation and quality of life for Aboriginal and Torres Strait Islander communities in Ballarat. While we strive to close the life expectancy gap, it is also about opening doors.

As you read through this document, you will discover the breadth of community members, initiatives and celebrations all working to progress reconciliation in our city.

As a city, we know we have much more to accomplish together. We are committed to doing all we can to make the path towards reconciliation a more achievable one.

Thank you to those who have worked to deliver this plan – City of Ballarat staff, the Reconciliation Action Plan Working Group, the Koorie Engagement Action Group, Reconciliation Australia - as well as members of the Aboriginal and Torres Strait Islander and wider community.

The City of Ballarat is committed to developing and elevating positive relationships with Aboriginal and Torres Strait Islander peoples in our community.

At the City of Ballarat, we encourage the entire community to ensure that their events, programs and processes celebrate diversity and showcase a culture of inclusiveness.



**City of Ballarat Mayor
Cr Samantha McIntosh**

OUR VISION FOR RECONCILIATION

The City of Ballarat's vision is to acknowledge through actions, as well as words, the histories and continuing contributions made by Aboriginal and Torres Strait Islander peoples – in particular the Wadawurrung and Dja Dja Wurrung people.

The City of Ballarat will support, foster and encourage the sharing of walking together with Aboriginal and Torres Strait Islander peoples as well as non-Indigenous community members. Our vision for reconciliation is also built on a strong relationship with Aboriginal and Torres Strait Islander peoples within our municipality and demonstrates our commitment to further listen to the diverse voices of our community, including young people and children.

At the City of Ballarat, we are committed to reconciliation and believe that it is everyone's business. We value, understand and promote the full landscape of our community, including Aboriginal and Torres Strait Islander people's cultural heritage and knowledge.

Building on the success of our previous Reconciliation Action Plans, the City of Ballarat commits to challenging and questioning the status quo and encourages

strong and courageous leadership in pursuing reconciliation activities across the organisation and within the community it serves.

We aspire to become an employer of choice for Aboriginal and Torres Strait Islander peoples, strengthening our service offering to the community.

Together we celebrate our strong and vibrant Traditional Custodians, the Wadawurrung and Dja Dja Wurrung peoples, and all Aboriginal and Torres Strait Islander peoples who call this municipality their home.



Gunditjmarra/ Wołjobaluk woman and City of Ballarat's Best Start Project Officer Nikki Foy (left); Wirangu, Barngarla, Kokatha woman Jasmine Graham (right) shadowed the City of Ballarat Mayor during NAIDOC Week 2018

OUR VISION FOR RECONCILIATION



*We acknowledge the contributions of Tony Lovett, Peter-Shane Rotumah Jnr. and Matthew Graham towards our 20 year 'Vision' outlined in the graphic above.



OUR BUSINESS AND COMMUNITY

Ballarat is the regional capital of Western Victoria and one of Australia’s fastest growing inland cities. It is the third largest city in Victoria and has a residential population of 104,355 people. The municipal district encompasses the City of Ballarat and the townships of Learmonth, Buninyong, Miners Rest and Cardigan Village. The local government area currently covers 740 square kilometres.

The city has a strong Aboriginal and Torres Strait Islander history and, today, has a very strong and active community. The City of Ballarat falls within the traditional boundaries of the Kulin Nation, of the Wadawurrung and Dja Dja Wurrung people are the Traditional Custodians.

The City of Ballarat is the local government authority responsible for the municipality of Ballarat. Under the Victorian Local Government Act 1989, the elected Council through its administration plan, manage and deliver a range of services to residents, businesses and visitors.

The City of Ballarat Council is the elected decision-making body that sets the strategic direction and policy of the municipality. In response to community needs,

the City of Ballarat delivers more than 100 services to the residential population.

The City of Ballarat is the representative body that strives to engage with all segments of the community to understand the diverse needs and aspirations of the local community. The City of Ballarat collaborates with members of our Aboriginal and Torres Strait Islander community in the development of our various plans, strategies and programs.



Aunty Marjorie Pickford – “Knowing our History”

Wotjobaluk woman Aunty Marjorie is a Koori Education Support Officer and has worked in the education sector for 20 years. A Ballarat resident for many years and respected Elder, Aunty Marjorie is a member of KEAG, WRISC Family Violence and the Chairperson of the Ballarat and District Aboriginal Cooperative. She is a proud mother of three and a grandmother of four, a teacher and an artist who makes bush toys, textiles and weaving.

Aunty Marjorie reflects on how much the community has changed. Her mother recognised the need to set up a community hub for Aboriginal people and was one of the first to be involved in setting up the Ballarat and District Aboriginal Cooperative. As a child, she remembers that their house was full of visitors and there were lots of community meetings.

These early memories speak to the way Aunty Marjorie has strong connections into community life and is also something that she has passed onto her own children and family.

As part of the last City of Ballarat's RAP, Ballarat Library Staff have worked with Aunty Marjorie, and the KEAG to develop activities for the school holiday programs. This began with small art workshops and grew into other activities like storytelling, and the ongoing 'Koorie Corner', where there are woven mats and colourful bush toys for all library users. Such activities have helped to build awareness of Aboriginal and Torres Strait Islander people's cultures for both library staff and the wider Ballarat community.

In turn, this has delivered a great result in engaging children, building cultural interest and general attendance at the library. From these activities, an amazing buzz developed during National Reconciliation Week at the library. With the help of Aunty Marjorie, people of all ages and nationalities were engaged in diverse activities. This has resulted in parents, teachers and children now looking to learn more about Aboriginal and Torres Strait Islander cultures.

“Parents, teachers and children are now looking to know more about Aboriginal and Torres Strait Islander culture, with members of the public thanking us for sharing culture and providing the opportunities to attend the workshops and events.”

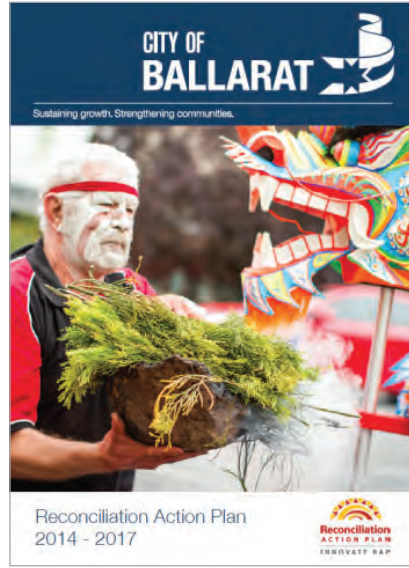
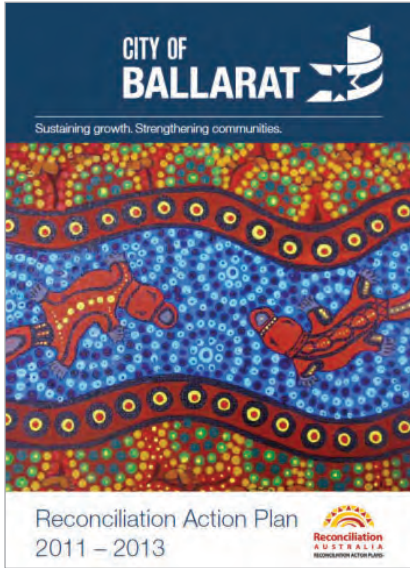
Aunty Marjorie is proud of the fact that her collaborations with the Ballarat Library were recognised with a prestigious Victorian Reconciliation Week 'Community HART' Award in 2017. The award acknowledged a significant and positive increase in Aboriginal and Torres Strait Islander programs being developed and introduced throughout Ballarat Libraries. Aunty Marjorie hopes that people from all across the city will continue to engage through the Library and through other parts of the community.



OUR BUSINESS AND COMMUNITY

Our Reconciliation Action Plan Journey

The City of Ballarat has successfully developed and delivered two previous RAPs: 2011–2013 and 2014–2017.



The City of Ballarat is one of the largest employers for the city and employs approximately 1100 staff, along with 400 volunteers who are engaged across a range of programs.

Currently, our Human Resources processes are such that we do not collect data identifying Aboriginal or Torres Strait Islander peoples during the recruitment process. This will be addressed and rectified during the lifetime of this RAP.

See 'Opportunities' Action 18.

Anecdotally, there are seven City of Ballarat staff members who identify as Aboriginal or Torres Strait Islander.

OUR BUSINESS AND COMMUNITY

Since 2003, the City of Ballarat, in partnership with our Aboriginal and Torres Strait Islander Community, has made significant achievements which include:

- greater awareness across the City of Ballarat of Aboriginal and Torres Strait Islander needs
- increased opportunities and access to our programs and services by Aboriginal and Torres Strait Islander community
- improved relationships of trust
- inclusive whole of City of Ballarat approach to address the needs of these communities
- increased recognition and frequency of cultural celebrations involving Aboriginal and Torres Strait Islander communities
- improved engagement with these communities with more culturally appropriate, targeted initiatives by the City of Ballarat
- enhanced financial support for Aboriginal and Torres Strait Islander initiatives in Ballarat.



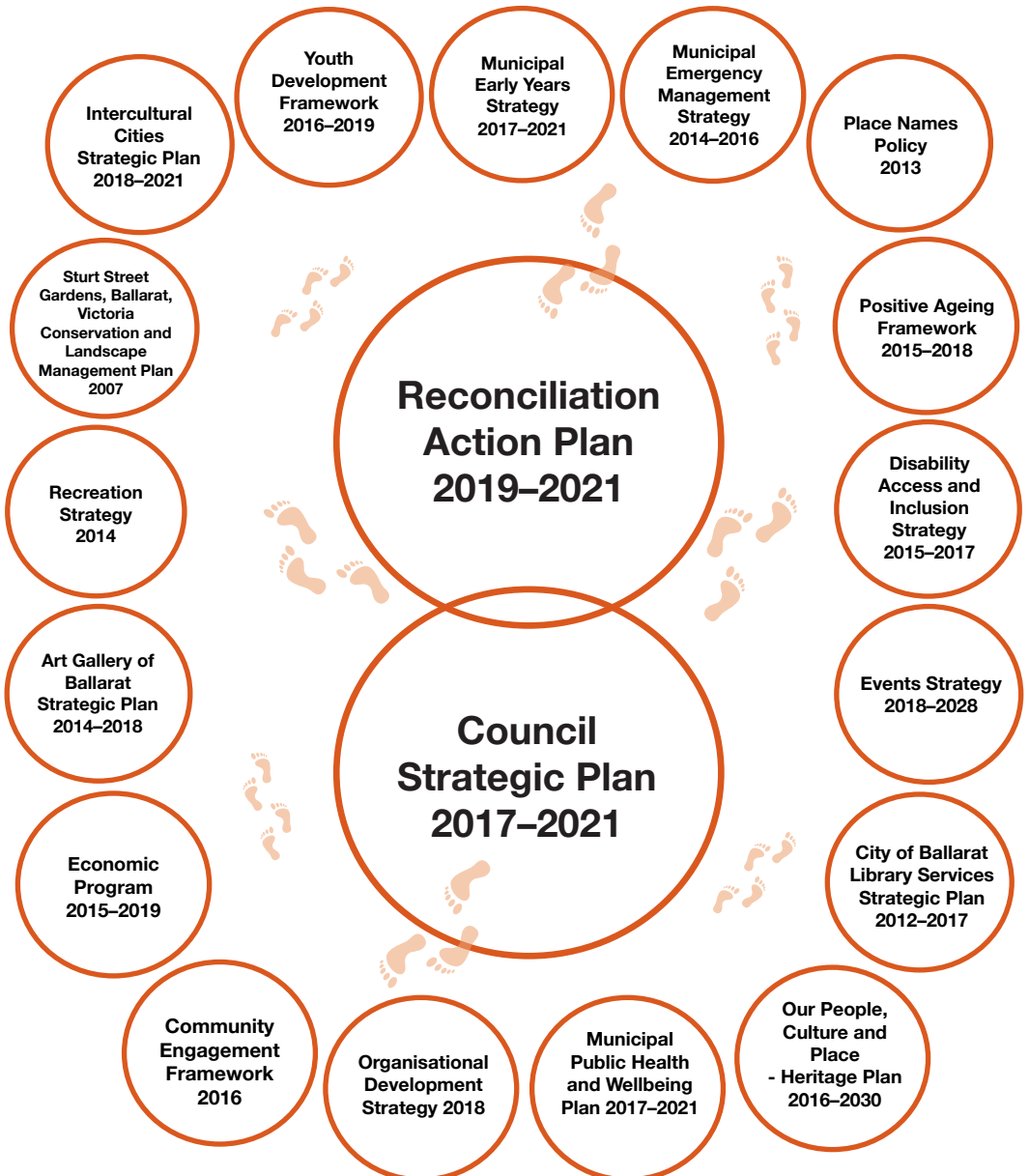
OUR BUSINESS AND COMMUNITY

Some of the learnings and challenges identified through previous RAPS are:

- increasing and sustaining financial support of Aboriginal and Torres Strait Islander initiatives in Ballarat, into the future
- promotion of grant submissions from Aboriginal and Torres Strait Islander applicants
- promotion and awareness of City of Ballarat's programs within the community
- engagement and attendance throughout all City of Ballarat initiatives
- ensuring Aboriginal and Torres Strait Islander symbols, flags and artwork are more visible at cultural events, sporting venues and community spaces
- support towards engaging Aboriginal and Torres Strait Islander candidates for trainee positions.



The Reconciliation Action Plan links to other City of Ballarat Strategies/Plans.



OUR BUSINESS AND COMMUNITY

Our Reconciliation Action Plan Journey

The City of Ballarat is committed to reconciliation with Aboriginal and Torres Strait Islander peoples and acknowledges the Traditional Owners, the Wadawurrung and Dja Dja Wurrung people, and all Aboriginal and Torres Strait Islander peoples as custodians. We will meet this commitment through work with our Reconciliation Action Planning Working Group to implement this action plan with further awareness and recognition across all levels of the City of Ballarat.

The City of Ballarat has a long history of engaging with our local community to improve access to City of Ballarat services and to share and celebrate the history and future of our Traditional Owners.

The City of Ballarat has a dedicated group of staff who participate in the Koorie Engagement Action Group (KEAG). This group, with KEAG representatives, have contributed to the creation of this plan.

Our RAP working group to develop this RAP included:

- Aboriginal community members, KEAG Co-Chairs past and present Sarah Jane Hall and Rachel Muir
- **Jenny Fink**, Executive Manager, Learning and Community Hubs
- **Shelle Knight**, Executive Manager, Family and Children's Services
- **Liz Hardiman**, Intercultural Partnerships Officer
- **Fiona Machin**, Cultural Partnerships Officer
- **Frances Salenga**, Coordinator Intercultural Services
- **Hemraz Bhoolah**, Intercultural Partnerships Officer

A number of workshops convened by the working group have involved community members and members of the KEAG. This consultation process will be ongoing across the life of this plan and into the future.



Ballarat Elders, Aunty Marlene and Aunty Violet with 'Bunjils Nest'



We are also committed to working with existing Aboriginal and Torres Strait Islander committees, networks and organisations including:

- Wathaurung Aboriginal Corporation trading as Wadawurrung
- Dja Dja Wurrung Aboriginal Corporation
- Ballarat and District Aboriginal Cooperative
- Department of Health and Human Services
- Grampians Region Koolin Balit Governance Committee focusing on health outcomes and health services
- Grampians Regional Aboriginal Justice Advisory Committee
- Better Outcomes for our Koorie Childrens Network
- Central Highlands Local Aboriginal Network
- Local Aboriginal Education Consultative Group
- Koorie Youth Council
- Koorie Hub – and KAOS

OUR BUSINESS AND COMMUNITY

Our Reconciliation Action Plan Journey

This year the City has committed to five RAP champions, from each City of Ballarat area of focus.

Our champions are:

1. **Kate Gerritsen** (Public Art Coordinator, Art Gallery of Ballarat)
2. **Kim Williams** (Information Services Librarian)
3. **Hemraz Bhoolah and Elizabeth Hardiman** (Intercultural Partnerships Officers)
4. **Susan Fayad** (Coordinator Heritage and Cultural Landscapes)

These RAP champions will enable the City of Ballarat to realise the many benefits of these reconciliation activities, broadening our organisation's understanding of Aboriginal and Torres Strait Islander cultures and histories, and increasing engagement in all reconciliation activities.

In December 2011, Council adopted its first Reconciliation Action Plan (RAP). This document is Council's third RAP, which further articulates our commitment to Ballarat's Aboriginal and Torres Strait Islander communities and builds on our previous actions as we look towards adopting a Stretch RAP.

The City of Ballarat is proud of our achievements in our previous RAPs and is pleased to share our stories of reconciliation and action throughout this plan.







Sarah Jane Hall – “Developing the RAP: a Conversation”

As KEAG Co-Chair, it was an honour and a privilege to serve our community alongside representatives from the Ballarat and District Aboriginal Co-operative (BADAC), Wadawurrung, and the local community. KEAG’s role is to gain the community’s views on culture, issues, and heritage related to the Koorie community to feedback into KEAG discussions as a key consultation mechanism of the Council.

“It’s about working together to deliver better outcomes and committing to ongoing conversations about what matters to community.”

Sarah Jane has spoken to people of all ages, from Elders to primary aged children and is passionate about advocating for our Koorie Community. Recent conversations have focused on how the KEAG works and what people know about City of Ballarat activities, including the outcomes of the Reconciliation Action Plan.

“People are interested in the Reconciliation Action Plan, what we’re doing as a Committee and as a community. I’ve been able to represent Aboriginal and Torres Strait Islander perspectives in relation to public art and culture activities as well as help facilitate conversations around topics such as January 26th, representation, diversity, and how we can work together.”

Action Plan 2019–2021





RELATIONSHIPS

The City of Ballarat works in close partnership with the local community to ensure that our services and systems more closely align with the needs of Aboriginal and Torres Strait Islander peoples. The KEAG provides a strong governance structure that ensures Councillors and Senior Managers are able to hear directly from community and fostering engagement and partnerships that deliver better outcomes across all of the City of Ballarat. From arts and events that celebrate the history of our Traditional Owners, to joint projects in health and wellbeing that help strengthen future generations.

Focus Area

This RAP focuses on strengthening informal networks and engagement opportunities with community. It ensures that existing governance structures and formal engagement approaches are strengthened through ongoing relationships that engender trust and sharing of experiences. This enables the City of Ballarat to deliver better outcomes and identify even more opportunities to support local activities.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP. 	May 2019	Intercultural Partnerships Officer Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	October 2019, October 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Meet at least twice per year to monitor and report on RAP implementation. 	May 2019, October 2019, March 2020, October 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Establish Terms of Reference for the RWG. 	July 2019	Intercultural Partnerships Officer
2. Celebrate and participate in National Reconciliation Week (NRW) 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 at least one internal event for NRW each year. 	Annually May 2019, May 2020, May 2021	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Register all NRW events via Reconciliation Australia's NRW website. 	Annually May 2019, May 2020, May 2021	Coordinator, Community Engagement and Partnerships



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Support an external NRW event. 	Annually May 2019, May 2020, May 2021	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	Annually June 2019, June 2020, June 2021	Coordinator, Community Engagement and Partnerships
	<ul style="list-style-type: none"> The City of Ballarat will explore funding opportunities and facilitate community projects to celebrate and recognise NRW. 	May 2019, January 2020 – May 2020, May 2021	Coordinator, Community Engagement and Partnerships
3. Encourage closer engagement between Council's Koorie Engagement Action Group (KEAG) and other City of Ballarat networks and committees (e.g. Advisory Committee, Better Outcomes for our Koorie Childrens Network and Youth Council) via collaborative planning and work.	<ul style="list-style-type: none"> Organise and facilitate 4 yearly planning meetings. 	November 2019, November 2020, March 2021	Coordinator, Community Engagement and Partnerships
	<ul style="list-style-type: none"> Facilitate 2 joint cultural celebrations. 	September 2019, September 2020, May 2021	Coordinator, Intercultural Services
4. 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"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders by 2019. 	September 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	October 2019	Executive Manager, Family and Children's Services
	<ul style="list-style-type: none"> Invite Aboriginal and Torres Strait Islander Elders to special Koorie Engagement and Action Group (KEAG) meetings to ensure that actions and initiatives are undertaken in a respectful and culturally appropriate way. 	July 2019, March 2020, February 2021	Intercultural Partnerships Officer



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. 	July 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders. 	May 2019, May 2020	Manager, Communications and Marketing
	<ul style="list-style-type: none"> Explore opportunities for Aboriginal and Torres Strait Islander leaders to shadow the Mayor and/or the Councillors for a day or week to promote mutual learning, sharing and understanding. 	May 2019, May 2020	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Showcase RAP achievements and promote reconciliation across the region and beyond in partnership with KEAG by: <ul style="list-style-type: none"> using the City of Ballarat's social media and communication outlets to engage communities, promote key initiatives and highlight achievements leveraging the City of Ballarat's networks i.e. key community leaders, government as well as non-governmental organisations and combining resources for successful implementation of the RAP deliverables presenting in national, state and local conferences about the RAP's strategies, objectives and achievements participating in local stakeholder meetings, City of Ballarat and community information sessions to promote the RAP 	May 2019, September 2019, May 2020, December 2020, May 2021	Coordinator, Intercultural Services



RESPECT

The City of Ballarat is well known for its heritage and history and central to this is the story of our Traditional Owners, who continue to practise their culture on this land and other Aboriginal and Torres Strait Islander peoples with a connection to Ballarat. We recognise that there is strength in diversity and that the perspectives of Aboriginal and Torres Strait Islander peoples are crucial to the success of our organisation. Built on respect, this RAP sets out our commitment to further raising cultural awareness and sensitivity in our own workforce and across the breadth of our service delivery.

Focus Area

The City of Ballarat recognises the need to embed cultural safety and respect in all of its workplaces, specifically focused on the following areas of service delivery:

- City of Ballarat Customer Service
- Learning and Community Hubs
- Family and Children’s Services
- Sports and Recreation
- Parking and Infringements
- Environmental Control
- Parks and Gardens
- Heritage and Cultural Landscapes
- Place Naming
- Infrastructure and Environment

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> • Engage our senior leaders in the delivery of RAP outcomes by actively involving them in receiving appropriate cultural awareness training. 	June 2019, June 2020	Manager, People and Performance Coordinator, Intercultural Services
	<ul style="list-style-type: none"> • Involving the key leaders in four KEAG meetings. 	November 2019, November 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> • Explore opportunities for the Aboriginal and Torres Strait Islander leaders to shadow the Mayor and/or the Councillors for a day or a week to increase cultural learning and sharing. 	July 2019, November 2020	Intercultural Partnerships Officer Coordinator, Civic Support
	<ul style="list-style-type: none"> • In partnership with the Aboriginal and Torres Strait Islander community, develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for City of Ballarat staff, which defines cultural learning needs of employees in all areas of our business and considers various ways of cultural learning which can be provided (online, face to face workshops or cultural immersion). 	October 2019	Intercultural Partnerships Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Deliver opportunities to work with local Traditional Custodians and Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	June 2019	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions, People and Performance manager and other key leadership staff to participate in cultural training developed and delivered by appropriate Aboriginal and Torres Strait Islander People and or organisations. 	October 2019, May 2020, April 2021	Coordinator, Intercultural Services Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Councillors to undertake cultural awareness training and cultural immersion activities as part of Councillor induction at the beginning of the four-year term. 	October 2019	Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Ensure that all staff undertake online cultural awareness training as a component of the City of Ballarat staff training program. 	October 2019, May 2020, May 2021	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Continue to deliver compulsory cultural awareness training to all new Home and Community Care, and Commonwealth Home Support Program staff. 	October 2019, May 2020, May 2021	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Deliver cultural awareness training to Youth Councillors as part of their volunteer training. 	October 2019, May 2020, May 2021	Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Encourage staff to undertake cultural workshop learning and/or cultural immersion learning activities. 	October 2019, May 2020, May 2021	Executive Manager, Learning and Community Hubs Manager, People and Performance



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage our senior Aboriginal and Torres Strait Islander leaders in the delivery of cultural awareness training as part of RAP outcomes. 	July 2019, July 2020, May 2021	Coordinator, Intercultural Services Intercultural Partnerships Officer
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. 	July 2019	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Develop a list of key contacts to deliver a Welcome to Country and support maintaining respectful partnerships. 	July 2019, July 2020	Community Events Officer Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Invite a Traditional Custodian to provide a Welcome to Country at significant events. ie. Harmony Fest, Cultural Diversity Week, Civic event for NAIDOC Week and Refugee Week, and at the commencement of the Ballarat Begonia Parade. 	May 2019, July 2019, March 2020, May 2020, July 2020, March 2021, May 2021	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of all important internal and external meetings, including Citizenship Ceremonies. 	May 2019, May 2020, May 2021	Executive Manager, Communication and Marketing
	<ul style="list-style-type: none"> Encourage staff to include and understand Acknowledgement of Country at the commencement of all meetings. 	May 2019, May 2020, May 2021	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Encourage an Acknowledgement of Country to be included at the commencement of key sporting events and announcements. 	May 2019, May 2020, May 2021	Executive Manager, Sports and Active Living
	<ul style="list-style-type: none"> Install a further 5 Acknowledgment of Country plaques in the City of Ballarat offices and/or buildings. 	May 2019, May 2020, May 2021	Executive Manager, Learning and Community Hubs



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Purchase and install Aboriginal and Torres Strait Islander flags for all customer service sites. 	July 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Include a written Statement of Acknowledgement to Traditional Custodians in City of Ballarat's Strategies, Plans and other public documents. 	June 2019, June 2020, May 2021	Manager, Communications and Marketing
8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review People and Performance policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	July 2019, July 2020, May 2021	Manager, People and Performance
	<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. 	July 2019, July 2020	Manager, People and Performance
	<ul style="list-style-type: none"> Support an external NAIDOC Week community event. 	July 2019, July 2020	Intercultural Partnerships Officer and KEAG
9. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance.	<ul style="list-style-type: none"> Take a lead role in organising one external and culturally appropriate event during: <ul style="list-style-type: none"> National Sorry Day Anniversary of the Federal Apology to the Stolen Generations National Aboriginal and Torres Strait Islander Children's Day Other significant dates as identified by the community 	May 2019 – July 2019, May 2020 – July 2020	Intercultural Partnerships Officer and KEAG
	<ul style="list-style-type: none"> Promote awareness of dates of significance in City of Ballarat media and publications. 	May 2019, January 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Create a calendar of dates of significance. 	May 2019, January 2020	Intercultural Partnerships Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
10. Provide opportunities to promote and raise awareness of local and regional Aboriginal and Torres Strait Islander artists to the wider community.	<ul style="list-style-type: none"> Actively stage Aboriginal and Torres Strait Islander-themed programs or performances at Her Majesty's Theatre for each year of the RAP. 	October 2019, September 2020	Manager, Her Majesty's Theatre
	<ul style="list-style-type: none"> Provide opportunities to foster stronger awareness of theatre-based products within Aboriginal and Torres Strait Islander theatre. 	October 2019, October 2020	Manager, Her Majesty's Theatre
	<ul style="list-style-type: none"> Promote and raise awareness of local and regional Aboriginal and Torres Strait Islander art through exhibitions and programs at the Art Gallery of Ballarat. 	September 2019, October 2020	Director, Art Gallery of Ballarat
	<ul style="list-style-type: none"> Acquire and display local Aboriginal and Torres Strait Islander peoples' artwork in the permanent collection. 	October 2019, May 2020, May 2021	Director, Art Gallery of Ballarat
	<ul style="list-style-type: none"> Work with City of Ballarat's Art and Cultural Unit and First Nations' artists to seek further opportunities to interpret Aboriginal and Torres Strait Islander art through exhibitions of the permanent collection. 	May 2019, May 2020, May 2021	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Identify and address barriers for Aboriginal and Torres Strait Islander artists to participate in local and state-wide art exhibitions 	August 2019, October 2020, May 2021	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Invite Traditional Custodians and other local Aboriginal leaders to Gallery events. 	September 2019, October 2020, May 2021	Intercultural Partnerships Officer Coordinator, Creative City
	<ul style="list-style-type: none"> Integrate work of Aboriginal and Torres Strait artists into mainstream gallery programming. 	June 2019, October 2020, May 2021	Intercultural Partnerships Officer Coordinator, Creative City Coordinator, Art Gallery of Ballarat



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Assist in sourcing appropriate venues for artwork presentations. 	July 2019, October 2020, May 2021	Intercultural Partnerships Officer, KEAG Coordinator, Creative City
	<ul style="list-style-type: none"> Link the artists to the City of Ballarat's Arts and Cultural team. 	June 2019, October 2020, May 2021	Intercultural Partnerships Officer and KEAG
	<ul style="list-style-type: none"> Assist to identify relevant funding sources to progress individual artistic careers. 	December 2019, October 2020	Intercultural Partnerships Officer Coordinator, Community Development
11. Increase the performances, participation and presence of Aboriginal and Torres Strait Islander artists and musicians into the City of Ballarat's Arts and Culture activities.	<ul style="list-style-type: none"> Commission the installation of significant and public Aboriginal and Torres Strait Islander artworks. 	September 2019, September 2020, May 2021	Coordinator, Public Arts Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Incorporate Aboriginal and Torres Strait Islander artists and events into the City of Ballarat Cultural Plan, Creative Arts and Community Events implementation plans. 	June 2019, January 2020, January 2021	Coordinator, Creative City Manager, Events
	<ul style="list-style-type: none"> Nominate a representative from the Aboriginal and Torres Strait Islander community to the Public Art Advisory Committee. 	July 2019, July 2020	Coordinator, Public Arts
	<ul style="list-style-type: none"> Assist in developing Aboriginal and Torres Strait Islander-themed live music events, and the integration of Aboriginal and Torres Strait Islander musicians into City of Ballarat's overall live music programming. 	December 2019, December 2020	Manager, Events Manager, Her Majesty's Theatre



RESPECT

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Support the integrated engagement of Aboriginal and Torres Strait Islander artists across all of City of Ballarat's Creative Arts and Community Events public programs and activities through membership on relevant City of Ballarat committees. 	October 2019, October 2020	Coordinator, Creative City Coordinator, Public Arts
	<ul style="list-style-type: none"> Explore opportunities to encourage development of contemporary art practices, including media, sculpture, sound installations, virtual reality and literature. 	October 2019, October 2020	Coordinator, Creative City
12. Continue to inform and educate the wider community about Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Consult with Traditional Owners on the naming of streets, localities, and landscapes features including waterways. 	July 2019, December 2020	Director, Infrastructure and Environment Heritage and Cultural Landscapes
	<ul style="list-style-type: none"> Promote and provide information to the public regarding native plant species in local parks and gardens and to raise awareness of their traditional uses and applications. 	May 2019, December 2020, May 2021	Director, Infrastructure and Environment Heritage and Cultural Landscapes
13. Promote involvement and inclusion of Aboriginal and Torres Strait Islander communities into City of Ballarat's cultural activities and in the involvement of its strategies.	<ul style="list-style-type: none"> Identify opportunities in consultation with Aboriginal and Torres Strait Islander peoples to include cultural information in City of Ballarat-owned public spaces to raise public awareness of Aboriginal heritage (e.g. Victoria Park). 	October 2019, October 2020	Executive Manager, Events and Arts Manager, Economic Development
	<ul style="list-style-type: none"> Explore opportunities to develop and update the Koorie Heritage Art Trail, working in partnership with Traditional Custodians and local Aboriginal organisations and continue to commit development of Heritage North Garden and Sculpture Park. 	November 2019, November 2020	Community Events Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
14. Promote involvement and inclusion of Aboriginal and Torres Strait Islander communities into the City of Ballarat's cultural activities and in the involvement of its strategies.	<ul style="list-style-type: none"> Support and develop local Aboriginal and Torres Strait Islander creative industries through inclusion and involvement in the City of Ballarat's Creative City Strategy – across visual and performing arts, films, landscape design, education, business, entrepreneurship and other creative forms. 	May 2019, May 2020, May 2021	Coordinator, Creative City
15. Provide opportunities for local Aboriginal and Torres Strait Islander peoples to tell their own story and highlight their connection to Ballarat and its cultural heritage	<ul style="list-style-type: none"> Develop an Interpretation Framework and Toolkit to empower Aboriginal and Torres Strait Islander communities to tell their stories and link into cultural tourism and creative and cultural industry opportunities within the municipality. 	December 2019	Manager, Economic Development Community Events Officer
16. Advocate for emerging cultural activities being proposed by the local Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> Provide opportunities for Aboriginal storytelling initiatives and activities through delivery of the City of Ballarat's Heritage Plan 2017–2030. 	December 2019, December 2020	Coordinator, Heritage and Cultural Landscapes
17. Promote the research and documentation of Aboriginal Heritage and management of Cultural Heritage Assets through delivery of the City of Ballarat's Heritage Plan 2017–2030.	<ul style="list-style-type: none"> Discuss opportunities for voluntary Aboriginal Cultural Heritage Land Management Plans with the City of Ballarat's Registered Aboriginal Parties, the Wadawurrung and Dja Dja Wurrung; Incorporate Aboriginal cultural heritage values into the City of Ballarat's land management protocols. Include access and training on Aboriginal cultural heritage inventory and GIS (Geographic Information System) data in the Digital and Business Transformation Strategy for key City of Ballarat staff to enable and support the identification and management of Aboriginal cultural heritage issues. 	November 2019 October 2019	Director, Infrastructure and Environment Heritage and Cultural Landscapes



OPPORTUNITIES

The City of Ballarat is seeking to strengthen the workforce participation of Aboriginal and Torres Strait Islander peoples across all facets of its business. Activities are underway to recruit and retain more Aboriginal and Torres Strait Islander peoples and to ensure that we provide opportunities for work experience and professional development for our local community.

Focus Area

The City of Ballarat oversees a wide range of environmental and park maintenance activities and there is an opportunity to formalise land management practices and processes to ensure Aboriginal people are able to conduct cultural burning and traditional management practices. Increase in Aboriginal and Torres Strait Islander employment in all areas of City of Ballarat departments will be sought.

Action	Deliverable	Timeline	Responsibility
18. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Complete an Inclusion and Diversity staff census to collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	June 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy, and complete a mapping exercise aiming at improving and increasing Aboriginal and Torres Strait Islander employment across the City of Ballarat, including exploring options to create targeted positions. 	December 2019, December 2020	Manager, People and Performance
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	August 2019	Manager, People and Performance
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media, including via the Ballarat and District Aboriginal Cooperative, City of Ballarat's KEAG Facebook page, and the Koori Mail. 	May 2019, December 2020, May 2021	Manager, People and Performance
	<ul style="list-style-type: none"> Review People and Performance and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander staff and future applicants participating within the City of Ballarat. 	August 2019, August 2020	Manager, People and Performance



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Develop a business case and explore opportunities for the creation of an Aboriginal Cultural Liaison Officer position within the City of Ballarat. 	September 2019	Executive Manager, Learning and Community Hubs Manager, People and Performance
	<ul style="list-style-type: none"> Develop and implement Aboriginal and Torres Strait Islander peoples' employment pathways in collaboration with the Koorie Youth City of Ballarat, (e.g. traineeships or internships). 	July 2019, November 2020	Coordinator, Intercultural Services Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Engage and facilitate work experience opportunities for Aboriginal and Torres Strait Islander school students. 	November 2019, November 2020	Manager, People and Performance Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander leadership development through training and mentoring pathways across City of Ballarat and the KEAG. 	December 2019, December 2020	Coordinator, Heritage and Cultural Landscapes
	<ul style="list-style-type: none"> Facilitate secondment opportunities and programs with other LGAs or government departments to support career progression. 	December 2019, December 2020	Executive Manager, Learning and Community Hubs Manager, People and Performance
19. Scholarship to support studies/research on Aboriginal Cultural Heritage and/or Aboriginal Interpretation information.	<ul style="list-style-type: none"> Explore and facilitate application for at least one undergraduate/postgraduate scholarship in the identified area in consultation with KEAG. 	October 2019, October 2020, May 2021	Coordinator, Heritage and Cultural Landscapes



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
20. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	September 2019, September 2020	Manager, Economic Development
	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	July 2019, July 2020	Coordinator, Procurement
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	October 2019	Coordinator, Procurement
	<ul style="list-style-type: none"> Provide opportunities to support and assist local Aboriginal and Torres Strait Islander businesses to engage with City of Ballarat's procurement processes. 	December 2019, December 2020	Coordinator, Procurement Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2019	Coordinator Procurement
21. Provide opportunities to increase participation of Aboriginal and Torres Strait Islander young people in City of Ballarat initiatives, networks and events.	<ul style="list-style-type: none"> Connect Aboriginal and Torres Strait Islander youth with Council committees and networks. 	August 2019	Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Continue to promote opportunities for Aboriginal and Torres Strait Islander young people to participate in training, community events and other leadership programs, such as the Koorie Youth Summit, street art projects, and the Ballarat Young Global Ambassadors Forum. 	December 2019, December 2020	Coordinator, Youth and Diversity Coordinator, Intercultural Services Coordinator, Public Arts
	<ul style="list-style-type: none"> Explore partnership opportunities to increase engagement of Aboriginal and Torres Strait Islander youth with City of Ballarat services, events and programs. 	August 2019, December 2020	Coordinator, Youth and Diversity Coordinator, Intercultural Services



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
22. Explore opportunities to promote and strengthen traditional land practices on City of Ballarat owned land.	<ul style="list-style-type: none"> Work with Aboriginal and Torres Strait Islander peoples to identify and explore opportunities for inclusion of traditional land management practices on City of Ballarat-owned land, including supporting Aboriginal people to conduct burning activities on traditional lands. 	August 2019, August 2020	<p>Emergency Management</p> <p>Coordinator, Parks and Garden</p>
23. Support Aboriginal and Torres Strait Islander sporting events.	<ul style="list-style-type: none"> Provide support for Aboriginal and Torres Strait Islander residents to participate in mainstream sports like soccer, athletics as well as AFL and unstructured physical activities by addressing barriers to engagement and participation. 	November 2019, November 2020	Executive Manager, Sport and Active Living
	<ul style="list-style-type: none"> Explore funding opportunities to facilitate payment of sports gear, uniforms and other relevant equipment through funding bodies like Vic Health, Victoria Responsible Gambling Foundation (VRGF) and others. 	August 2019, August 2020, May 2021	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Provide appropriate sports facilities for Aboriginal and Torres Strait Islander specific events. 	December 2019, December 2020	<p>Executive Manager, Sport and Active Living</p> <p>Intercultural Partnerships Officer</p>
24. Continue to support positive outcomes for Aboriginal and Torres Strait Islander families and children.	<ul style="list-style-type: none"> Coordinating and implementing the Reflections Action Plan 2016–2019 so that the City of Ballarat's service delivery is continuous, relevant and culturally appropriate. 	July 2019, July 2020	Executive Manager, Learning and Community Hubs
	<ul style="list-style-type: none"> Work in partnership with the Better Outcomes for our Koorie Children's Network in order to support children and their families in the early years of children's development. 	May 2019, May 2020, May 2021	<p>Executive Manager, Learning and Community Hubs</p> <p>Coordinator, Intercultural Services</p>



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Work in partnership with the Department of Education and Training to ensure alignment with Murrung Action Plan so that Koorie families and Aboriginal and Torres Strait Islander peoples from other parts of Australia, who come to live in Victoria, can easily access all learning and development services from early childhood onwards and that the services of the City of Ballarat are inclusive. 	September 2019, January 2020, January 2021	Executive Manager, Learning and Community Hubs Coordinator, Intercultural Services
25. Continue to engage with Aboriginal and Torres Strait Islander residents in community services.	<ul style="list-style-type: none"> Continue to promote awareness of City of Ballarat Home and Community Care service, Family and Children's Services, Ballarat Libraries and Child Friendly Cities and Communities by imparting information and collaborating with Ballarat and District Aboriginal Co-operative and other relevant organisations. 	June 2019, June 2020, May 2021	Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Two information sessions organised yearly with local Aboriginal and Torres Strait Islander organisations and networks to strengthen existing City of Ballarat programs and services, including Parent Place, pre-school initiatives, Homework Clubs, and literacy programs. 	July 2019, December 2019, July 2020, December 2020, May 2021	Coordinator, Intercultural Services Coordinator, Youth and Diversity
	<ul style="list-style-type: none"> Monthly meeting organised with local Aboriginal and Torres Strait Islander organisations and networks, especially via KEAG and other Council Meetings to strengthen access to programs, including Home and Community Care and Commonwealth Home Support services by collaboration and sharing of resources. 	June 2019, December 2020, May 2021	Intercultural Partnerships Officer



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
26. Increased collaboration with the Ballarat and District Aboriginal Cooperative, and work with the Ballarat and District Aboriginal Cooperative in the development of recreational, health and well-being programs and planning strategies, both locally and regionally.	<ul style="list-style-type: none"> Collaborate in the development of three culturally appropriate recreation, health and well-being programs and planning strategies, both locally and regionally for the duration of this RAP. 	October 2019, October 2020, March 2021	Executive Manager, Sport and Active Living Executive Manager, Learning and Community Hubs



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
27. Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. 	September, 2019, September 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Investigate participating in the RAP Barometer. 	May 2020	Coordinator, Intercultural Services Intercultural Partnerships Officer
	<ul style="list-style-type: none"> RWG to collect data for the RAP Impact Measurement Questionnaire. 	July 2019, July 2020	Intercultural Partnerships Officer and RWG
	<ul style="list-style-type: none"> RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. 	August 2019, August 2020	Intercultural Partnerships Officer and RWG



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
28. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. 	December 2019, December 2020	Intercultural Partnerships Officer Executive Manager, Learning and Community Hubs Coordinator, Intercultural Services
	<ul style="list-style-type: none"> Develop a mechanism to report and review the RAP internally with different relevant City of Ballarat departments. 	December 2019, December 2020	Intercultural Partnerships Officer Coordinator, Intercultural Services
29. Review, refresh and update RAP.	<ul style="list-style-type: none"> Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	January 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback. 	June 2020	Intercultural Partnerships Officer
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement. 	November 2020	Intercultural Partnerships Officer
30. Measure the success and failure of the RAP and document the lessons learnt.	<ul style="list-style-type: none"> Set metrics to measure RAP success and impact. 	August 2019, August 2020	Intercultural Partnerships Officer Coordinator, Intercultural Services
	<ul style="list-style-type: none"> RAP Working Group to develop key metrics to report what has changed; key outcomes delivered as part of annual reporting. 	August 2019, August 2020	Intercultural Partnerships Officer



Kurnia / Wotjobaluk man Norm Stanley Acknowledges Country and culture at the 2017 NAIDOC State Football / Netball Carnival



"Ballarat family portraits "Because of Her, We Can" Ballarat NAIDOC Week 2018

For further information, contact
Frances Salenga
Coordinator Intercultural Services
Phone: (03) 5320 5853
Email: info@ballarat.vic.gov.au

