



City of Greater Bendigo  
**Reconciliation Implementation Plan 2016 - 2019**

*A commitment from the City of Greater Bendigo towards advancing reconciliation*

## **Acknowledgement of Country**

We acknowledge that the City of Greater Bendigo is on Dja Dja Wurrung and Taungurung Country whose ancestors and their descendants are the Traditional Owners of this Country. We acknowledge they have been custodians for many centuries and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

## 1. Introduction

Welcome to the first Reconciliation Action Plan (RAP) for the City of Greater Bendigo.

In response to recommendation 47 of the City of Greater Bendigo Independent Review 2013, Bendigo Council made a resolution to develop a RAP to contribute to the national reconciliation movement. For a number of years the City has undertaken initiatives that contribute towards reconciliation. These include routine practices such as; Acknowledgement of Country at Council meetings and Citizenship Ceremonies, and flying the Australian Aboriginal Flag; to special celebrations such as; the annual Flag Raising Ceremony to mark the commencement of NAIDOC Week and the 2015 opening of Ulumbarra Theatre involving the 'Gather Together' performance. However, ensuring reconciliation is consistently entrenched within the culture of the organisation, and embedded into policies, practice and systems across all business units with varying functions, presents a challenge for an organisation that has a workforce of over 1500 employees and volunteers. The City realises that achieving a "whole of organisation" approach to drive reconciliation requires a strategic plan backed by strong leadership at all levels with ongoing monitoring and evaluation.

### 1.1 What is Reconciliation?

The Australian Government defines reconciliation as being:

*... about unity and respect between Aboriginal and Torres Strait Islanders and non-Indigenous Australians. It is about respect for*

*Aboriginal and Torres Strait Islander heritage and valuing justice and equity for all Australians.*

Reconciliation therefore inherently involves acknowledging past wrongs and working together to develop a shared history, culture and future.

Reconciliation is important because of the substantial gap that persists between non-Indigenous and Aboriginal and Torres Strait Islander peoples. This gap relates to: cultural understanding and knowledge; interpersonal interactions; access to services, decision making processes, and opportunities. The subsequent health and socio-economic differences is an outcome of the impact of past policies and experiences, and continual discrimination and unequal opportunities between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

### 1.2 What is a Reconciliation Action Plan (RAP)?

The RAP is an internal organisational business plan that details what an organisation will do within its spheres of influence to contribute to the reconciliation movement. Many different organisations, community groups and businesses have RAPs, totally over 650 nationally. Reconciliation Australia is responsible for managing the RAP program and works closely with organisations to support the development and implementation of their Plans. Reconciliation Australia undertakes collective impact evaluations, and ensures consistency and quality by setting 'minimum elements' and officially endorses plans. All RAPs share the same framework, with actions relating to the three themes: relationship, respect, and opportunities.

## 1.3 The City's RAP

The City's first RAP builds on existing reconciliation initiatives and opportunities within the organisation. Whilst this is the first strategic reconciliation plan for the City, this RAP will fit into the third of four Reconciliation Australia RAP categories, i.e., a "Stretch RAP". This RAP will simultaneously focus on developing a whole of organisation culture that supports reconciliation and challenge the organisation by setting measurable targets. This RAP aims to lay strong foundations to ensure the success of more ambitious actions in future Plans and place the organisation in a strong position to take a leadership role in the community to pursue reconciliation more broadly.

### 1.4 Abbreviations and Definitions

BDAC –Bendigo & District Aboriginal Co-operative

City –City of Greater Bendigo

RAP –Reconciliation Action Plan

## 2. Local Context

### 2.1 History of the Traditional Owners

#### *Kulin Nation*

Aboriginal Peoples have lived in the part of Australia known as Victoria for at least 40 000 years. The Aboriginal clans who occupied the region of what is now the municipality of Bendigo at the time of European invasion were the Dja Dja Wurrung people and the Taungurung people. Both the Dja Dja Wurrung Clans and

the Taungurung Clans are part of the Kulin Nation, a federation of five distinct but closely related communities. The Kulin Nation covers 2 million hectares of what is now referred to as south central Victoria. All Kulin communities share the same moieties (totem): *bunjil*, the wedge tail eagle, and *waa*, the crow. Individual moieties are patrilineal and determine behavior, social relationships and marriage. For thousands of years the Kulin nations maintained a network of alliances that influence meetings, ceremonies, trade and complex trading networks that extended beyond what is now the state of Victoria.

#### *Dja Dja Wurrung*

The people through bloodline and kinship known as the Dja Dja Wurrung Clans are also known as the "Jaara". The Jaara identify as the "Dja Dja Wurrung", meaning "Yes Yes tongue/speak" which relates to the collective language group. Jaara people speak the Dja Dja Wurrung language and for the purposes of the Recognition and Settlement Agreement signed between the Victorian Government and the Dja Dja Wurrung Clans Aboriginal Corporation on October 24 2013, resolved to be known as the "Dja Dja Wurrung". The Dja Dja Wurrung is recognised as having 16 or more clans with similar dialects. In addition to the City of Greater Bendigo the following local governments are on Dja Dja Wurrung Country: Loddon, Buloke, Northern Grampians, Central Goldfields, Pyrenees, Ballarat, Hepburn, Mount Alexander, Macedon Ranges and Campaspe.

The state government of Victoria recognises the Dja Dja Wurrung People as the Traditional Owners, and the significance of their special relationship to their country. The stories of *Djandak* (country) evolved with the Dja Dja Wurrung. Bunjil is the creator being who bestows Dja Dja Wurrung People with the laws and ceremonies that ensure the continuation of life: Mindye, the Giant Serpent, is the keeper and enforcer of Bunjil's Law. The *Djandak* has been shaped and nurtured by the traditional way of life of the

Dja Dja Wurrung People and their ancestors. The values Dja Dja Wurrung People hold for their country relate to their belief systems that all things have a *murrup* (spirit) –water, birds, plants, animals, rocks and mountains. The Dja Dja Wurrung People see the land and its creatures in a holistic way, interconnected with each other and with the people.

Unrecorded numbers of Dja Dja Wurrung ancestors had their lives taken in their fight for their country and many others were forced from their country. From 1841 surviving Dja Dja Wurrung ancestors were forced to reside at Loddon Aboriginal Protectorate station at Frankford. European farming practices and the gold rush of the 1850s irreversibly changed the landscape. Many Traditional Owners do not live on Country having been displaced throughout the 1800s.

### *Taungurung*

Taungurung country extends from the Dividing Range to the rivers east of the Campaspe River as they enter the plains to the north. In addition to the City of Greater Bendigo the following Local Governments are on Taungurung Country: Campaspe, Strathbogie, Mansfield, Murrindindi, Greater Shepparton, Mitchell, and Macedon Ranges. There are nine clans of the Taungurung. The clan that inhabited the area of Heathcote, part of Bendigo municipality, were the Nira-Balluk. Like other clans the Taungurung had intimate knowledge of their environment to ensure both livelihood and sustainability. The mirnion (yam daisy) was a reliable food staple. The permanent river systems provided ongoing resources of fish and other wildlife, as well as plant resources.

The Taungurung Peoples lives was severely disrupted during the early 1880s with the invasion of Europeans, mortality rates soared as a result of introduced diseases, denial of access to traditional foods and medicines. Missionaries established Aboriginal settlements at Mitchellstown, Acheron and Coranderrk.

Government policies of assimilation and integration deeply impacted the Taungurung peoples.

The history of Greater Bendigo's Aboriginal peoples is ultimately one of resilience. European settlers destroyed food and water sources and many cultural sites and places. This included the introduction of exotic flora and fauna and the introduction of foreign diseases. Aboriginal and Torres Strait Islander peoples continue to live in the municipality, having survived the impacts of invasion ranging from dispossession and displacement from land and country, genocide, discrimination, violence, assimilation and attempts to decimate culture. Traditional Owners have remained resilient and maintain a strong culture including connection to their country in the Greater Bendigo municipality. The Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Clans Aboriginal Corporation are the Registered Aboriginal Parties and are the voice of Traditional Owners in the management and protection of cultural heritage.

Greater Bendigo today is home for Traditional Owners and Aboriginal people from different nations from across Australia and Torres Strait Islands.

## **2.2 About Greater Bendigo**

The population of the City of Greater Bendigo in 2014 was estimated to be 106,917 with a forecast population increase to 145,600 by 2031, reflecting an annual population growth of 1.62% per annum until 2031. The 2011 Census recorded 1.3% of the City's population as being Aboriginal and/or Torres Strait Islanders compared to 1.5% for Regional Victoria. However, it is likely the census data significantly under-represents the local Aboriginal and/or Torres Strait Islander population due to relying on self-

identification. For a range of reasons Aboriginal and Torres Strait Islander people may not to identify as Indigenous.

The municipality includes Victoria's third largest city by population, Bendigo, of which 80% of the population reside in. Surrounding Bendigo is significant rural hinterland, a land area totally approximately 3,000 square kilometres. A significant proportion of the City's open space is national or regional parks; various crown land reserves; and public forests. The extent of open space is important for cultural heritage and land management considerations.

Bendigo is well known for the gold rushes of the mid to late 1800's, producing the most gold in Australia at the time. These Gold Rushes brought people from all around the world to Bendigo in search of wealth. This movement was rapid, within the years 1851-1852 the population in the gold fields grew from 800 people to 20 000 people. Today we can see the outcomes of this wealth in beautiful heritage buildings. However, these gold rushes severely impacted the livelihood of the Traditional Owners significantly modifying the land and waterways.

### **2.3 Policy Context**

As a Local Government Authority the City has a number of legislative, statutory, social and economic responsibilities. As a public authority the City is required to not only comply with the Victorian Charter of Human Rights, but also advocate and develop a culture that supports the Charter. Of particular relevance is section 19.2 regarding Respect: *Aboriginal persons hold distinct Cultural Rights and must not be denied the right, with other members of their community:*

a) *To enjoy their identity and culture; and*

b) *To maintain and use their language; and*

c) *To maintain kinship ties; and*

d) *To maintain their distinctive spiritual, material and economic relationship with the land and waters and other resources with which they have a connection under traditional laws and customs.*

Local Governments are often responsible for the practical implementation of State and Federal Policies and Legislation in their municipalities. Other relevant policies, legislations, Plans and Agreements the City must comply with are:

- Aboriginal Heritage Act 2016
- Indigenous Land Use Agreements
- Cultural Heritage Management Plans
- Aboriginal Heritage Regulations 2007
- Human Rights and Equal Opportunity Act 1986 (Commonwealth)
- Racial Discrimination Act 1975 (Commonwealth)
- UN Declaration on the Rights of Indigenous People (international)

### **2.4 About The City of Greater Bendigo**

The City employs more than 1000 people, has 580 volunteers and 25 distinct business units, responsible for a variety of functions that include: planning, economic development, events, arts, health and

sports, local laws, environment health, community services, procurement and contracts, waste management, public space, and parks, and community development.

The City is striving to be the most liveable regional city. Liveability is about the way that a place enables and assists people to achieve the quality of life they desire to be healthy and fulfilled. Increasing liveability applies to all residents and the integrated liveability outcomes Bendigo Council has adopted intrinsically relate to reconciliation and include: a fairer and inclusive city, a healthy city, and a proud and safe City.

## **2.4 The City of Greater Bendigo's Vision for Reconciliation**

The City is committed to reconciliation and aspires to be a leader within the broader community to advance reconciliation locally with other stakeholders. The City's vision for reconciliation involves the following enduring commitments:

- A holistic, whole of organisation, approach that engages all staff in reconciliation including increasing knowledge of Aboriginal culture.
- Strong healthy relationships between the City and Aboriginal and Torres Strait Islander residents and Traditional Owners that support continual dialogue to inform decision making.
- Taking a leadership role, to drive the identification and implementation of reconciliation issues and actions across our municipality.

- The implementation of relevant and quality actions based on evidence, involving the evaluation of effectiveness and accountability to the Aboriginal and Torres Strait Islander community.
- Increasing the cultural inclusion and subsequent participation of Aboriginal and Torres Strait Islander residents in the City functions, programs, events and services.

## **3. The Reconciliation Journey**

The City has a history of actively contributing to reconciliation in the following ways:

- Since 2000: the City has hosted the NAIDOC Flag Raising Ceremony to mark the opening of NAIDOC Week.
- 2005: first flying the Australian Aboriginal Flag on the Town Hall and commencing the Acknowledgement of Country at every Council meeting.
- 28 February 2008: over 300 people attending the screening of the National Apology to the Stolen Generation by the former Prime Minister, Kevin Rudd, in the Town Hall.
- 2014, involvement of Dja Dja Wurrung Clans Aboriginal Corporation in the development of the City's Social Procurement schedule.
- 2014 the naming of the new theatre, Ulumbarra, meaning "gather together".
- 2014, Traditional Owners and Elders leading the Easter Parade.
- 2015 the opening production "Gather Together" for the Ulumbarra Theatre which involved celebrating Dja Dja Wurrung stories. The partnership was recognised as significant by the Bendigo & District Aboriginal Co-operative

and received the 2015 NAIDOC Award – non-Aboriginal category. The partnership has also been nominated for the 2016 Bendigo Business Excellence Awards.

- Ongoing involvement in the Bendigo Reconciliation Committee and support for events such as the 2014 *Reconciliation Breakfast*.
- 2016 the return of *Ulumbarra– Gather Together* production for Reconciliation Week 2016 and partnership with the Department of Education to develop curriculum that integrates the performance and organise the attendance of 2000 school students from the local area.
- Working closely with the Registered Aboriginal Parties to ensure statutory compliance with the Land Use Activity Agreements and the Victorian *Cultural Heritage Management Act* 2006.
- Continually increasing recognition of Traditional Owners and culture in municipal buildings and facilities, such as kindergartens and the Visitor Information Centre.

### **3.1 How has the City developed the RAP?**

The City has developed the RAP in accordance with Reconciliation Australia requirements and best practice. This includes meaningful involvement of Aboriginal people in the governing structures of the RAP. Reconciliation was applied to the development of the RAP as non-Indigenous and Aboriginal and Torres Strait Islander people in the Working Group and Community Reference Group, shared culture, experiences and worked together to explore issues and formulate actions that would have the greatest impact. Actions in the RAP have been developed by: analysis of quantitative and qualitative data collection, identification of opportunities, and the capacity of the organisation.

### **3.2 RAP Governance**

A RAP Working Group was established from an expression of interest process to City staff and the Aboriginal and Torres Strait Islander community. A diverse Working Group was established, representing 11 different business units and three representatives of the Aboriginal and Torres Strait Islander community with expertise in organisational reconciliation. The core function of the RAP Working Group was to assist in all project management steps including; research design, data collection, internal promotion, drafting of actions and consultation on the draft Plan. The RAP Working Group met on a fortnightly basis to progress the RAP project.

A RAP Community Reference Group was established that provided a continual communication channel with the Aboriginal and Torres Strait Islander Community. It was essential the RAP actions developed reflected the interests and experiences of the community. The Reference Group was co-chaired by Councillors; Rod Campbell, Barry Lyons and Lisa Ruffell. Members included representatives from Aboriginal and Torres Strait Islander organisations, elder and individuals and non-Indigenous community members with an interest and expertise in reconciliation. The RAP Reference Group provided: an interface and accountability with the Aboriginal and Torres Strait Islander community and Traditional Owners; guidance on the development of action; valuable assistance engaging the broader Aboriginal and Torres Strait Islander community, especially regarding the research and consultation components of the project.

### **3.3 Data collection**

The City is committed to evidence based strategies to:

- ensure the most efficient and effective use of resources; and



- measure change to contribute towards continual improvements.

It is important for the City to understand the relationship Aboriginal and Torres Strait Islander residents currently have with the organisation. In addition to dialogue with the Reference Group and the external members of the Working Group, this was achieved by undertaking a community survey which over 62 Aboriginal and Torres Strait Islander residents completed. Whilst this is not a representative sample, it did provide an indicator. Findings from this survey included:

- Most respondents believed that there are low levels of recognition of Aboriginal and Torres Strait Islander culture in Bendigo.
- Most respondents were indifferent whether the City makes decisions in their best interests.
- 43% believe there are barriers to accessing the organisation.
- The most common way of engagement is having a conversation with a staff member.

Outcomes from this survey, including suggestions for increased recognition and ways to improve the relationship, have been considered in the development of the actions.

The other two forms of local data collection were internally focused and examined the level reconciliation is embedded into the organisation and attitudes of staff towards reconciliation.

To gain this information, an organisational audit developed from best practice of other LGA RAPs was undertaken. This was completed by 100% of the City's business units. The other form of data collection was a staff survey to measure indicators of knowledge and attitudes towards reconciliation. This was completed by 386 staff, just over a third. Responses were from all Directors and Business Units; therefore it can be considered a representative sample. Following are some of the findings from the audit and survey:

- High levels of interest and value of reconciliation from staff: 84% believed that it was important to know about local Aboriginal culture, and important to have a positive relationship with Aboriginal and Torres Strait Islander People.
- Low levels of staff have completed Cultural awareness training, including more specific relevant training, e.g., the Indigenous Land Use Agreement.
- Basic awareness about local Aboriginal culture is low, as are interactions with Aboriginal and Torres Strait Islander people.
- There is inconsistency across the organisation of how deeply reconciliation is embedded into the practices, policies, agreements and protocols.
- There are low levels of Aboriginal and Torres Strait Islander recognition in the physical work environment, effective community engagement strategies and representation on decision making committees and groups.

Whilst there are positive intentions and interests, these are not reflected in necessary practices, knowledge and structures.

The information gathered from the data collection not only informs the actions in the RAP but also provide a strong baseline to measure the effectiveness of these actions.

### **3.4 Council Endorsement**

The draft RAP was released for a seven week period of consultation where feedback was sought from the community and City staff. The feedback received was collated and analysed to inform the final Plan that was endorsed by the City of Greater Bendigo Council on June 29, 2016.

## Action Plan

RESPECT						
<i>Respect for Aboriginal and Torres Strait Islander people, their culture, history, and experience, is fundamental to gaining a deeper cross –cultural understanding and developing equal and healthy relationships</i>						
#	Objective	Action	Responsible Manager	Partner	Timeframe	Measureable targets
1	Increase the recognition of Traditional Owners and Aboriginal and Torres Strait Islander peoples in the municipality.	a. Integrate consideration of increased recognition of Traditional Owners in municipal signage, including Welcome to Country signage at key municipal entry points, in the review of relevant policies, budget and other processes.	Manager Engineering & Public Space	Major Projects Executive Services Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Years 1,2,3	Relevant signage scheduled and budgeted for.
		b. Develop and implement protocols to accompany the City's Place Naming Policy (8/10/2012),  i.e. Section 3.2 Procedure for Naming; B. Names are selected using the following criteria; "cultural significance to the municipality's communities including the Dja Dja Wurrung language group"	Manager Information Management	Major Projects Statutory Planning Parks & Natural Reserves Communications & Media Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Year 1	Guidelines developed, approved and promoted across the City.
		c. Fly the Torres Strait Islander Flag permanently on the Town Hall	Manager Executive Services	Community Partnership	Year 1	Flag acquired and flown permanently on the Town Hall.

		<p>d. Identify additional appropriate site options for flying the Australian Aboriginal Flag and Torres Strait Islander Flag within the municipality and if necessary develop a budget bid to install flag poles to fly the flags.</p>	<p>Manager Building &amp; Property</p>	<p>Executive Services  Community Partnerships</p>	<p>Years 1,2</p>	<p>Australian Aboriginal Flag and Torres Strait Islander Flag flown in two towns in the municipality.</p>
		<p>e. Develop and implement guidelines and communication channels between the Bendigo Aboriginal and Torres Strait Islander community and the City regarding flying flag(s) at half-mast when an Aboriginal and / or Torres Strait Elder or person of significance dies and respond to Department of Premier and Cabinet notifications</p>	<p>Manager Executive Services</p>	<p>Victorian Government Dept. Premier and Cabinet  Dja Dja Wurrung Clans Aboriginal Corporation  Taungurung Clans Aboriginal Corporation</p>	<p>Year 1</p>	<p>Protocols developed flags flown at half-mast upon government and community notifications</p>
		<p>f. Consistent provision of a Welcome to Country and Acknowledgement of Country</p> <ul style="list-style-type: none"> <li>• integration into the events guide</li> <li>• identification of at least 10 events annually that require a Welcome to Country and communicate such events to the registered Aboriginal Parties</li> <li>• include as a condition for identified major events managed externally; and</li> <li>• negotiate Welcome to Country rates with Registered Aboriginal Parties</li> </ul>	<p>Manager Major Events</p>	<p>Community Partnerships  Dja Dja Wurrung Clans Aboriginal Corporation  Taungurung Clans Aboriginal Corporation</p>	<p>Years 1,2,3</p>	<p>List of upcoming events provided to Registered Aboriginal Parties and bulk price negotiated.  Integration into event protocols</p>

		g. In partnership with relevant community members review current images of Aboriginal and Torres Strait Islander people and develop processes to ensure ongoing respectful use of images	Manager Executive Services	Community Partnerships Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Aboriginal and Torres Strait Islander elders and community members	Year 2	Image review undertaken and processes for respectful use developed
2	Increase City staff, volunteers and Councillors, understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	a. Develop a concise resource about local Aboriginal Culture, history, and people of significance for staff and public in consultation with the Aboriginal and Torres Strait community	Manager Community Partnerships	Executive services Strategy Tourism Interested members from the Aboriginal and Torres Strait Islander community Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Koorie Heritage Trust State Library Museums Victoria	Year 1	Resource developed
		b. Review and deliver the City induction program to include an Acknowledgement of Country at the start and information about Traditional Owners, the local Aboriginal community and relevant history	People & Performance	Community Partnerships	Years 1,2,3	Induction starts with an Acknowledgement of Country and information provided at inductions.

		c. Implement a Cultural Awareness program for employees, including budget and implementation schedule	People & Performance	Koorie heritage trust Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Community Partnerships	Year 1	Program endorsed by Executive Management Team
		d. Implement a Cultural Awareness program for employees. If necessary develop a budget bid to roll out the program.	People & Performance	Community Partnerships Executive Services		Knowledge about traditional owners increased by 30% in Reconciliation Survey
		e. Incorporate Cultural awareness training into the councillor induction programme.	Manager Executive Services	Community Partnerships Dja Dja Wurrung Clans Aboriginal Corporation	Year 1	All Councillors received cultural awareness training at the beginning of their term.
		f. Incorporate an Acknowledgement of Country in all speeches made by Councillors, including when speeches are made on country that does not relate to the municipal boundaries and information about Aboriginal culture into Councillor briefing / backgrounds notes	Manager Executive Services		Ongoing	All speeches include an Acknowledgement of Country

		g. Develop an internal communications plan to share information and raise awareness regarding Aboriginal and Torres Strait Islander Culture, history and promotion of relevant events.	Manager Executive Services	Community Partnerships	Year 1  Year 3	Plan developed and communicated  70% of staff can name both Traditional Owners in the Reconciliation Staff Survey
3	Increase cultural safety of community service provision.	a. HACC staff to receive cultural sensitivity training relating to assessments and service delivery	Manager Community Services	BDAC Department of Health and Human Services Community Partnerships Unit	Years 2,3	Year 2 - 20% of staff and volunteers  Year 3 - 50% of staff and volunteers
		b. Implement the Communities for Children self-reflection tool for relevant staff within Community Services	Manager Community Services	BDAC Anglicare	Years 1,2,3	All relevant staff complete the self-reflection tool
4	Publicly promote Aboriginal culture and increase public recognition of the significant contributions of	a. Give consideration to the promotion of Aboriginal Culture and history into the reviews of the Bendigo and Heathcote Visitor Centres.	Manager Tourism	Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Koorie Heritage Trust	Years 1,2	Aboriginal culture integrated into the information / design of visitor centres

Aboriginal and Torres Strait Islander people to Australian / Bendigo society.	b. Integrate information about local Aboriginal Culture into tourism publications	Manager Tourism	Community Partnerships Koorie Heritage Trust	Years 1,2,3	Aboriginal cultural information included in: - Visitors guide - Aboriginal cultural information brochures - Tourism website
	c. Integrate Aboriginal Culture into the Bendigo Botanic Gardens Masterplan, including consideration of the following: <ul style="list-style-type: none"> <li>Request a Dja Dja Wurrung name for a road / path;</li> <li>Development and implementation of cultural education programs; and</li> <li>In addition to scientific and common names, including Aboriginal names for plants.</li> </ul>	Engineering and public space	Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Friends of Bendigo Botanic Gardens Community Partnerships Unit.	Years 1,2,3	Naming request is submitted.  Aboriginal culture promoted in the Bendigo Botanic Gardens.
	d. Develop a proposal for a memorial to Aboriginal and Torres Strait Islander war veterans	Manager Strategy	Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Bendigo & District Aboriginal Co-operative Communications & Media Capital, Venues & Events Community Partnership RSL	Years 2,3	Proposal for memorial developed



<p>e. Integrate into the City's communication platforms and opportunities awareness about Aboriginal culture and social contributions including;</p> <ul style="list-style-type: none"> <li>• GB magazine;</li> <li>• Increasing prominence of information on the City's website;</li> <li>• Recognition in Australia Day speeches and communication; and</li> <li>• Acknowledgement of Participation in ANZAC day speeches and communications</li> </ul>	<p>Manager Executive services</p>	<p>Community Partnerships</p>	<p>Years 1,2,3</p>	<p>2 x GB editions annually have information about Aboriginal culture</p> <p>Traditional Owner information in more prominent location</p>
<p>f. Develop an acquisition policy for the City of Greater Bendigo to purchase local Aboriginal and Torres Strait Islander and Traditional Owner Art and identify opportunities to display in City owned and managed buildings.</p>	<p>Manager Executive Services</p>	<p>Capital, venues and Events, Community partnerships Bendigo Art Gallery Building and Property</p>	<p>Year 3</p>	<p>Acquisition policy developed.</p> <p>At least 2 Aboriginal and Torres Strait Islander pieces of art displayed in City buildings.</p>
<p>g. Undertake a reconciliation art project at City owned / managed early learning centres and display art project in the centres</p>	<p>Manager Community Services</p>	<p>BDAC</p>	<p>Years 1,2,3</p>	<p>At least Two Reconciliation Arts Projects undertaken and displayed</p>

		h. Explore opportunities for community education about Aboriginal Culture in public spaces, e.g., the Open Space Strategy, Shared Paths control group	Strategy	Healthy Communities Community Partnerships Sustainable Environment Parks and Natural Reserves	Years 1,2	Cultural community education actions in respective plans / strategies
5	Increase participation and influence of Aboriginal and Torres Strait Islander people in the City's decision making processes.	a. Complete a diversity audit of organisational committees	Manager Community Partnerships	Executive Services Community Wellbeing City Futures Planning & Development Presentation & Assets Organisation Support	Year 1	Diversity audit completed
		b. Identify committees, reference groups and project groups in partnership with Aboriginal and Torres Strait Islander people that are of cultural and social interest for greater involvement.	Manager Executive Services	Community Partnerships Bendigo Local Aboriginal Network Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Year 1	Aboriginal and Torres Strait Islander community consultation occurred
		c. Develop and implement a communications plan to encourage Aboriginal and Torres Strait Islander applicants in the City's working groups and committees, including: <ul style="list-style-type: none"> <li>a statement to encourage Aboriginal and/or Torres Strait Islander applicants in media release and advertisements for committee groups / reference</li> </ul>	Manager Executive Services	Community Partnerships	Years 1,2,3	Aboriginal and Torres Strait Islander interests considered

		<p>groups; and</p> <ul style="list-style-type: none"> <li>• promotion of opportunities through Aboriginal and Torres Strait Islander networks.</li> </ul>				
		<p>d. If appropriate, consult with and/or engage an Aboriginal and/or Torres Strait Islander person in the recruitment process for identified committees / reference groups of interest.</p>	<p>Manager Executive Services</p>	<p>Community Partnerships</p>	<p>Years 1,2,3</p>	<p>Aboriginal and Torres Strait Islander involvement in recruitment process for identified committees</p>
		<p>e. Communicate Aboriginal and Torres Strait Islander participation in community and civic engagement in City and other publications to encourage greater accessibility to the organisation.</p>	<p>Manager Executive Services</p>	<p>Community Partnerships</p>	<p>Years 2,3</p>	<p>Images, with consent, used of Aboriginal and Torres Strait Islander people used in publications.</p>
		<p>f. Consider potential conflict of interest in relation to the consultation with and / or engagement of an Aboriginal and/or Torres Strait Islander person in particular to land use and/or cultural heritage management</p>	<p>Manager Executive Services</p>	<p>Community Partnerships Bendigo Local Aboriginal Network Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation</p>	<p>Years 1,2,3</p>	<p>Conflicts of interest on agenda items and discussed.</p>
6	<p>Support Aboriginal and Torres Strait Islander significant days / weeks</p>	<p>a. Contribute and provide support to NAIDOC events in Bendigo by:</p> <ul style="list-style-type: none"> <li>• hosting the Flag Raising</li> </ul>	<p>Manager Community Partnerships</p>	<p>Civic Events Communications &amp; Media</p>	<p>Years 1,2,3</p>	<p>Flag Raising Ceremony held annually</p>

		<p>Ceremony the first Monday of NAIDOC week;</p> <ul style="list-style-type: none"> <li>• promoting events internally</li> <li>• where possible, providing in kind or financial support to NAIDOC events;</li> <li>• being a distribution point for the Bendigo NAIDOC brochure, providing a media release and adding information to our website;</li> <li>• providing financial sponsorship to the Koorie childrens initiative; and</li> <li>• undertaking activities in kindergartens, positive ageing groups and childrens early learning centres</li> </ul>				
	b.	The City hosts an annual Reconciliation Week event or works in partnership with the Bendigo Reconciliation Committee for a collaborative event.	Manager Community Partnerships	Active & Health Communities Civic Events Communications & Media	Years 1,2,3	Contribute to an annual event.
	c.	Encourage staff to attend events related to significant weeks and days	Manager Executive Services	Community Partnerships	Years 1,2,3	Intranet CEO bulletin

		d. Participate in Close the Gap events	Healthy Communities	BDAC Murray PHN	Years 1,2,3	Staff participation rates at Close the Gap events
7	Create a workplace environment that is respectful and inclusive of Aboriginal and Torres Strait Islander cultures and residents	<p>a. Develop and implement an internal marketing plan that increases recognition of Aboriginal Culture within existing practices, systems and resources, including consideration of:</p> <ul style="list-style-type: none"> <li>• electronic signature to incorporate Acknowledgement of Traditional Owners;</li> <li>• City car sticker acknowledging Traditional Owners;</li> <li>• City business cards to have Acknowledgement of Country printed on back;</li> <li>• Aboriginal and Torres Strait Islander posters and paintings displayed around the workplace, including NAIDOC;</li> <li>• screens in customer support areas acknowledging traditional owners;</li> <li>• the promotion of information that supports Aboriginal and Torres Strait Islander reconciliation;</li> <li>• promotion of Aboriginal and Torres Strait Islander Cultural awareness training and cultural protocols and staff toolkit; and</li> <li>• subscriptions to relevant publications such as the Koorie</li> </ul>	Manager Executive Services	People & Performance Communications & Media Information Management Customer Support Manager Community Services	Years 1,2,3	<p>Year 1: Communication plans produced</p> <p>Year 3: Reconciliation Organisation audit shows that 100% of workplaces have resources that recognise Aboriginal and Torres Strait Islander culture.</p>

		Grapevine, and Koorie Mail.				
8	Reduce risk by strengthening compliance with legislative requirements for land use and management of Aboriginal Cultural heritage	<p>a. Comply with land use legislative requirements by developing and implementing a Cultural Compliance Plan that includes:</p> <ul style="list-style-type: none"> <li>• Development of a working group including relevant City staff and external members;</li> <li>• Training on Land Use Activity Agreements (LUAA) and Cultural Heritage Management Plan (CHMP) regulations for all relevant staff;</li> <li>• Development of checklists to trigger notifications and standardisation of application of checklists;</li> <li>• Explore a City LUAA / CHMP "Champion" or "go to" person as an internal and external resource;</li> <li>• Explore the development of guidelines / protocols for ways of working on land use issues; and</li> <li>• Quarterly meetings with Registered Aboriginal Parties to raise and address cultural management issues</li> </ul>	Manager Sustainable Environment	<p>Community Partnerships Department of Environment, Land, Water and Planning Office of Aboriginal Affairs Victoria Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation</p>	Years 1,2,3	<p>80% of staff with LUAA and CHMP responsibilities undertake training (measured in the organisational audit and survey – year 3)</p> <p>Quarterly meetings with Registered Aboriginal Partners.</p> <p>Checklist integrated into existing systems and applied by all relevant units.</p>

		<p>b. Promote and provide information regarding the planning scheme requirements for traditional owner cultural heritage management and cultural sites</p>	<p>Manager Statutory Planning</p>	<p>Community Partnerships Department of Environment, Land, Water and Planning Office of Aboriginal Affairs Victoria Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation</p>	<p>Years 1,2,3</p>	<p>Relevant information on website</p>
		<p>c. Provide information and assistance with application processes regarding traditional owner management to applicants.</p>	<p>Manager Statutory Planning</p>	<p>Community Partnerships Department of Environment, Land, Water and Planning Office of Aboriginal Affairs Victoria Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Engineering &amp; Public Space</p>	<p>Years 1,2,3</p>	<p>Information provided to developers</p>
		<p>d. Provide information about cultural heritage sites to the Farmer's Advisory Committee. Information to include: explanations of sites, identification and registration process and implications.</p>	<p>Manager Community Partnerships</p>	<p>Community Partnerships Parks &amp; Natural Reserves Engineering &amp; Public Space Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation</p>	<p>Years 1,2,3</p>	<p>Relevant guest speaker or site visit provided to the Farmers Advisory Committee</p>

		e. Consider inclusion of trees of Aboriginal cultural significance in the City's "Significant Tree Register" by undertaking relevant consultations and research.	Manager Strategy	Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Years 1,2,3	Trees of Aboriginal cultural significance included in the Tree Register
9	Partner with Registered Aboriginal Parties to explore opportunities to strengthen Aboriginal and Torres Strait Islander culture	a. Consultation with Dja Dja Wurrung Clans Aboriginal Corporation to support the aspirations as identified in their Dhelkunya Dja Country Plan	Manager Community Partnerships	Dja Dja Wurrung Clans Aboriginal Corporation	Years 1,2,3	Consultation undertaken
		b. Where appropriate, support Registered Aboriginal Parties regarding the repatriation of Traditional Owner artefacts	Manager Executive Services	Strategy Community Partnerships Taungurung Clans Aboriginal Corporation Dja Dja Wurrung Clans Aboriginal Corporation Bendigo Local Aboriginal Network	Years 2,3	Proposal developed for the repatriation of Dja Dja Wurrung cultural artefacts
		Work with Registered Aboriginal Parties to identify and explore opportunities for the renewal of cultural practices	Manager Community Partnerships	Sustainable Environment Parks and Natural Reserves	Years 2,3	Consultation undertaken.



RELATIONSHIPS

***Meaningful relationships enable the City to understand the experience, interests, and aspirations of the Aboriginal and Torres Strait People and work together for the wellbeing of our community.***

#	Objective	Action	Responsibility	Partner	Timeframe	Measureable targets
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10	Develop and apply cultural protocols to ensure consistently respectful practice between the City of Greater Bendigo and the Aboriginal and Torres Strait Islander communities	<p>a. Develop Aboriginal and Torres Strait cultural protocols and staff resource toolkit that includes information re:</p> <ul style="list-style-type: none"> <li>• Acknowledgement of Country and Welcome to Country;</li> <li>• different responsibilities of the different Aboriginal organisations;</li> <li>• definitions, respectful terminology / phonetics;</li> <li>• inclusion of Acknowledgement of Country and reconciliation section into staff meetings;</li> <li>• management and correct use of images; and</li> <li>• List of Aboriginal and Torres Strait Islander dance groups, speakers, musicians, businesses etc.</li> </ul>	Manager Community Partnerships	Dja Dja Wurrung Clans Aboriginal Corporation  Taungurung Clans Aboriginal Corporation  Communications & Media  Reconciliation Victoria	Year 1	Toolkit developed  Toolkit promoted to staff through the CEO bulletin, intranet and hard copies provided to relevant units.
		<p>b. Develop and implement an MOU between the City, Dja Dja Wurrung Clans Aboriginal Corporation and the Department of Education and Training for the management of relocated scarred trees to Ulumbarra from and the Ravenswood interchange project</p>	Manager Capital and Events	Vic Roads Dept of Education and Training Dja Dja Wurrung Aboriginal Clans Corporation	Year 1	MOU developed and signed by parties.
11	Increase engagement of Aboriginal and Torres Strait Islander residents in community services	<p>a. Review partnership protocol and continue to strengthen relationships with Bendigo &amp; District Aboriginal Co-operative to foster: joint service provision, joint training opportunities and coordinated services, e.g., joint</p>	Manager Community Services	Bendigo & District Aboriginal Co-operative	Years 1,2,3	Agreement reviewed Quarterly meetings held.

		home visits.				
		b. Continue to promote participation in the Maternal Child Health Key Age and Stages visits and off to an Early Start program.	Manager Community Services	St John of God. Department of Education	Years 1,2,3	15% increase in Aboriginal and Torres Strait Islander families receive services
		c. Promotion of early years immunisation services in partnership with Bendigo & District Aboriginal Co-operative.	Manager Community Services	Bendigo & District Aboriginal Co-operative	Years 1,2,3	20% increase in Aboriginal and Torres Strait Islander children receiving immunization services by the City.
		d. Promote awareness of the City's Home & Community Care service to Aboriginal and Torres Strait Islander people	Manager Community Services	Community Partnerships Bendigo & District Aboriginal Co-operative	Years 1,2,3	20% increase in service access rates.

12	Engage effectively with Aboriginal and Torres Strait Islander residents to increase opportunities for representation in decision making, civic participation and understanding about the responsibilities of Local Government.	<p>a. Review engagement strategy and integrate specific Aboriginal and Torres Strait Islander communication strategies to reach Aboriginal and Torres Strait Islander residents, may include:</p> <ul style="list-style-type: none"> <li>• Koorie Shoutout in Phoenix FM;</li> <li>• BDAC Koorie grapevine;</li> <li>• Promote the City's Facebook page to Aboriginal and Torres Strait Islander Residents;</li> <li>• Local Aboriginal Network; and</li> <li>• Aboriginal and Torres Strait Islander engagement module developed and incorporated into the Community Engagement Strategy</li> </ul>	Manager Executive Services	Manager Community Partnerships	Years 1,2,3	<p>Regular monthly slot on the Koorie Shoutout</p> <p>Community Engagement Module developed.</p>
		<p>b. Partner with Bendigo &amp; District Aboriginal Co-operative to run quarterly community meetings to provide information and hear from community members, information may include:</p> <ul style="list-style-type: none"> <li>• Upcoming opportunities such as; community grant and grant writing workshops, youth programs, community art forums, business development events, citizenship awards;</li> <li>• Feedback on strategies, plans and projects; and</li> <li>• Functions/ roles of local government and assisting to access the organisation</li> </ul>	Manager Community Partnerships	Bendigo & District Aboriginal Co-operative Communications & Media	Years 1,2,3	Relevant City presence at four community meetings annually

		c. Investigate and provide a recommendation to Council regarding the development of an Aboriginal and Torres Strait Islander Advisory Committee.	Manager Community Partnerships	Executive Services Community Wellbeing City Futures Planning & Development Presentation & Assets Organisation Support Taungurung Clans Aboriginal Corporation Dja Dja Wurrung Clans Aboriginal Corporation Bendigo & District Aboriginal Co-operative	Year 2	Research and consultation undertaken to culminate in a Council report with a recommendation re an Advisory Committee.
		d. The City to host annual gatherings between Council and the boards of: Bendigo & District Aboriginal Co-operative, Taungurung Clans Aboriginal Corporation and The City to host annual gathering with the board of Dja Dja Wurrung Clans Aboriginal Corporation	Manager Executive Services	Community Partnerships Bendigo & District Aboriginal Co-operative Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Years 1,2,3	Gathering held with Taungurung Clans Aboriginal Corporation; Dja Dja Wurrung Clans Aboriginal Corporation; and Bendigo & District Aboriginal Co-operative
		e. Organise a gathering between Aboriginal and Torres Strait Islander youth and the Mayor	Manager Executive Services	Manager community partnerships BDAC	Years 1,2,3	Annual gatherings held.

OPPORTUNITIES

*Providing opportunities that foster wellbeing through social inclusion, civic participation, and cultural expression.*

#	Objective	Action	Responsibility	Partner	Timeframe	Measureable targets
13	Increase the participation of Aboriginal and Torres Strait Islander youth in City Youth initiatives	a. Implement the Rural and Regional Local Government Youth Engagement Program which has a focus on Aboriginal and Torres Strait Islander Youth Leadership.	Manager Community Partnerships	Bendigo & District Aboriginal Co-operative St Luke's	Year 1	Program implemented
		b. Provide avenues for Aboriginal and Torres Strait Islander youth leaders to participate in City for Greater Bendigo leadership and other programmes and ensure programmes are culturally appropriate	Manager Community Partnerships	Bendigo & District Aboriginal Co-operative Taungurung Clans Aboriginal Corporation Dja Dja Wurrung Clans Aboriginal Corporation Department of Education and Early Childhood Development Catholic College Bendigo Bendigo South East College Weeroona College Bendigo Crusoe 7-10 Secondary College Eaglehawk Secondary College	Years 1,2,3	Increase participation by 20%.

		<p>c. Increase opportunities for inclusion of Aboriginal and Torres Strait Islander on the Youth Action Group</p>	<p>Manager Community Partnerships</p>	<p>Bendigo District Aboriginal Co-operative Taungurung Clans Aboriginal Corporation Dja Dja Wurrung Clans Aboriginal Corporation Department of Education and Early Childhood Development Catholic College Bendigo Bendigo South East College Weeroona College Bendigo Crusoe 7-10 Secondary College Eaglehawk Secondary College</p>	<p>Years 1,2,3</p>	<p>Aboriginal and / Torres Strait Islander young person(s) member of the Youth Action Group</p>
		<p>d. Increase awareness of Career Horizons and other work experience opportunities to KESO's and schools,</p>	<p>Manager Community Partnerships</p>	<p>People &amp; Performance Goldfields LLEN</p>	<p>Years 1,2,3</p>	<p>Aboriginal youth engaged in work experience</p>

14	Support Aboriginal and Torres Strait Islander businesses and enterprises	a. Undertake internal promotion of the social procurement schedule and ensure it is applied to all service contracts	Manager Contracts & Project Co-ordination	Community Partnerships Economic Development Communications & Media	Years 1,2,3	All service contracts use the social procurement schedule
		b. Develop and promote to staff a list of Aboriginal and Torres Strait Islander enterprise and businesses that can be used to procure goods and services	Manager Contracts & Project Co-ordination	Economic Development	Years 2, 3	List developed
		c. Explore the issues and challenges that face Aboriginal and Torres Strait Islander enterprise and business and address identified issues through reviewing processes and structures, and supporting capacity building opportunities.	Manager Contracts & Project Co-ordination	Community Partnerships Economic Development	Years 1,2,3	Barriers identified and solutions implemented.
		d. Explore benefits and costs of implementing Federal policy regarding procurement through Supply Nation <sup>1</sup>	Manager Contracts & Project Coordination	Economic Development	Year 1	Submission of a business case to the City's Executive Management Team to become a member of Supply Nation if appropriate

<sup>1</sup> Supply Nation registers, lists and supports Aboriginal businesses and promotes their involvement into the supply chain.



		<p>e. Investigate and form relationships to develop a supportive network for a local Aboriginal and Torres Strait Islander business/ enterprise to supply quality and consistent supply of retail gift and souvenir products to the Bendigo and Heathcote Visitor Centres.</p>	<p>Manager Visitor Services Manager</p>	<p>Economic Development Community Partnerships Taungurung Clans Aboriginal Corporation Dja Dja Wurrung Clans Aboriginal Corporation Koorie Heritage Trust Tourism Victoria</p>	<p>Years 2,3</p>	<p>Reliable supply of products provided to the Visitor Centre.</p>
		<p>f. Promote business development opportunities to Aboriginal and Torres Strait Islander businesses and enterprises</p>	<p>Manager Economic Development</p>	<p>Community Partnerships</p>	<p>Years 2,3</p>	<p>Aboriginal and Torres Strait Businesses attend economic development opportunities.</p>
15	<p>Increase employment opportunities for Aboriginal and Torres Strait Islander peoples with an aim of working towards a participation rate that reflects the Aboriginal and Torres Strait Islander population in Greater Bendigo</p>	<p>a. Develop an ongoing employment working group that meets quarterly comprised of People and Performance, recruiting Manager/Coordinator representatives and external Aboriginal and Torres Strait Islander organisational representatives to develop strategies to increase employment and work experience.</p>	<p>Manager People &amp; Performance</p>	<p>Community Partnerships</p>	<p>Years 1,2,3</p>	<p>Quarterly meetings held</p>

		b. Review Human Resources and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace and develop strategies to respond to barriers identified.	Manager People & Performance	Community Partnerships	Year 1	Procedures and policies reviewed and strategies developed.
		c. Develop a business case and explore resource options for designated Aboriginal and Torres Strait Islander positions.	Manager People & Performance	Community Partnerships	Years 1,2	Business case submitted
		d. Undertake a staff diversity audit to identify current Aboriginal and Torres Strait Islander employees to inform future employment, retention and development of initiatives and integrate identification options into recruitment systems.	Manager People and Performance	Community Partnerships	Year 1	Diversity audit undertaken  Include Aboriginal and Torres Strait Islander identification options in job applications

		e. Publicise provision of all external vacancies in ways that will reach potential Aboriginal and Torres Strait Islander Candidates	Manager People & Performance	Community partnerships	Years 1,2,3	Aboriginal and Torres Strait Islander job applications received.
		f. Investigate partnerships with suitable organisations and/or associations, and if appropriate work towards integrating existing employment and retention programs e.g., Deadly Yakka (Matchworks)	Manager People & Performance	Community Partnerships	Years 2, 3	2x employment programs implemented
		g. Explore a mentoring program between young Aboriginal and Torres Strait Islander people and relevant staff of their interested profession to provide information about career pathways and explore professions.	Manager Community partnerships	People and Performance Economic Development Department of Education (Koorie Education Support Officers)	Years 2,3	Mentoring program explored and recommendation provided to the RAP working group.

16	Improve monitoring of Aboriginal and Torres Strait Islander participation with the Organisation	<p>a. Develop and include a standardised option(s) for Aboriginal and Torres Strait Islander identification to be applied to:</p> <ul style="list-style-type: none"> <li>• Volunteering, work experience opportunities;</li> <li>• Employment applications and recruitment;</li> <li>• Project reference groups and committees of council.</li> <li>• All community surveys;</li> </ul>	<p>Manager People and Performance</p> <p>Manager Strategy (to be transferred to Community Engagement Officer)</p>	Community Partnerships	Year 1	Standardised questions developed and applied.
17	Provide information to the local Aboriginal and Torres Strait Islander community about standing for council	<p>a. Promotion of Council and candidate information through the following Aboriginal and Torres Strait Islander networks:</p> <ul style="list-style-type: none"> <li>• Bendigo Local Aboriginal Network;</li> <li>• Dja Dja Wurrung Clans Aboriginal Corporation;</li> <li>• Koorie Shout out on Phoenix FM;</li> <li>• Taungurung Clans Aboriginal Corporation; and</li> <li>• BDAC Koorie Grapevine.</li> </ul>	Manager Executive Services	<p>Community Partnerships</p> <p>Victorian Local Governance Association</p> <p>Municipal Association of Victoria</p> <p>Victorian Electoral Commission</p> <p>Bendigo &amp; District Aboriginal Co-operative</p> <p>Taungurung Clans Aboriginal Corporation</p> <p>Dja Dja Wurrung Clans Aboriginal Corporation</p> <p>Bendigo Local Aboriginal Network</p>	Year 1	Information provided through identified networks.

		b. Interested Councillors to discuss their experiences with the local Aboriginal and Torres Strait Islander community and potential candidates.	Manager Executive Services	Community Partnerships Bendigo & District Aboriginal Co-operative Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation Bendigo Local Aboriginal Network	Year 1	Councillor attendance at a Local Aboriginal Network meeting.
18	Increase engagement in early years services and programs	a. Develop partnerships with relevant organisation to increase cultural inclusion and promotion of children's and family events to Aboriginal and Torres Strait Islander families.	Manager Community Partnerships	Bendigo District Aboriginal Corporation	Years 1,2,3	Increased attendance of Aboriginal and Torres Strait Islander families at events.
		b. Increase City Early Years Staff awareness of the "early start to kinder grant" and promote to eligible families	Manager Community Services	Department of Education and Training	Year 1	Increased applications for grants.
19	Provide opportunities to showcase Aboriginal and Torres Strait Islander Culture, art and history to the wider community	a. Explore opportunities in partnership with La Trobe Visual Arts Centre for an Aboriginal and Torres Strait Islander component	Director Bendigo Art Gallery	La Trobe Visual Arts Centre Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Years 2,3	Opportunities explored
		b. Explore opportunities to hold an exhibition of Aboriginal and Torres Strait Islander Art at the Post Office Gallery.	Director Bendigo Art Gallery	Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Year 2	Opportunities explored.

				Museums Victoria State Library		
		<p>c. Promote the Integration of local and regional Aboriginal and Torres Strait Islander art and programs into the exhibitions of the Bendigo Art Gallery. Including:</p> <ul style="list-style-type: none"> <li>• Proposing to the Bendigo Art Gallery Board Developing and implementing an acquisition policy for the permanent collection;</li> <li>• Exploration of an Aboriginal and Torres Strait Islander temporary exhibition; and</li> <li>• Community Education Program during NAIDOC and Reconciliation week.</li> </ul>	Director Bendigo Art Gallery	Bendigo Art Gallery Dja Dja Wurrung Clans Aboriginal Corporation Taungurung Clans Aboriginal Corporation	Ongoing	Acquisition policy developed and at least three pieces of Art added to the permanent collection. Temporary exhibition explored. One community education undertaken per year.
		d. Integrate Cultural Awareness into the tourism industry development e. initiatives	Manager Tourism	Community Partnerships Economic Development	Year 2	Cultural Awareness training provided
		e. Public exhibition at Ulumbarra of the relocated Scarred Trees from the Ravenswood Interchange.	Manager Capital Venues & Events	Department of Education and Training	Year 1	Relocation ceremony held at Ulumbarra

		f. Include Aboriginal and Torres Strait Islander artists into the annual programming for the Capital, Venues and Events	Manager Capital Venues & Events		Years 1,2,3	At least one Aboriginal and Torres Strait Islander performance or art event included in the Capital's annual program
		g. Develop a list of Aboriginal and Torres Strait Islander local and traditional owner artists	Manager Capital, Venues & Events	Capital, Venues and Events. Local Aboriginal Network	Year 1	
		h. Support the capacity building of Aboriginal artists and groups and access to opportunities. Capacity building may involve assistance with: grant applications, budgets, access to information.	Manager Capital, Venues & Events	Dja Dja Wurrung Clans Aboriginal Corporation  Taungurung Clans Aboriginal Corporation  Bendigo Local Aboriginal Network  Bendigo & District Aboriginal Co-operative	Years 1,2,3	Funding applications submitted or information and opportunities accessed from Aboriginal and Torres Strait Islander artists and groups.
		i. Provide opportunities for Aboriginal and Torres Strait Islander artists to showcase their creativity through an exhibition at any of the Capital, Venues and Events sites.	Manager Capital, Venues & Events		Year 2	Exhibition at any of Capital, Venues and Events sites.
		j. Explore opportunities to include local Aboriginal and Torres Strait Islander Art in the programming for the Living Arts Space.	Manager Tourism	Capital, Venues and events.  Local Aboriginal Community,  Dja Dja Wurrung Clans Aboriginal Corporation  Taungurung Clans Aboriginal Corporation	Years 1,2,3	Local Aboriginal and Torres Strait Islander Art exhibited at the Living Arts Space.

				BDAC Bendigo Kangan Institute		
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Quality Assurance, governance and reporting				
#	Action	Deliverable	Responsibility	Timeline
20	Ensure program quality by monitoring, reviewing and problem solving implementation issues.	a. Form a Reconciliation Action Plan Working Group that is operational to support the development of the City's Reconciliation Action Plan, comprising Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation	Manager Community Partnerships	Years 1, 2, 3
		b. Develop a business case for increased staff resources to support the implementation of actions and support proposed governance structures	Manager Community Partnerships	Year 1
21	Report RAP achievements, challenges and learnings to Reconciliation Australia	a. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	Manager Community Partnerships	Years 1,2,3
		b. If approached, participate in the Reconciliation Australia RAP barometer	Manager Community Partnerships	Years 1,2,3



22	Report RAP achievements, challenges and learnings internally to the organisation and externally to the local community and interested stakeholders	a. Publicise the City's RAP achievements, challenges and learnings through City publications and local media.	Manager Community Partnerships	Years 2,3
		b. Annual progress report submitted to Council	Manager Community Partnerships	Years 2,3
		c. Implement RAP actions into organisation planning system, Interplan, to allocate actions to responsible managers and provide quarterly progress reports.	Manager Community Partnerships	Year 1