



Brimbank
City Council

Draft Innovate Reconciliation Action Plan

2024–2026



Front cover artwork

Meeting Place, by Aunty Marjorie Jean Mason

Artists' description of the artwork

The centre circle is where the boss lady (Martha) sits.

The black lines are the pathways in and out of the circle.

The six circles are the advisory councillors and the half circles with the white dot are the tribe members sitting.

There are four females and two males in the advisory councillors.

The colours represent the four seasons and are the ochre colours.

About the artist

Aunty Jeanie Mason is an Aboriginal Elder and Member of the Brimbank Aboriginal and Torres Strait Islander Consultative Committee. She is a proud Bakandji woman from New South Wales. Aunty Jeanie grew up in Wilcannia on a mission and thanks to her mum she grew up with her culture and her language. Her mum took her and her eight siblings out to the bush and taught them about medicinal plants, what to eat and what to look for. Aunty Jeanie has lived in the Brimbank area for 30 years, and became involved with the community through her professional background working in community services. She is passionate about education and improving opportunities for the Indigenous community to strengthen connections to culture and community.

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Glossary

Item	Meaning
Traditional Custodians	<p>Aboriginal people or nations who have the responsibilities in caring for their Country.</p> <p>Brimbank Traditional Custodians include:</p> <ul style="list-style-type: none"> - Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation - Bunurong Land Council Aboriginal Corporation
First Nations	This term is interchangeably used throughout this document to refer to Aboriginal and Torres Strait Islander Peoples
BATSICC	Brimbank Aboriginal and Torres Strait Islander Consultative Committee
BCC	Brimbank City Council
WRLGRN	Western Regional Local Government Reconciliation Network
DHHS	<p>Victorian Department of Health and Human Services.</p> <p>NOTE in 2021, this department was separated into two separate departments:</p> <ul style="list-style-type: none"> - The Department of Health (DH) - Department of Families, Fairness and Housing (DFFH)
NAIDOC Week	National Aborigines and Islander Day Observance Committee Week
MOU	Memorandum of Understanding
BCCC	Brimbank Community and Civic Centre
RWG	Reconciliation Working Group (internal)

Acknowledgement

Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong peoples as the Traditional Custodians of this land and its' waterways and pays respect to their Elders past, present and future. For the Traditional Custodians the lands and waterways in the City of Brimbank have always been a significant trading and meeting place.

Council acknowledges and thanks Brimbank Aboriginal and Torres Strait Islander residents and Elders for their ongoing contribution to the diverse culture of our community and their contribution to the development of the Reconciliation Action Plan (RAP).

Brimbank City Council acknowledges that Aboriginal and Torres Strait self-determination is a human right enshrined in the United Nations Declaration on the Rights of Indigenous People, and we are committed to working towards social, economic, and cultural equity for Brimbank Aboriginal and Torres Strait Islander People.

1. Our Reconciliation Vision

Brimbank acknowledges our history and embraces our future with our support for Reconciliation.

We are a diverse municipality, and the rich history and culture of our Traditional Custodians is woven throughout Brimbank.

Our vision for Reconciliation is a municipality that embraces unity between Aboriginal and Torres Strait Islander people and other Australians.

In the context of our organisation, this represents:

- relationships with Traditional Custodians that are built on trust and respect
- historical acceptance of our shared history and removal of negative race relations
- reflection, celebration and promotion of First Nations' culture, history, stories and connection to country in our work and places and spaces we manage
- staff with cultural understanding and competency
- equal opportunity, access and participation in Council services, programs and activities for First Nations People
- an inclusive and diverse workplace that is not just culturally safe, but culturally rich and proud
- flexible ways of working that acknowledge the needs and aspirations of First Nations people.

We acknowledge we are on a journey of learning, and we continue to work actively in partnership with the Traditional Custodians of the land on which we live and work.

Brimbank has the chance to be a voice for generations, taking responsibility by advocating and creating a better future for Aboriginal and Torres Strait Islander people and our community.

2. Mayor's message

I am proud to introduce Brimbank City Council's second Innovate 2024-2026 Reconciliation Action Plan (RAP), which supports and reaffirms our vision for reconciliation, and embraces unity and respect between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

The RAP was developed in consultation with the Brimbank's Traditional Custodians, the Wurundjeri Woi-Wurrung and Bunurong, the Brimbank Aboriginal and Torres Strait Islander Consultative Committee, local Aboriginal and Torres Strait Islander peoples, Council staff, and the wider Brimbank community.

Brimbank has a long history of reconciliation and has taken significant steps to build positive and respectful relationships with Aboriginal and Torres Strait Islander peoples.

We began our reconciliation journey over 16 years ago and built a foundation for reconciliation through:

- Extending an apology to the Stolen Generations in February 2008.
- Signing the Reconciliation Statement of Commitment with the Wurundjeri Tribe Land and Compensation Cultural Heritage Council in May 2012.
- Establishing a Brimbank Aboriginal and Torres Strait Islander Consultative Committee to guide Council in the development and implementation of the RAP in 2014.
- Adopting our Aboriginal Cultural Heritage Strategy in 2018.
- Adopting three Reconciliation Action Plans in 2013, 2019 and now in 2024.
- Supporting the local Aboriginal and Torres Strait Islander community establish Coinda, a local Brimbank based Aboriginal Centre in 2023.
- Establishing and maintaining relationships with the Traditional Custodians, Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation.

We remain committed to ensuring the history, culture and achievements of Aboriginal and Torres Strait Islander people are celebrated throughout our city.

We acknowledge we are on a journey of listening and learning, and we continue to work actively in partnership with the Traditional Custodians of our land, as well as Aboriginal and Torres Strait Islander people who make Brimbank their home.

The RAP is aspirational, and paves the way for greater respect, inclusion and equity for Aboriginal and Torres Strait Islander people in our community. Our vision is to create opportunities, and ensure accessible services for the local Aboriginal and Torres Strait Islander community.

On behalf of Council, I would like to thank everyone who has contributed to the development of our Reconciliation Action Plan.

Cr Ranka Rasic

Mayor, Brimbank City Council

3. Message from the CEO

At Brimbank City Council, we recognise the profound importance of acknowledging our shared history with the Traditional Custodians of Brimbank, the Wurundjeri and Bunurong, and embracing a future built on unity and partnership. This Reconciliation Action Plan (RAP) stands as a testament to our ongoing dedication to these ideals.

This is our second RAP at the 'Innovate' level as we have some unfinished business. In the following pages, we invite you to join us on a journey that embodies our commitment to reconciliation, respect, and understanding.

Developed in close collaboration with Traditional Custodians, the Brimbank Aboriginal and Torres Strait Islander Consultative Committee, staff, and the broader Brimbank community, our RAP reflects our collective aspirations.

As part of our reconciliation journey, Council supported a First Nations Voice to Parliament as part of the 2023 Referendum. We remain committed to inclusive decision making, truth telling about Australia's history, self-determination and treaty for Aboriginal and Torres Strait Islanders.

Brimbank is a place of diverse cultures, languages, and histories, and within this tapestry, we find strength. This RAP is a declaration of our intention to continually strengthen our relationships, deepen our respect, and create opportunities that benefit all members of our community.

This publication is more than just words on paper; it's a representation of our shared journey toward a more inclusive and understanding future. As we turn these pages, let's be reminded that reconciliation is a continuous process, one that requires ongoing commitment and collaboration.

Thank you for joining us on this path of progress, compassion, and unity.

Fiona Blair

CEO, Brimbank City Council

Walking Together. Acknowledging our History. Embracing our Future.

4. Our rich Aboriginal heritage

Aboriginal people have a deep and continuous connection to the land now called Victoria.

It is a connection of more than 65,000 years. With thousands of years of history, Brimbank has a rich physical and cultural Aboriginal heritage.

The Country in which Brimbank is located is under the statutory care of its Traditional Custodians, the Bunurong Land Council Aboriginal Corporation to the south and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to the north of the municipality.

For the Traditional Custodians, the lands in the City of Brimbank have always been a significant trading and meeting place.

More than 200 years ago, European settlement in Brimbank impacted Aboriginal people by decimating land and communities and displacing families.

The way Aboriginal people lived before European settlement is very different to the way they lived after colonisation. Aboriginal groups chose campsites close to rivers and creeks, traditionally used as travelling routes and sources of food.

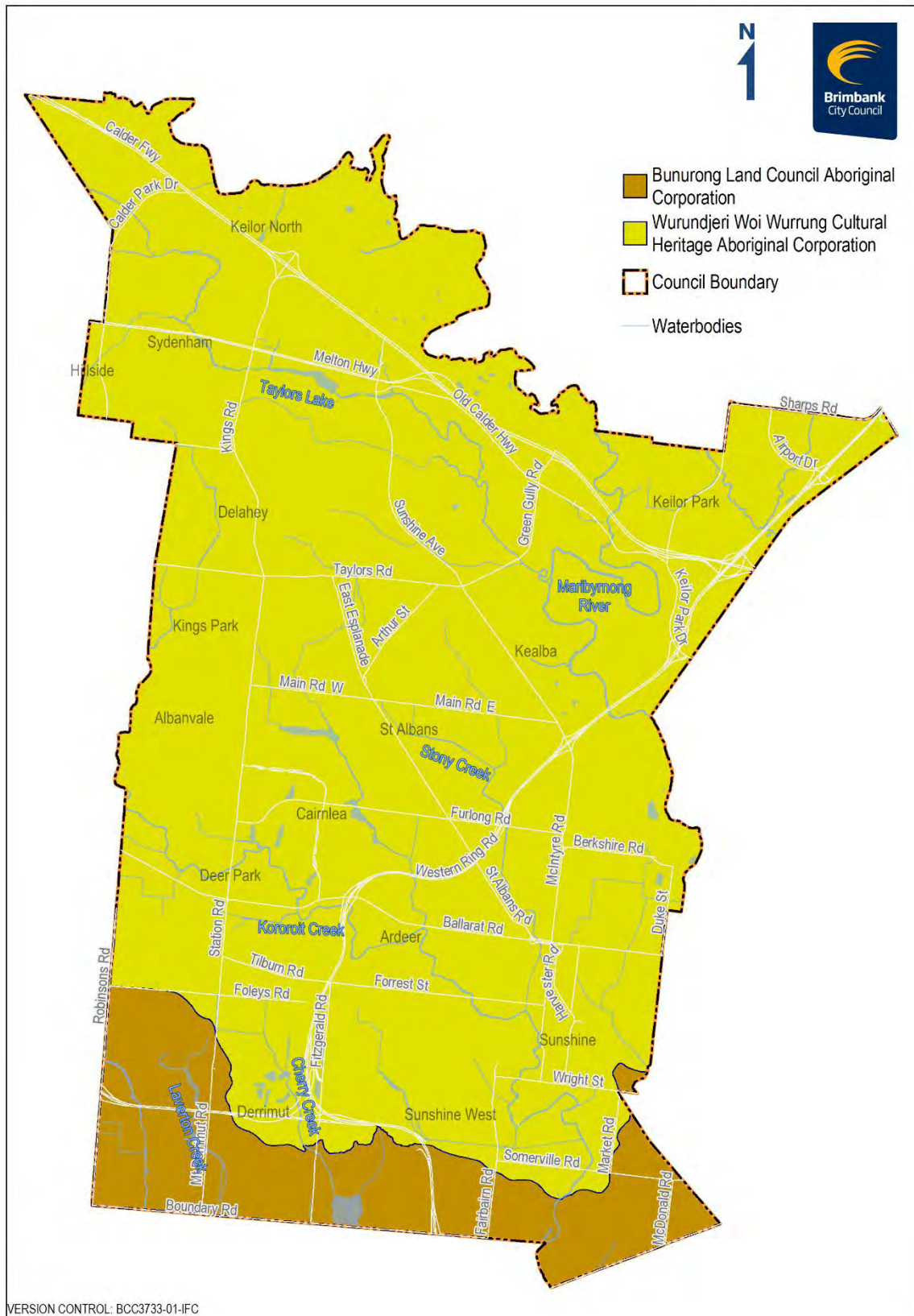
The land provided all they needed – food, water, medicine, shelter, and they treated it with the respect of such a provider.

The rich history and continuous culture of our Traditional Custodians is woven throughout Brimbank, in its people, in significant sites and in murals recognising this history. Brimbank has about 440 registered sites of significance. Artefacts found are more than 30,000 years old. Some of these sites are in Brimbank Park, Sydenham Park and Organ Pipes National Park.

Connection to this land is and always will be important.

The City of Brimbank is the third largest municipality in Melbourne and is home to a wonderfully diverse community. Aboriginal and Torres Strait Islander people from all parts of Australia make Brimbank their home.

Almost half our residents are born outside Australia. We welcome all people to this amazing and ancient land.



5. Our Business

5.1 How local government works

The elected Council is the decision-making body that sets the strategic direction for the municipality, including our Community Vision, Council Plan and our Municipal Public Health and Wellbeing Plan – all of which are articulated in Council’s [Together We are Brimbank Plan](#). Council employs over 1,400 full-time, part-time and casual staff of which less than one percent identify as Aboriginal or Torres Strait Islander people.



5.2 Services that help the community

Brimbank City Council is responsible for managing, planning and delivering the following services to residents, businesses and visitors.

Children & families	Health & Wellbeing	Your home	Sport & leisure	Roads & safety	Community
 Childcare	 Disability services	 Planning permits	 Sportsgrounds	 Roads & footpaths	 Libraries
 Kindergartens	 Home maintenance	 Building permits	 Swimming pools	 Car parks	 Volunteering
 Maternal & child health	 Home & community care	 Pet registrations	 Leisure centres	 Street lighting	 Theatre & the arts
 Playgroups	 Meals on wheels	 Pet registrations	 Leisure centres	 School crossing supervision	 Grants
 Immunisation	 Youth services	 Rubbish & recycling	 Parks & gardens	 Emergency management	 Community centres
					 Festivals & events

Council also plays an important statutory role in preparing policy guidance and making land use decisions in Brimbank that accord with the Native Title Act 1993 (Cth), Traditional Owner Settlement Act 2010 (Vic), Aboriginal Heritage Act 2006 (Vic) and the Charter of Human Rights and Responsibilities Act 2006 (Vic) that provide for the protection and management of Aboriginal cultural heritage.

Council is also supported by the work of the Victorian Government, specifically through the Victorian Aboriginal and Local Government Strategy 2021-2026, and works collaboratively with other Councils.

6. Brimbank Community Profile

Snapshot of Brimbank's Community

Brimbank's Estimated Resident Population

193,146 - as at 30 June 2022.



Aboriginal and Torres Strait Islander Population



	Number	% of total population	Change 2016 - 2021 (persons)
Aboriginal and Torres Strait Islander population	855	0.4	▲ 39

Language Top Ten Languages Spoken (excluding English)



	Number	% of total population	Change 2016 - 2021 (persons)
Vietnamese	36,020	18.5	▲ 4,567
Filipino/Tagalog	4,939	2.5	▼ 377
Greek	4,613	2.4	▼ 675
Punjabi	4,370	2.2	▼ 1,264
Arabic	4,285	2.2	▼ 1
Macedonian	4,237	2.2	▼ 396
Maltese	4,061	2.1	▼ 995
Cantonese	4,025	2.1	▼ 145
Italian	3,868	2.0	▼ 1,038
Croatian	2,868	1.5	▼ 573

Newer languages that are increasing in number include: Telugu, Assyrian/Aramaic, Nepali and Urdu.

Country of Birth Percentage of Residents in Brimbank born Overseas



48.2%
of people in Brimbank
were born overseas

compared with
35.7%
in Greater Melbourne

Top Ten Overseas Countries of Birth

	Number	% of total population	Change 2016 - 2021 (persons)
Vietnam	25,391	13.0	▲ 3,686
India	8,209	4.2	▼ 1,075
Philippines	5,759	3.0	▲ 13
Malta	4,086	2.1	▼ 438
North Macedonia	3,033	1.6	▼ 42
Italy	2,819	1.4	▼ 372
New Zealand	2,601	1.3	▼ 672
China	2,202	1.1	▼ 193
Croatia	2,035	1.0	▼ 250
Greece	2,031	1.0	▼ 191

Other countries of birth that have increased since 2016: Iraq (+781 people), Nepal (+498 people) and Burma (Myanmar) (+405 people).

Labour Force



53.3%
of Brimbank residents in the
labour force were
employed full-time

compared with
56.9%
in Greater Melbourne

Disadvantage

The Index of Relative
Socio-economic Disadvantage
(IRSD) score for Brimbank
in 2021, was
912.5

compared with
a score of
1,018.0
for
Greater Melbourne.

The suburbs in Brimbank with the highest levels of socio-economic disadvantage were:

Suburb	IRSD Score
Kings Park	815.8
St Albans South	821.2
St Albans North	825.3
Albanvale	842.7
Sunshine North	864.8
Sunshine West	884.4

Note: A lower IRSD score means a higher level of disadvantage

Religion

71.7%
of residents
identify with a
faith or religion

compared
with
57%
in Greater Melbourne

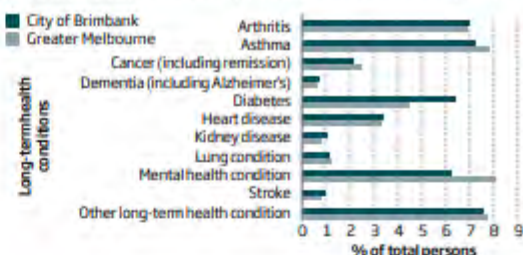


Long-term Health Conditions



28.3%
of residents in Brimbank
reported having at least one
long-term health condition

compared with
29.5%
in Greater Melbourne



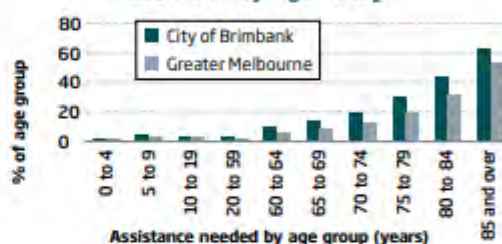
Number of Residents Needing Assistance with Core [day-to-day] Activities



7.7%
of residents in Brimbank
reported needing assistance
with core activities

compared with
5.5%
in Greater Melbourne

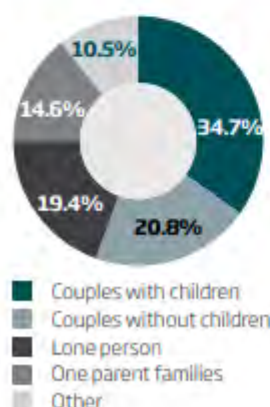
Need for Assistance with Core Activities by Age Group



Household Type

34.7%
of households in Brimbank
comprised
Couples with Children

compared to
33.1%
in
Greater Melbourne



Housing Stress Type



18.9%
of households in Brimbank
with a mortgage were experiencing
mortgage stress

compared with
16.8%
in Greater Melbourne

33.3%
of households in Brimbank
paying rent were experiencing
rental stress

compared with
30.9%
in Greater Melbourne

Suburbs with Highest Levels of Mortgage Stress	% of Households in Suburb	Suburbs with Highest Levels of Rental Stress	% of Households in Suburb
Kings Park	24.5	Delahey	41.3
Sunshine North	24.1	Kings Park	36.3
St Albans South	23.7	St Albans North	36.3
St Albans North	23.4	Albanvale	35.2
Albanvale	22.6	St Albans South	34.8

Aboriginal and Torres Strait Islander residents

The estimated resident population of Brimbank in 2022, was 193,146. Information from the 2021 census shows the Aboriginal and Torres Strait Islander population was 853. Of this population, 783 were Aboriginal people, 57 were Torres Strait Islander people and 13 had both heritages. The population accounts for 0.4 per cent of the total Brimbank population compared with the Victorian Aboriginal and Torres Strait Islander population that make up 0.7 per cent of the total. The population has grown steadily from 490 people in 2001; at around 3.5 per cent per year.

The Brimbank Aboriginal and Torres Strait Islander population shares similar characteristics to the wider Aboriginal and Torres Strait Islander Victorian population in that it is younger (over half being aged under 24 years), has higher rates of unemployment and lower labour force participation, more likely to be living in one-parent families, and have lower rates of home ownership. These inequalities can be attributed to historic discrimination and the ongoing impact of colonisation.

7. Our Reconciliation journey – key outcomes

2008	<ul style="list-style-type: none"> - Adoption of the full motion of the Federal Governments formal apology to Aboriginal and Torres Strait Islander people, including the Stolen Generations
2012	<ul style="list-style-type: none"> - Adoption of a Reconciliation Statement of Commitment and the Federal Government's apology to the Stolen Generations
2013	<ul style="list-style-type: none"> - Formation of the Brimbank Heritage Advisory Committee - Adoption of 'Reflect' Reconciliation Action Plan (2013 -2017)
2014	<ul style="list-style-type: none"> - Cultural Awareness Training for Council staff - Establishment and support of the Brimbank Aboriginal and Torres Strait Islander Community Consultative Group (BATSICC) - Delivery of forums on Constitutional Recognition of Aboriginal and Torres Strait Islanders - Development of the Koorie (Service Providers) Resource Booklet - Support of Friends of Brimbank Groups to preserve and sustain Indigenous flora and fauna; Wayapa Wuurrk Aboriginal Wellness Foundation Programs at the Albion Eco-Living Centre; Co'Health's "Wellness Dreaming Messengers" - Support of the Western Region Local Government Reconciliation Network (WRLGRN) and Aboriginal and Torres Strait Islander led initiatives during NADIOC Week - Increase of Aboriginal and Torres Strait Islander resources across libraries and Neighbourhood Houses.
2015	<ul style="list-style-type: none"> - Ongoing support of BATSICC, WRLGRN, DHHS Brimbank Melton Aboriginal Advisory Committee, Koolin Balit Wellbeing Partnership Network and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week - Acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags permanently flown at the Brimbank Community Civic Centre and plaques recognising Traditional Custodians installed on all Council (new and refurbished) buildings
2016	<ul style="list-style-type: none"> - Memorandum of Understanding (MOU) signed with Wurundjeri Tribe Land Compensation Heritage Council currently known as Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation - 'A Journey on Marin Balluk' Cultural Awareness Training for Brimbank staff - Completion of the Brimbank Aboriginal Employment Framework - Wurundjeri artist engaged to design bronze acknowledgement plaque for the new Brimbank Community and Civic Centre (BCCC) - Delivery of the Mullagh Wills Reconciliation Sport Project - Ongoing support of BATSICC, WRLGRN and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week

	<ul style="list-style-type: none"> - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and neighbourhood houses etc.
2018	<ul style="list-style-type: none"> - Council adopts the Brimbank Aboriginal Cultural Heritage Strategy 2018-2023 - Ongoing support of BATSICC, WRLGRN and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and neighbourhood houses etc.
2019	<ul style="list-style-type: none"> - Council adopts an 'Innovate' Reconciliation Action Plan (2019 – 2021) - Ongoing support of BATSICC, WRLGRN and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and neighbourhood houses etc.
2021	<ul style="list-style-type: none"> - Development of the Brimbank Cultural Heritage Guidelines 2021 and Brimbank Cultural Heritage Management Plan Checklist 2021 - Ongoing support of BATSICC, WRLGRN and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and neighbourhood houses etc.
2022	<ul style="list-style-type: none"> - Council resolves to raise awareness of what January 26 means to Aboriginal and Torres Strait Islander people - During Jan 26 citizenship ceremony, a one minute silence is observed; an Elder's message on the meaning of the day for First Nations people is played; Aboriginal and Torres Strait Islander flags and pins are distributed - Artwork by Wurundjeri man, Thomas (Tom) Day, installed in Council Chambers. - Council conducts a Staff Aboriginal Cultural Awareness Survey - Council in partnership with BATSICC conducts an Aboriginal feasibility study to establish the viability of setting up an Aboriginal community centre in Brimbank - Council supports a five year pilot study for the Cooina Aboriginal and Torres Strait Islander Community Centre - Ongoing support of BATSICC, WRLGRN and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week i.e. Ask\Aunty Uncle Q&A for staff - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and neighbourhood houses etc.
2023	<ul style="list-style-type: none"> - Council acknowledges its support of the Uluru Statement of the Heart through the Mayors for the Voice to Parliament Public Statement - Council secures State Government's Neighbourhood House funding as an auspice of Cooina Community Group to support with the establishment of Cooina Community Centre for the next two years - Delivery of Aboriginal Cultural Awareness Training for Council staff - Renewal of Council's (internal) Reconciliation Working Group (RWG)

	<ul style="list-style-type: none"> - Ongoing support of BATSICC, WRLGRN; Cooina Aboriginal and Torres Strait Islander Community Centre; and Aboriginal and Torres Strait Islander led initiatives during National Reconciliation Week and NAIDOC Week i.e. Ask\Aunty Uncle Q&A for staff - Ongoing acknowledgement of Aboriginal and Torres Strait Islander culture and history via flags, plaques, resources in libraries and Neighbourhood Houses etc.
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8. The Brimbank City Council Innovate 2024 – 2026 Reconciliation Action Plan

Brimbank's Reconciliation Action Plan (RAP) is a strategic document that outlines priority actions and deliverables expected under the Reconciliation Australia RAP Framework and actions and deliverables unique to Brimbank's Aboriginal and Torres Strait Islander community and Council.

The RAP guides how Council will work with local Aboriginal and Torres Strait Islander communities and organisations, and Traditional Custodians, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation.

Council is committed to furthering actions and supporting reconciliation as a part of its core business and strategic aims. Building long-term relationships based on mutual respect and trust is achieved through ongoing dialogue and meaningful action.

The development and implementation of the RAP is linked to the [Together We Are Brimbank Plan](#) (which incorporates the Brimbank Community Vision 2040, the Council Plan 2021-25, our Municipal Public Health and Wellbeing Plan) and the [Brimbank Social Justice Charter](#). Combined, these documents form the core of the Council's approach to working with Aboriginal and Torres Strait Islander people into the future.

Council adopted its first RAP in 2013 which scoped our capacity for advancing reconciliation. In 2016, we had progressed to the 'Innovate' level and the 2016 -2019 RAP outlined our vision for reconciliation and the actions we undertook to achieve it. Unfortunately COVID, and its' impact on our community and operations, meant that our Reconciliation journey stalled. The 2024-2026 RAP will therefore remain at the 'Innovate' level to ensure we can complete unfinished business.

To ensure we maintain momentum with our RAP actions, we have renewed and revived our internal Reconciliation Working Group to include Senior Managers from across the organisation, Aboriginal and Torres Strait Islander staff, representation from the Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC) and other staff members who are interested and invested.

9. Oversight and governance of the RAP

Brimbank City Council uses an internal Reconciliation Working Group to support, monitor and govern the implementation of our RAP. The purpose of the Working Group is to champion and embed reconciliation across the organisation and municipality.

The Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC) provides Council with knowledge and advice on Aboriginal and Torres Strait Islander issues and needs, and with the development and implementation of the Reconciliation Action Plan.

9.1 About the Brimbank City Council Reconciliation Working Group

Governance and support for the RAP is the responsibility of an internal Reconciliation Working Group (RWG) with secretarial and policy support provided by the Community Strengthening and Social Planning department.

The Working Group's vision for reconciliation is a municipality that embraces unity between Aboriginal and Torres Strait Islander people and other Australians.

In the context of our organisation, this represents:

- relationships with Traditional Custodians that are built on trust and respect
- historical acceptance of our shared history and removal of negative race relations
- reflection, celebration and promotion of First Nations' culture, history, stories and connection to country in our work and places and spaces we manage
- staff with cultural understanding and competency
- equal opportunity, access and participation in Council services, programs and activities for First Nations People
- an inclusive and diverse workplace that is culturally safe, rich and proud
- flexible ways of working that acknowledge the needs and aspirations of First Nations people.

In association with Council's First Nation Portfolio, the RWG will be responsible for

- the development, delivery and management of the Brimbank City Council Reconciliation Action Plan
- leading and coordinating relationships with Traditional Custodians including, but not limited to, organisational touchpoints
- developing and maintaining a productive dialogue with the Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC)
- establishing and implementing agreed ways of working for staff when engaging with Traditional Custodians
- reviewing and updating strategies, policies, procedures and protocols of relevance to First Nations People, as required
- overseeing coordination of National Reconciliation Week and NAIDOC Week events and activities supported by Council in association with local Aboriginal and Torres Strait Islanders
- setting and delivering an organisational-wide narrative regarding Council's commitment to reconciliation

Membership of the Reconciliation Working Group

The RWG includes two members who identify as Aboriginal and Torres Strait Islander People and staff who have a role in implementing the RAP.

This includes

- Executive Leadership Team RAP Champion (Chair) – Director People, Partnerships and Performance
- Aboriginal and Torres Strait Islander staff representative
- Aboriginal Cultural Advisor – external to Council
- Director, Community Wellbeing
- Manager, Community Strengthening and Social Planning
- Manager, Communications, Community Engagement & Change
- Manager, Community Learning and Participation
- Manager, Community Care
- Manager, Customer Experience and Service Innovation
- Group Manager, Operations
- Manager, Climate Emergency and Environment
- Manager, City Development Services
- Manager, Parks & Public Realms
- Manager, People, Culture and Wellbeing
- Manager, City Strategy
- Head of Project Management Office

Regular participants of the meeting will also include

- Coordinator, Connected Communities Unit
- Reconciliation Officer, Connected Communities
- Senior Landscape Architect, Parks & Public Realms
- Coordinator Procurements & Contracts
- Conservation Coordinator

9.2 Brimbank Aboriginal and Torres Strait Islander Consultative Committee

Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC) provides advice on Aboriginal and Torres Strait Islander matters and implementation of Council's current and future RAPs. The objectives of the Committee are to:

- Identify and advise Council on Aboriginal and Torres Strait Islander issues relevant to Brimbank.
- Monitor, review and contribute to the drafting and delivery of the Reconciliation Action Plan
- Provide advice on cultural and arts programs and events, including Sorry Day, National Reconciliation Week and NAIDOC Week events
- Provide advice to Council in relation to its communication, engagement and consultation with Aboriginal and Torres Strait Islander communities
- Contribute to the development of Council's Aboriginal Cultural Protocols Guide

The BATSICC is co-chaired by a Councillor and an Aboriginal and Torres Strait Islander Committee member, has a majority of Aboriginal members and is attended by senior members of the Council's executive staff. Membership of the Committee will comprise of nine (9) members.

10. Community consultation for the Brimbank City Council Innovate RAP 2024 – 2026

Consultation on the development and management of Brimbank's 2024 – 2026 Innovate RAP has been conducted in three phases.

- Phase One – RAP development (Dec 2022 – Nov 2023)
 - o Consultations with Traditional Custodians, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation
 - o Consultation with the Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC)
 - o Internal consultations with all Council areas delivering on the RAP and the Reconciliation Working Group (RWG)
- Phase Two – Community Consultation (Feb – Apr 2024) subject to Council resolution)
 - o A community meeting with local Aboriginal and Torres Strait Islander community members, facilitated by an Aboriginal consultant
 - o Meetings with Aboriginal and Torres Strait Islander stakeholder groups, local organisations, networks and service providers
 - o Consultation with other local governments in Melbourne's west including the municipalities of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham
 - o Wide community engagement with a draft of the RAP including consultation with the Community Panel and public exhibition on Council's online 'Have Your Say' community portal
- Phase Three – RAP completion (May 2024) (subject to Council resolution)
 - o Review of community consultation outcomes by the RWG
 - o Endorsement of the final draft of the RAP by the
 - RWG
 - Traditional Custodians
 - BATSICC
 - Reconciliation Australia
 - o Council endorsement

11. Innovate Reconciliation Action Plan Themes

11.1 Relationships

We recognise that meaningful engagement with Wurundjeri and Bunurong people, the Traditional Custodians of lands within Brimbank, the local Aboriginal and Torres Strait Islander communities and other stakeholders, will ensure relationships that will be the foundation of our reconciliation policy framework. Council is committed to nurturing these relationships to build a better understanding between Aboriginal and Torres Strait Islander people and other residents to lead to a more inclusive community.

NOTE: Green = Mandatory deliverables specified by Reconciliation Australia
Grey = Deliverables that are designed by, and unique to, Brimbank City Council

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	Manager, Community Strengthening and Social Planning (Lead)
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Manager, Community Strengthening and Social Planning (Lead) Manager, Communications, Community Engagement & Change (Support)
	1.3 Use the Local Government Victoria Good Practice Guideline developed for Councils to establish a cross-council agreed way of working with Traditional Custodians, Brimbank Aboriginal and Torres Strait Islander Consultative Committee (BATSICC) and Aboriginal and Torres Strait Islanders communities.	December, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	1.4 Continue to coordinate and support the BATSICC to meet and provide advice to Council on all aspects of the RAP.	March, June, September and December, annually	Manager, Community Strengthening and Social Planning (Lead)
	1.5 Work with the BATSICC to update its terms of reference and broaden membership	June 2024	Manager, Community Strengthening and Social Planning (Lead)

Action	Deliverable	Timeline	Responsibility
	1.6 Continue to build a close working relationship with the organisations representing the Wurundjeri and Bunurong people including the development of Memorandums of Understanding or a partnership agreement.	Each month, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	1.7 Support the new local Aboriginal Community controlled organisation, the Cooinda Community Hub, to establish as an incorporated group	June 2024	Manager, Community Strengthening and Social Planning (Lead) Coordinator, Connected Communities Unit (Support)
	1.8 Meet regularly with the Western Region Local Government Reconciliation Network (WRLGRN) and the Local Aboriginal Network to share information and explore opportunities to collaborate	February, May, September, December, annually	Manager, Community Strengthening and Social Planning (Lead)
2. Build relationships through celebrating National Reconciliation Week (NRW) each year.	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, annually	Manager, Community Strengthening and Social Planning (Lead)
	2.2 RAP Working Group members to participate in an external NRW event each year.	27 May- 3 June, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	2.4 Continue to plan and organise at least three NRW events each year.	27 May- 3 June, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	2.5 Register all our NRW events on Reconciliation Australia's NRW and Reconciliation Victoria's Maggoollee	May, annually	Manager, Community Strengthening and Social Planning (Lead)

Action	Deliverable	Timeline	Responsibility
	websites and promote all NRW events via Council's communication platforms.		Event Organisers (Support)
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement an internal communications and engagement plan to engage all staff and Councillors to raise awareness of Reconciliation across our workforce.	July 2024	Manager, Community Strengthening and Social Planning (Lead) Manager Communications, Community Engagement & Change (Co-Lead) Manager People, Culture and Wellbeing (Support)
	3.2 Update and communicate our commitment to reconciliation publicly.	May – June, annually	Manager, Community Strengthening and Social Planning (Lead) Manager Communications, Community Engagement & Change (Support)
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	3.4 Collaborate with Registered Aboriginal Party organisation and other like-minded organisations to develop innovative approaches to advance reconciliation.	September, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	December, annually	Manager People, Culture and Wellbeing (Lead)
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2025	Manager People, Culture and Wellbeing (Lead) Manager Communications, Community Engagement & Change (Support)

Action	Deliverable	Timeline	Responsibility
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander Advisors to consult on our anti-discrimination policy.	December 2024	Manager People, Culture and Wellbeing (Lead)
	4.4 Educate senior leaders on the effects of racism.	October 2024	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Co-Lead) Manager People, Culture and Wellbeing (Support)

11.2 Respect

We acknowledge the Wurundjeri and Bunurong people as the Traditional Custodians of the land we help govern, and that respect is built when the whole community is aware, understands and celebrates Aboriginal and Torres Strait Islander people, cultures, histories, and rights. Council values the knowledge and expertise of Aboriginal and Torres Strait Islander people and seeks ways to enhance their contribution to our community.

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 Grey = Deliverables that are designed by, and unique to, Brimbank City Council

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	December, annually	Manager People, Culture & Wellbeing (Lead) Manager, Community Strengthening and Social Planning (Co-Lead)
	5.2 Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2024	Manager People, Culture & Wellbeing (Lead) Manager, Community Strengthening and Social Planning (Co-Lead)
	5.3 Consult local Traditional Custodians and BATSICC to inform our cultural learning strategy.	December 2024	Manager People, Culture & Wellbeing (Lead) Manager, Community Strengthening and Social Planning (Co-Lead)
	5.4 Provide opportunities for RAP Working Group members, and other key leadership staff to participate in formal and structured cultural learning.	September, annually	Manager People, Culture & Wellbeing (Lead) Manager, Community Strengthening and Social Planning (Co-Lead)
6. Ensure that Council programs, services and activities are developed and	6.1 In consultation with Traditional Custodians, BATSICC and local Aboriginal and Torres Strait Islander community, ensure work areas continue to build, maintain and promote programs, services, and activities	July, annually	Reconciliation Working Group (Lead) All Managers (Co-Lead)

Action	Deliverable	Timeline	Responsibility
implemented with, by, and for Aboriginal and Torres Strait Islander peoples	with, by and for Aboriginal and Torres Strait Islander people.		
	6.2 Continue to develop and maintain information and educational resources on Aboriginal and Torres Strait Islander histories, culture, knowledge, rights and important sites in Brimbank for use on Council's website and for distribution to community groups associated with Council.	June, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Co-Lead) Manager Communications, Community Engagement & Change (Support)
	6.3 Engage with Traditional Custodians for cultural knowledge to preserve and maintain Country, including assisting with the implementation of cultural burning practices where appropriate.	July, annually	Manager, Climate Emergency and Environment (Lead)
	6.4 Identify Traditional Custodians, BATSICC and Aboriginal and Torres Strait Islander consultation requirements and processes for land use, development and project management of Council owned land.	June, annually	Manager, Parks and Public Realm (Lead) Manager, Major Projects (Co-Lead) Manager, Engineering and Infrastructure Services (Co-lead) Manager, Community Strengthening and Social Planning (Support) Head of Project Management Office (Support)
	6.5 Develop a protocol that informs the process and approach to engagement with Traditional Custodians, BATSICC and local Aboriginal and Torres Strait Islanders to inform planning and design for Council projects	December 2024	Head of Project Management Office (Lead) Manager, Parks and Public Realm (Support) Manager, Major Projects (Support)

Action	Deliverable	Timeline	Responsibility
			Manager, Engineering and Infrastructure Services (Support) Manager Communications, Community Engagement & Change (Support) Manager, Asset & Property Services (Support)
	6.6 Ensure staff with a role in land use and development and project management are trained in the use of the ACHRIS mapping system; how to identify when a Cultural Heritage Management Plan is required; and aware of information about the procurement of First Nations businesses. Ensure position descriptions and induction processes are updated as required.	August, annually	Manager, City Strategy (Lead) Manager, City Development Services (Co-Lead) Manager, Parks and Public Realm (Co-Lead) Manager, Major Projects (Co-Lead) Manager, Engineering and Infrastructure Services (Co-lead)
7. Increase understanding and recognition of Aboriginal and Torres Strait cultures, histories and heritage throughout the LGA	7.1 Amend Council's Signage Standards to incorporate acknowledgement of Traditional Custodians in all place name signage.	June 2024	Manager Communications, Community Engagement & Change (Lead) Manager, Parks and Public Realm (Support)
	7.2 Continue implementation of interpretive signage in public space that acknowledges Traditional Custodians and culturally significant landscapes and histories	June, annually	Manager Parks and Public Realm (Lead) Manager Communications, Community Engagement & Change (Support)
	7.3 On the advice of Traditional Custodians, BATSICC and with family consent, Council will acknowledge the passing of Elders, or people of significance to the Aboriginal and Torres Strait Islander communities, in	December, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Co-Lead)

Action	Deliverable	Timeline	Responsibility
	Council Chambers, flying flags half-mast or via social media posts.		
	7.4 Consider opportunities to promote the culture of Aboriginal and Torres Strait Islander people in Council's activation programming in activity centres.	October, annually	Manager, City Strategy (Lead)
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	8.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, annually	Manager, Community Strengthening and Social Planning (Co-Lead)
	8.2 Develop a Cultural Protocols document including protocols for Welcome to Country and Acknowledgement of Country	December, annually	Manager, Community Strengthening and Social Planning (Lead) Manager Communications, Community Engagement & Change (Support)
	8.3 Continue to invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December, annually and as required	Reconciliation Working Group (Lead) All Managers (Co-Lead)
	8.4 Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	December, annually and as required	Reconciliation Working Group (Lead) All Managers (Co - Lead)
	8.5 Review and update Council's policy templates and approval processes to include details of recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and legislative rights; Councils commitment to reconciliation; and protocols and processes of working and consulting with Traditional Custodians, BATSICC and Aboriginal and Torres Strait Islander	January, annually	Manager, Governance and Risk (Lead)

Action	Deliverable	Timeline	Responsibility
	8.6 Re-affirm Council's commitment to promoting place names that are in Australian Indigenous languages that have been developed following consultation with Traditional Custodians.	January, annually	Manager, Governance and Risk (Lead) Reconciliation Working Group (Support)
	8.7 Develop and implement a policy and protocol to install plaques, where possible, that acknowledge the Traditional Custodians of Brimbank on (current and proposed) Council buildings, parks, reserves, waterways where possible.	January, annually	Manager, Governance and Risk (Lead) Manager, Major Projects (Co-Lead)
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	9.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	Manager, Community Strengthening and Social Planning (Lead) Reconciliation Working Group (Lead)
	9.2 Review People, Culture and Wellbeing policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Manager People, Culture and Wellbeing (Lead)
	9.3 Work with local Aboriginal and Torres Strait Islander organisations and communities to help support and organise NAIDOC week events	May-July, annually	Manager, Community Strengthening and Social Planning (Lead)
10. Continue to develop and support a range of Aboriginal and Torres Strait Islander arts and cultural initiatives.	10.1 Create and promote a calendar of staff and community Aboriginal and Torres Strait Islander arts and cultural initiatives for community and staff participation that Council supports as part of National Reconciliation Week and NAIDOC Week	May – July, annually	Manager, Community Strengthening and Social Planning (Lead) Manager, Community Learning and Participation (Support)
	10.2 Continue to work in partnership with the Department of Education and Training to support the Koorie Homework Club to provide support to local Aboriginal and Torres Strait Islander school aged students and families.	June, annually	Manager, Community Learning and Participation (Lead)
	10.3 Audit and catalogue materials and objects about Aboriginal cultures and heritage managed by the Council	December, annually	Manager, Community Learning and Participation (Lead)

Action	Deliverable	Timeline	Responsibility

11.3 Opportunities

We understand how important it is to create opportunities that build the capacity and the socio – economic status of local Aboriginal and Torres Strait Islander residents, to better determine their future. Council will continue to look for ways to provide opportunities within our programs and services through employment and professional development, economic and business opportunities, community development and to ensure all of our programs and services are accessible and culturally safe for Aboriginal and Torres Strait Islander people.

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Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	11.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June, annually	Manager People, Culture and Wellbeing(Lead) Reconciliation Officer (Support)
	11.2 Engage with Aboriginal and Torres Strait Islander staff to develop Council’s recruitment, retention and professional development strategy.	December 2024	Manager People, Culture and Wellbeing(Lead)
	11.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	December 2025	Manager People, Culture and Wellbeing(Lead)
	11.4 Advertise job vacancies in ways that can effectively reach Aboriginal and Torres Strait Islander stakeholders.	December, annually	Manager People, Culture and Wellbeing(Lead) All Managers (Co-Lead)
	11.5 Review People, Culture and Wellbeing recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Manager People, Culture and Wellbeing(Lead)
	11.6 Support Aboriginal and Torres Strait Islander staff to attend professional development opportunities, networks and advocacy groups	December, annually and as required	All Managers (Lead)
	11.7 Build on the partnership with Moondani Balluk (Victoria University) to explore opportunities around employment, internships and work experience	December, annually and as required	Manager People, Culture and Wellbeing (Lead)

Action	Deliverable	Timeline	Responsibility
	opportunities for Aboriginal and Torres Strait Islander students.		Manager, Community Strengthening and Social Planning (co-lead)
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	12.1 Maintain, monitor and review our Aboriginal and Torres Strait Islander procurement strategy.	June, 2024	Chief Financial Officer (Lead)
	12.2 Investigate Supply Nation membership and maintain Kinaway (Victorian Indigenous Chamber of Commerce) membership.	July, annually	Chief Financial Officer (Lead)
	12.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July, annually	Chief Financial Officer (LEAD)
	12.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July, annually	Chief Financial Officer (LEAD)
	12.5 Retain and develop new commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July, annually	Chief Financial Officer (LEAD)
			Manager, City Strategy (Support)
	12.6 Undertake an annual, cross organisational, audit to quantify the procurement of goods, services or works from Aboriginal and Torres Strait Islander businesses	July, annually	Chief Financial Officer (LEAD) Manager, City Strategy (Support)
13. Work to ensure all Council programs and services are appropriate and accessible for local Aboriginal and Torres Strait Islander peoples.	12.7 Partner with external service providers and government agencies to deliver business start-up workshop/s for Brimbank Aboriginal and Torres Strait Islander people.	April, annually	Manager, City Strategy (LEAD) Chief Financial Officer (Support)
	13.1 Conduct an Aboriginal Cultural Safety Audit for at least one Council service per year and make recommendations for change.	December, annually	Reconciliation Working Group (Lead)
			Manager, Community Strengthening and Social Planning (Support)
	13.2-Research the social, health, wellbeing and economic needs of -Aboriginal and Torres Strait Islander people in Brimbank to guide program design and service delivery across Council	December, annually	Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Co-lead)

Action	Deliverable	Timeline	Responsibility
	13.3 Work with Traditional Custodians, BATSICC, local Aboriginal and Torres Strait Islander communities and service providers to design workshops that encourage a strength-based approach to addressing employment needs.	December, annually	Manager, Community Learning and Participation (Lead) Neighbourhood House Coordinator (Support) Manager, People Culture and Wellbeing (Support)

11.4 Governance

We recognise the importance of good administration to ensure the success of this RAP. Council will commit to manage and administer the RAP over the next 2 years.

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Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	14.1 Maintain Aboriginal and Torres Strait Islander staff representation on the RWG.	February, annually	Chair, Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	14.2 Review the RWG Terms of Reference annually.	December, annually	Chair, Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
	14.3 Meet at least four times per year to drive and monitor RAP implementation.	March, June, Sept and Dec, annually	Chair, Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
15. Provide appropriate support for effective implementation of RAP commitments.	15.1 Define resource needs for RAP implementation.	July, annually	Reconciliation Working Group (Lead)
	15.2 Engage our Senior Leaders and other staff in the delivery of RAP commitments.	July, annually	Reconciliation Working Group (Lead)
	15.3 Develop, review and maintain appropriate systems to track, measure and report on RAP commitments.	August, annually	Manager, Community Strengthening and Social Planning (Lead) Customer Experience and Corporate Performance (Support)
	15.4 Appoint and maintain an internal RAP Champion from senior management.	December, annually	Chair, Reconciliation Working Group (Lead)

	15.5 At least three times a year, Invite an Elder, BATSICC member, service provider, agency, artist or business to address the RWG on matter relevant to Council's RAP	March, July , October, annually	Chair, Reconciliation Working Group (Lead) Manager, Community Strengthening and Social Planning (Support)
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	16.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Manager, Community Strengthening and Social Planning (Lead)
	16.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August, annually	Manager, Community Strengthening and Social Planning (Lead)
	16.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, annually	Manager, Community Strengthening and Social Planning (Lead)
	16.4 Report RAP progress to all staff and senior leaders as part of quarterly reports for Council Plan and Annual Plan.	March, June, September and December, annually	Chair, Reconciliation Working Group (Lead) Manager, Customer Experience and Service Innovation (Support)
	16.5 Publicly report our RAP achievements, challenges and learnings, annually through Council publications and reports.	July, annually	Manager, Community Strengthening and Social Planning (Lead) Manager, Customer Experience and Service Innovation (Support)
	16.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April, annually	Manager, Community Strengthening and Social Planning (Lead)
	16.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2025	Manager, Community Strengthening and Social Planning (Lead)
	16.8 Provide quarterly RAP progress reports to BATSICC	March, June, September and December, annually	Manager, Community Strengthening and Social Planning (Lead)
17. Continue our reconciliation journey by	17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	Manager, Community Strengthening and Social Planning (Lead)

developing our next RAP.			
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12. Contact details

Name: Lynley Dumble
Position: Director, Community Wellbeing
Email: info@brimbank.vic.gov.au
Phone: (03) 9249 4000

Brimbank City Council

Telephone 9249 4000

Email info@brimbank.vic.gov.au

Post PO Box 70, Sunshine, VIC 3020

Hearing or speech impaired?

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