



CITY OF  
MONASH

# Monash Innovate Reconciliation Action Plan

May 2023 – May 2025



RECONCILIATION  
ACTION PLAN

INNOVATE

## Acknowledgements

### Acknowledgement of Country

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

### Monash Council would like to thank:

- Bunurong Land Council Aboriginal Corporation
- Wurundjeri Woi Wurrung Cultural Heritage and Aboriginal Corporation
- Reconciliation Australia
- Reconciliation Victoria
- Monash Reconciliation Action Plan Working Group
- Monash Reconciliation Group
- First Nations peoples and allies in the Monash community

### Artwork Story

This artwork design combines a pictorial and symbolic approach, depicting Bunjil flying high over the City of Monash, keeping a watchful eye on its reconciliation commitments.

The larger concentric rings towards the centre represents Monash City Council as a central meeting place for the community to join and partner on the journey towards a more just and inclusive city.

The surrounding meeting places and journey pathways symbolise the four key enablers to achieve self-determination, as well as the essential three reconciliation pillars.

A patchwork of patterned markings combine varied Victorian cultural expressions that are reflective of traditional South-eastern Aboriginal art and connect with the shared Bunurong and Wurundjeri Woi Wurrung Traditional Owners.

Additional markings such as dots are included to represent our broader Australian Aboriginal and Torres Strait Islander cultural art styles.

The inter-connecting pathways create cultural, supporting and partnership access for all Aboriginal and Torres Strait Islander people and communities within the City of Monash.

This original artwork design was created by Marcus Lee. Marcus Lee Design is a certified supplier of Supply Nation.

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# Messages of reconciliation



## Message from the Mayor

I'm proud to present Monash Council's Innovate Reconciliation Action Plan (RAP), which has been guided by Reconciliation Australia's RAP framework and the Victorian Aboriginal and Local Government Strategy 2021-2026.

Our RAP has been informed by extensive consultation with our two Traditional Owner Groups - the Bunurong and Wurundjeri Woi Wurrung, as well as local Aboriginal organisations, Aboriginal peak bodies, the Monash Reconciliation Group, Councillors, Council officers, and our community.

We recognise that with self-determination comes trust, connection to culture and stronger relationships. This RAP will guide our work to empower First Nations voices through decision-making, formal representations, and genuine partnerships. It outlines actions that will work towards realising the City of Monash's vision for reconciliation by increasing equity, representation, and quality of life for Aboriginal and Torres Strait Islander communities and individuals in Monash.

Our RAP is Monash's commitment to supporting the reconciliation process and it articulates how we will play our part in advancing reconciliation and contributing to greater unity within the Monash community. It builds on our work to develop strategies that are innovative and aspirational that will help advance reconciliation and empower Aboriginal and Torres Strait Islander peoples.

We are committed to doing what we can to make the path towards reconciliation a more achievable one.

Thank you to all who have worked to deliver this plan: our Traditional Owner Groups, Reconciliation Action Plan Working Group, Reconciliation Australia, members of the Aboriginal and Torres Strait Islander community, Council staff, and the Monash community.

I also acknowledge the guidance, leadership, and advocacy of Cr Stuart James as Mayor on the RAP during his time as Mayor from 2021-22.

A handwritten signature in black ink that reads "Tina Samardzija".

**Tina Samardzija**

Mayor  
City of Monash



## Message from Reconciliation Australia

Reconciliation Australia commends City of Monash on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

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

Implementing an Innovate RAP signals City of Monash's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations City of Monash on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

### **Message from Bunurong Land Council Aboriginal Corporation**

All Bunurong land is significant to Bunurong people and should be protected for future generations. The commitment being made by the Monash City Council is welcomed by the Bunurong Land Council Aboriginal Corporation and there was consultation with Bunurong people in the creation of this document.

The Reconciliation Action Plan will be a document that Monash City Council can look to as they continue to work at improving the equity in the lives of not only Bunurong people but all Aboriginal and Torres Strait Islander people.

Bunurong Land Council Aboriginal Corporation welcome the future work of Monash City Council and will continue to work together to improve the livelihoods of Aboriginal and Torres Strait Islanders.

### **Message from Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation**

The Wurundjeri, Woi-wurrung people are the Traditional Owners and original custodians of parts of the land now known as Monash. Monash Council have consulted with us at Wurundjeri Corporation to produce this document and they have shown respect and understanding in regard to working with Traditional Owners and other First Nations peoples.

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation are proud to be associated with like-minded people at Monash Council who understand that we must accept and acknowledge the wrongs of the past, so we can all move forward together in the spirit of reconciliation. Local governments are in a unique position, and they also have a responsibility to care for the Country and people within their municipality in order to form a real community that is inclusive and respectful for all, but particularly to those who are the First People of this Country.

# Executive summary

Since 2006, Reconciliation Action Plans (RAPs) have enabled organisations to sustainably and strategically take meaningful action to advance reconciliation. There are four RAP types determined by Reconciliation Australia – Reflect, Innovate, Stretch and Elevate. Each RAP has set pillars and Actions, the deliverables however are developed locally to enable organisations to continuously develop their reconciliation commitments. Based around the core pillars of relationships, respect, and opportunities, it will encourage and facilitate the understanding and respect of Aboriginal and Torres Strait Islander cultures.

Whilst this RAP is our first, it builds on Council's extensive record of collaboration with Aboriginal people in the creation of many projects that celebrate Aboriginal peoples, art, cultural heritage, and local history. These projects have not only been a part of NAIDOC week and National Reconciliation Week activities but have also been conducted across the calendar year. The City of Monash Innovate Reconciliation Action Plan (RAP) has been developed in response to the many barriers faced by Aboriginal Victorians in achieving equitable participation in all aspects of our society. Due to dispossession, discrimination, cultural destruction and human rights abuses, the history of colonisation continues to impact Aboriginal and Torres Strait Islander lives today. Acknowledging this shared history through truth telling is a first step towards establishing new relationships with Australia's First People based on respect and trust.

We are proud to have two Traditional Owner groups in the City of Monash, the Wurundjeri Woi-wurrung and the Bunurong peoples, who have an ancient and continuing connection to Country and waters within our Council area. This connection requires us to engage respectfully and genuinely with Aboriginal and Torres Strait Islander people to ensure we empower and support their right to self-determination.

The actions and deliverables in this RAP have been informed by extensive consultation with Traditional Owners, Aboriginal and Torres Strait Islander community members, community stakeholders and Council staff and maps a pathway towards achieving reconciliation.

The City of Monash acknowledges the inequities that continue to disadvantage Aboriginal and Torres Strait Islander people today and will provide the agency to improved social and economic status, civic representation and health and well-being outcomes. Our RAP details the actions necessary to embed a process of change and represents the cornerstone to supporting Aboriginal and Torres Strait Islander self-determination.

These actions include:

- Ensuring our services, workplaces and events are appropriate and culturally safe.
- Increasing the visibility of Traditional Owners across the City of Monash with signage, art installations and place naming using local Aboriginal language.
- Encouraging community participation in cultural learning through regular activities and events that tackles racism and promotes reconciliation.
- Identifying opportunities to procure goods and services from Aboriginal businesses and increase Aboriginal employment in Council.

The City of Monash extends its thanks and gratitude to the many people who have invested their passion, vision, and time in the development of this RAP, and who those now join the growing national collective of socially conscious Australians in support of reconciliation. We will continue to walk this path hand in hand with Aboriginal and Torres Strait Islander people beyond the life of this RAP and invite you to join us on our journey.

# The RAP Framework

The four RAP types - Reflect, Innovate, Stretch and Elevate, provide a framework enabling organisations to continuously develop their reconciliation process. Council recognises that whilst we have started our reconciliation journey, we have much more work to do.

The Reflect RAP type is illustrative of an organisation that is new to reconciliation. City of Monash has been on its reconciliation journey for some time but needs to develop our best approach to advance reconciliation. With an Innovate RAP, our focus is on developing and strengthening our relationships with Aboriginal and Torres Strait Islander peoples. Over the next two years Council will make this a priority.

It is for this reason we have developed an Innovate RAP, it openly and transparently reflects where we are in our reconciliation journey. Importantly our Innovate RAP is a public and open commitment to our continuous work on reconciliation and is in accordance with the requirements of Reconciliation Australia. Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation. Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey and reflects a framework that is not linear in nature.

## Reflect: Scoping capacity for reconciliation

Reflect RAPs are for 12 months and are for organisations new to reconciliation and unsure how to get started. They set out steps to prepare for reconciliation initiatives in future RAPs.

## Innovate: Implementing reconciliation initiatives

An Innovate RAP runs for two years and outlines actions for achieving your organisation's vision for reconciliation. It focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower First Nations peoples.

## Stretch RAP: Embedding reconciliation

This type of RAP spans a two-three-year period and is focused on longer term strategies and working towards defined measurable targets and goals. The Stretch RAP requires organisations to embed reconciliation initiatives into business strategies, becoming 'business as usual'.

## Elevate RAP: Leadership in reconciliation

An Elevate RAP is for organisations that have a proven track record of embedding effective RAP initiatives in their organisation through Stretch RAPs and are ready to take on leadership to advance national reconciliation.



# Statement of Commitment

Council has undertaken extensive community consultations with our Traditional Owners, Aboriginal and Torres Strait Islander people and the broader community to inform our shared approach on a range of matters, including supporting our community and staff to gain a fuller account of our shared history and the impact colonisation has had on Aboriginal and Torres Strait Islander peoples.

Council will listen to and work with Aboriginal and Torres Strait Islander people to ensure Council decisions that impact Aboriginal and Torres Strait Islander people's lives are decided upon through shared decision making, fairness, respect and trust.

Council will also be guided by regional, State and nation-wide action, initiatives and policy to inform Council's approach to reconciliation, including the work of the Yoo-rrook Justice Commission and recently elected First People's Assembly in Victoria.

Council recognises true reconciliation is only possible if we work together to develop respectful relationships with Aboriginal and Torres Strait Islander people. We invite you to join us on this journey as we take action to advance reconciliation in the Monash community.



Djirri Djirri Dancers, NAIDOC Week 2021.

# Our Vision for Reconciliation

Monash City Council's Vision for reconciliation is to work to embed First Nations voices into Council decision-making with formal representation, and genuine partnerships. Accepting the truth of our shared history forges our relationship in honesty, respect, and trust and provides a future for First Nations peoples' control of their destinies. This future gives Aboriginal and Torres Strait Islander communities self-determination. We actively encourage the Monash community to join with us on this journey towards a more just and inclusive city.

# About Monash

Monash is a culturally diverse community in Melbourne's South East suburbs and is home to 193,051 residents. Our City covers 81.5 square kilometres and includes the suburbs of Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, and Wheelers Hill. Parts of Chadstone, Burwood and Oakleigh South are also included in Monash.

We are one of Melbourne's largest councils, serving a large, established community, and we provide a wide range of services to our residents. Monash currently employs approximately 1300 staff across our six divisions.

We are proud to have two Traditional Owner groups, the Wurundjeri Woi-wurrung and the Bunurong peoples, along with a community of Aboriginal and Torres Strait Islander peoples residing in the City of Monash.

We are only aware of a small number of staff that identify as Aboriginal and/or Torres Strait Islander people. While the total number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

Monash is a culturally diverse community with 50.4% of our residents born overseas according to the 2021 Census, having come from around 114 different countries. Some 52% of residents speak a language other than English at home, including Mandarin, Greek, Cantonese, Hindi and Tamil. Approximately 23,309 (22%) of the City of Monash local workers are residents (Census 2016) with an additional 82,426 people travelling into Monash to work.

## Local and State Policies, Legislations and Conventions that inform our RAP

(See Appendix for Australian Government and International Context)

### Monash Council Context

- Community Vision – Imagine Monash in 2040
- Council Plan 2021-2025
- Municipal Public Health and Wellbeing Plan 2021-2025
- Community Engagement Framework and Policy 2020
- Gender Equity Framework 2021-2025
- Loneliness Framework 2020-2025
- Social Housing Framework 2020-2025
- Monash Active Recreation Opportunities Strategy 2021
- Monash Arts and Culture Strategy 2022-2025

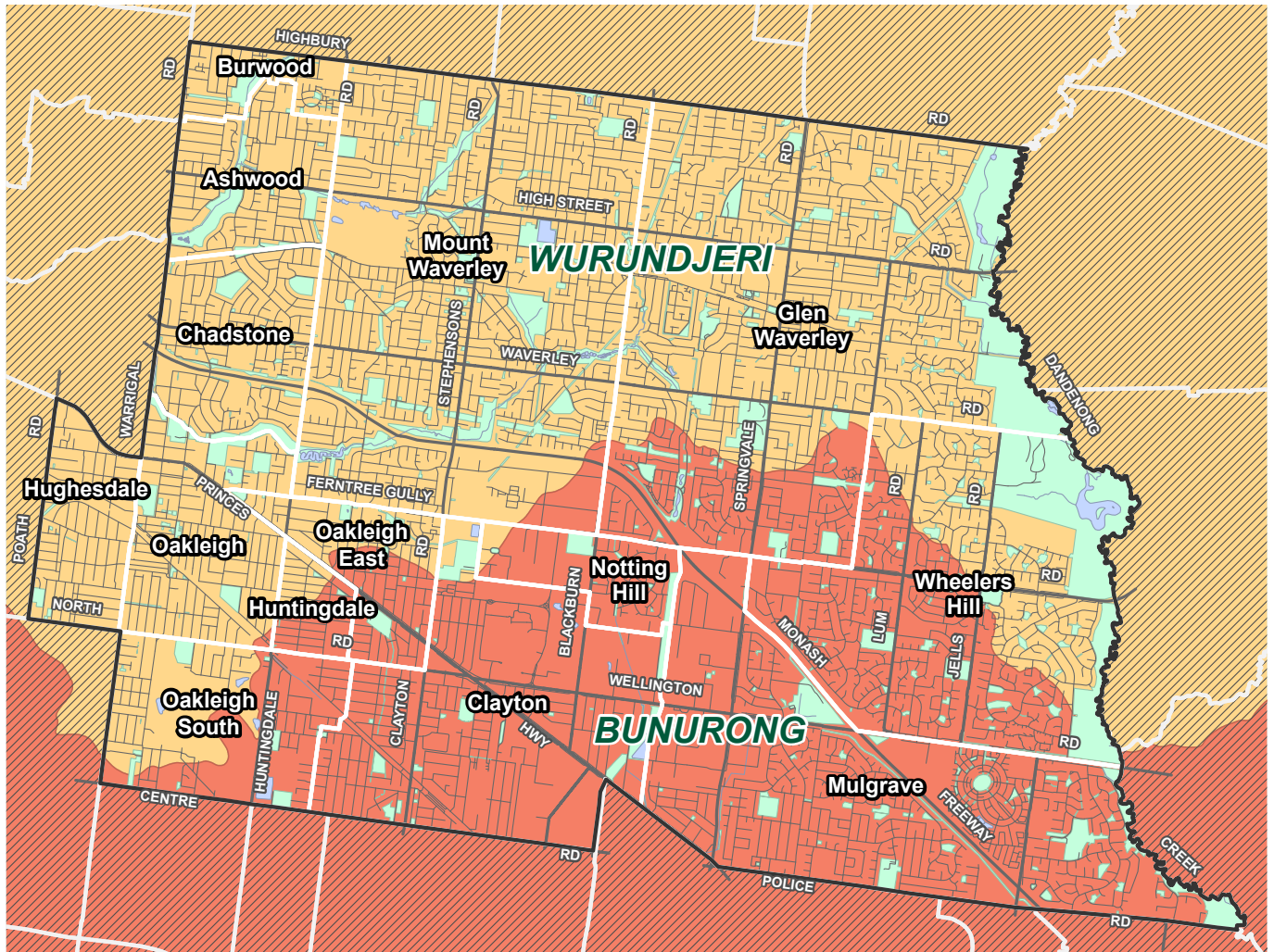
- Community Safety Framework
- Monash Open Space Strategy
- Environmental Sustainability Strategy
- Procurement Policy

### Victorian Government Context

- Victorian Aboriginal and Local Government Strategy 2021
- Victorian Aboriginal Affairs Framework 2018-2023
- Victorian Aboriginal Economic Strategy 2013-2020
- Self-determination Reform Framework Aug 2019
- Local Government Act 2020
- Victorian Charter of Human Rights and Responsibilities 2006
- Victorian Equal Opportunity Act 2010
- Aboriginal Heritage Act 2006 and Aboriginal Heritage Regulation 2018
- Native Title Act 1993
- Tharamba Bugheen Victorian Aboriginal Business Strategy 2017-2021
- Koolin Balit Aboriginal Health Strategy 2012-2022
- Korin Koran Balit Djak: Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027
- Balit Murrup: Aboriginal Social and Emotional Wellbeing Framework 2017-2027
- Dhelk Dja: Safe Our Way Agreement 2018
- Marrung Aboriginal Education Plan 2016-2026
- Advancing the Treaty Process with Aboriginal Victorians Act 2018
- Victorian Government Stolen Generations Redress Scheme 2020
- Racial and Religious Tolerance Act 2001
- Barring Djinang: Aboriginal Employment Strategy
- Yuma Yirramboi- Employment and Economic Development Strategy

# Our community

Map of Traditional Owners of Monash



## Traditional Owner Boundaries

### Traditional Owners

- Wurundjeri
- Bunurong

### Local Features

- Parks and Reserves
- Water



Scale: 1:60,000 @ A4  
Date of Production: 07/09/2022

North point is True North.  
Magnetic North is 11° 28' 51" E  
(01/01/2007). AGRF Model Geoscience Australia.

This map was produced on the Map Grid of Australia 2020 (GDA2020). For most practical purposes MGA 2020 (GDA2020) coordinates and satellite derived (GPS) coordinates based on the World Geodetic Datum 1984 (WGS84) are the same.

This map is for general use only and may not be used as proof of ownership, dimensions or any other status. The City of Monash endeavours to keep information up to date and would welcome notification of omissions or inaccuracies.

Contact [GISTech@monash.vic.gov.au](mailto:GISTech@monash.vic.gov.au).

Base data supplied under licence from Land Victoria.

## Census Snapshot - Our Aboriginal and Torres Strait Islander Community in Monash

### Our Aboriginal and Torres Strait Islander Community

Based on ABS Census 2021. Council recognises that the Aboriginal and Torres Strait Islander population is historically under-counted in the Census and that the actual population in Monash is likely to be higher.



#### Population

Population	522
Female	49.9%
Male	50.1%
Median age	25
Aboriginal and Torres Strait Islander Families	186
Number of households	296
Average people per household	2.8



#### Aboriginal and Torres Strait Islander Families status

Aboriginal and/or Torres Strait Islander total	
• Greater Melbourne	32,952
• Victoria	65,646

**Source:** <https://abs.gov.au/census/find-census-data/quickstats/2021/IQSLGA24970>

# Our reconciliation journey

## Our Reconciliation Journey and achievements to date

The City of Monash has demonstrated its commitment to reconciliation over the years through the development of the Indigenous Action Plan 2002 – 2005, the signing of the Municipal Association of Victoria Cultural Diversity Statement and the adoption of the Council for Aboriginal Reconciliation's (CAR) vision.

In 2002, Council commissioned an Aboriginal cultural heritage values study. In 2007 Council adopted the City of Monash Indigenous Action Plan 2007 – 2011 and in 2012 endorsed an agreement with the Australian Human Rights Commission to support the 'Racism - It Stops With Me' campaign.

We have worked closely over a number of years with the Monash Reconciliation Group. This local group has been working to build links between Aboriginal and Torres Strait Islander peoples and the wider community. The Monash Reconciliation Groups aims are to liaise with residents, government bodies and other organisations interested in bringing about reconciliation and social justice.

In response to the Black Lives Matter movement, Council made public declarations at its June 2020 meeting that it stands in solidarity with Aboriginal and Torres Strait Islander people against racism and injustice, and resolved to advocate for further government action to address the high rate of incarceration and death of Aboriginal people while in custody in Australia. In 2021 Council resolved to publicly support the newly established Yoo-rrook Justice Commission that will examine the lasting effect of colonisation on the social, economic and health outcomes for First Peoples. Council will continue to acknowledge Australia Day on the date gazetted by the Federal Government. The Aboriginal and Torres Strait Islander flag will be lowered to half-mast on this day.

Council also resolved to publicly support the 'Uluru Statement from the Heart' and acknowledges that First Nations peoples never ceded sovereignty of their lands and have continuously cared for their Country for over 60,000 years, as the world's oldest living cultures. Council also committed to talking with our community and improving their understanding of First Nations matters through increased information sharing and other opportunities to promote reconciliation.

Additionally, we developed a City of Monash Indigenous Action Plan 2007-2011. A number of actions delivered as a result of this plan include:

- Council commissioned Aboriginal and Torres Strait Islander art projects, hosted art and photography exhibitions, and hosted a Koorie Night Market.
- Council's environment team developed projects to promote Aboriginal and Torres Strait Islander plant species.
- Library services actively purchased and promoted Aboriginal and Torres Strait Islander resources and held story-time sessions.
- Research was conducted into increasing public signage to promote historical sites of significance.
- Aboriginal and Torres Strait Islander flags are permanently flown at Council's offices, in Council's chambers and the Glen Waverley Civic Centre.
- Welcome to Country ceremonies were held at all key Council events.
- Childhood services worked with our local childcare centres and kindergartens to help them embed Aboriginal & Torres Strait Islander culture into their programs.
- Cultural awareness training was delivered to Child Care and MCH staff.
- An Aboriginal and Torres Strait Islander Resource Kit was produced in partnership with Aboriginal and Torres Strait Islander Early Years stakeholders and circulated to Council's Child Care Team.
- Aboriginal and Torres Strait Islander guest speakers participated and presented in the Sir John Monash lecture.
- Council held successful and consecutive NAIDOC Week and National Reconciliation Week celebrations.
- Council produced service material to increase engagement and inclusion of Aboriginal and Torres Strait Islander residents.
- Council promoted culturally significant events in Council publications and calendars.

## Innovate Reconciliation Action Plan development

In 2021, Monash commenced the development of our draft Innovate Reconciliation Action Plan. Russell Hopkins, Director Community Services was appointed Council's executive champion and chairs our Reconciliation Working Group. Indigenous Employment Partners were secured to support & assist the Reconciliation Action Plan development. It has been a collaborative process and we have consulted extensively with the Bunurong Land Council Aboriginal Corporation and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation the Traditional Owners of the land on which Monash resides. In particular we would like to acknowledge the contribution and guidance from Aunty Julieanne - Wurundjeri Woi Wurrung Traditional Owner, Aunty Gail - Wurundjeri Woi Wurrung Traditional Owner, Aunty Jillian - Bunurong Traditional Owner, Terry Atkinson and Chris Chambers – Bunurong Traditional Owners.

Aboriginal and Torres Strait Islander community members, community stakeholders and Council staff have also been active partners in the consultation and development of our Reconciliation Action Plan.

As stated, the Reconciliation Working Group is chaired by Russell Hopkins, Director Community Services and membership includes First Nations community members, representatives from a range of community stakeholders and Monash Council officers.

### First Nations People

- Aunty Julieanne - Wurundjeri Woi Wurrung Traditional Owner
- Aunty Gail - Wurundjeri Woi Wurrung Traditional Owner
- Aunty Jillian - Bunurong Traditional Owner
- Terry Atkinson, Chris Chambers – Bunurong Traditional Owners
- Jamil Tye, Director, Indigenous Engagement, Monash University
- Mark Lumley, Koorie Engagement and Support Officer
- Joel Wright, Indigenous Employment Partners
- Merilyn Duff, Health Coordinator, Mullum Mullum Indigenous Gathering Place
- City of Monash – Aboriginal Partnerships Officer

### Other Stakeholders

- Felicity Smith, President, Monash Reconciliation Group
- Nicole Findlay, CEO Reconciliation Victoria
- Alexandra McKay, Project Manager Reconciliation Victoria

### City of Monash – Staff

- Director Community Services
- Executive Manager Communications and Customer Experience
- Manager Community Strengthening
- Manager Arts & Libraries

- Coordinator Neighbourhoods & Place Making
- Gallery Director, Monash Gallery of Art
- Learning & Organisational Development Lead
- Senior Landscape Architect
- Senior Social Policy & Advocacy Officer
- Biodiversity Champion
- Group Program Coordinator – Active Monash
- Team Leader/Diversity & Inclusion Librarian
- Coordinator, Early Childhood Education & Care
- Area Manager, Aquatics & Inclusion
- Team Leader Volunteering
- Cultural Diversity Community Development Officer
- Service Planning Coordinator

## Lessons learnt & opportunities

Through this action plan development, a number of lessons were learnt, and as a result opportunities were identified. This includes:

1. The development of the Reconciliation Action Plan Working Group with a member of our Executive Leadership Team, Director Community Services as chair, demonstrating the organisations commitment and ownership across Council. This working group will ensure that our reconciliation efforts are high profile.
2. Monash Council recognising the value and responsibility our key stakeholders and partners, internally and externally, have in influencing and leading reconciliation in Monash. Our Reconciliation Action Plan outlines how these partnerships will be maintained and strengthened.
3. Ensuring that all our actions outlined to the Plan are realistic and achievable clearly stating the milestones and lead.
4. Increased internal coordination, alignment and accountability by employing an Aboriginal Partnership Officer to ensure resourcing to support, coordinate and report on the Reconciliation Action Plan.
5. Council investing in building relationships and partnership with Bunurong Land Council Aboriginal Corporation and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation Aboriginal and Torres Strait Islander community groups and residents.

Council's Innovate RAP 2023-2025 has adopted a **whole-organisation** approach to achieve the plan's purpose to create positive cultural change, strength relationships and support equity for Aboriginal and Torres Strait Islander peoples.

# Our Reconciliation Action Plan

## Relationships

City of Monash believe that building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is crucial to achieving reconciliation. Council is committed to strengthening and building meaningful and sustainable partnerships and to engage with Traditional Owners and Aboriginal and Torres Strait Islanders people through listening and understanding issues through a collaborative approach which connects community, shares experiences, builds engagement and partnerships.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Aug 2023	Manager Community Strengthening Aboriginal Partnerships Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Manager Community Strengthening Aboriginal Partnerships Officer
	Council to request four consultation sessions annually with Wurundjeri Woi-wurrung and Bunurong Elders to seek cultural advice and strategic guidance enabling Council to operate in a way that aligns with the cultural values and needs of these communities.	Feb, May, Aug, Nov 2023, 2024 and 2025	Manager Community Strengthening Aboriginal Partnerships Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 and May 2024	Manager Media and Communications Aboriginal Partnerships Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2023 and 2024	Aboriginal Partnerships Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023 and 2024	Manager Community Strengthening Aboriginal Partnerships Officer
	Organise at least one NRW event each year.	27 May - 3 Jun 2023 and 2024	Manager Community Strengthening Aboriginal Partnerships Officer



Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW). (continued)	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> and <a href="#">Reconciliation Victoria's website</a> .	May 2023 and 2024	Manager Media and Communications Aboriginal Partnerships Officer
	Council to provide staff with access to resources and materials to promote NRW internally and to the wider community through e-Newsletters, marketing and other communication channels.	May 2023 and 2024	Manager Media and Communications Aboriginal Partnerships Officer
	Actively promote the City of Monash's Grants Program as an opportunity for the funding of National Reconciliation Week events and programming delivered by external organisations, including: <ul style="list-style-type: none"> <li>Arts grants</li> <li>Events partnerships and community grants</li> <li>Community use of Council facilities.</li> </ul>	Jun 2023 and 2024	Manager Community Strengthening Aboriginal Partnerships Officer
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Jan 2024	Executive Manager People & Safety Aboriginal Partnerships Officer
	Communicate our commitment to reconciliation publicly.	Aug 2023	Manager Media and Communications Aboriginal Partnerships Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Oct 2023	Manager Community Strengthening Aboriginal Partnerships Officer



Scar Tree Smoking Ceremony, Valley Reserve 2016.

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence. (continued)	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Aug 2023	Manager Community Strengthening Aboriginal Partnerships Officer
	Investigate and identify opportunities to display Aboriginal photographic artwork in the Museum of Australian Photography.	Jan 2024	Manager Arts and Libraries
	Promote and identify opportunities to display Aboriginal and Torres Strait Islander art exhibitions in all creative spaces in Monash including the Track Gallery, Civic Gallery and Libraries.	Jan 2024	Manager Arts and Libraries
	Establish a new Reconciliation category under the Sir John Monash Annual awards to recognise outstanding efforts of an individual or organisation in advancing reconciliation in Monash.	July 2024	Executive Manager Communication
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2023	Executive Manager People & Safety
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Oct 2023	Executive Manager People & Safety
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Jan 2024	Executive Manager People & Safety
	Educate senior leaders on the effects of racism.	Feb 2024	Manager Community Strengthening Aboriginal Partnerships Officer
5. Develop partnerships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders.	Establish a formal partnership agreement with a local Traditional Owner group to collaborate on reconciliation initiatives and cultural preservation projects.	Feb, May, Aug, Nov 2023, 2024 and 2025	Manager Community Strengthening Aboriginal Partnerships Officer
	Create a database of local Traditional Owners and Aboriginal and Torres Strait Islander organisations and individuals to support ongoing engagement and collaboration.	Dec 2023	Manager Community Strengthening Aboriginal Partnerships Officer





## Respect

Respect is one of our key values - we value diversity and appreciate others. These deliverables explain why respect for Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights are important to Council and our community. We acknowledge and celebrate these cultures and histories, and will strive to understand, embrace and embed learning and understanding across Council operations.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Dec 2023	Executive Manager People & Safety Aboriginal Partnerships Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Dec 2023	Manager Community Strengthening Aboriginal Partnerships Officer
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Apr 2024	Executive Manager People & Safety
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Dec 2023	Manager Community Strengthening Aboriginal Partnerships Officer
	Engage Traditional Owners in the delivery of cultural learning programs through 'On Country' sessions, face to face workshops, seminars and where appropriate, online delivery.	Nov 2023	Manager Community Strengthening Aboriginal Partnerships Officer
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Aug 2023	Aboriginal Partnerships Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug, Oct, Dec 2023, 2024	Aboriginal Partnerships Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Aug 2023	Aboriginal Partnerships Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Aug 2023	Manager Community Strengthening
	Provide staff with training in understanding local Aboriginal cultural protocols, including procedures for gaining permission to use local Aboriginal languages or cultural property, as well as workshops on Acknowledgement of Country and Welcome to Country.	Dec 2023	Manager Community Strengthening

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (continued)	Council to include an Acknowledgement of Country on all internal and external hard copy or electronic correspondence (where appropriate), and on digital monitors across council buildings.	Sept 2023	Manager Media and Communications
	Council to engage relevant Traditional Owners for the naming in local Aboriginal and Torres Strait Islander languages of Council buildings, and meeting rooms, streets, parks, and reserves where appropriate.	Mar 2024	Manager Property and City Design Aboriginal Partnerships Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2023, 2024	Manager Arts & Libraries Aboriginal Partnerships Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2023, 2024	Executive Manager People & Safety
	Promote and encourage participation in external NAIDOC events to all staff.	July 2023, 2024	Manager Arts & Libraries
9. Maintain the protection, promotion, and celebration of locations and narratives that hold importance in Aboriginal culture throughout the municipality.	Engage with Aboriginal and Torres Strait Islander communities to ensure that significant sites are incorporated into city planning.	Oct 2024	Manager Property and City Design
	Implement cultural heritage assessments in consultation with local Aboriginal and Torres Strait Islander communities to identify and locate significant sites.	Oct 2024	Manager Property and City Design
	Provide staff and community educational programs to increase awareness and appreciation of significant sites and Aboriginal and Torres Strait Islander cultures.	Jun 2024	Manager Property and City Design Aboriginal Partnerships Officer



Kutchra Edwards, Winter Concert Series, NAIDOC Week 2021.



## Opportunities

We are a major employer and we will endeavour to create opportunities for Aboriginal and Torres Strait Islander peoples, organisations and businesses for employment, and procurement. We will develop a culturally inclusive and welcoming workplace that values professional development and significant opportunities to strengthen social and cultural outcomes for our Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Apr 2024	Executive Manager People & Safety
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2024	Executive Manager People & Safety
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	Executive Manager People & Safety
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Feb 2024	Executive Manager People & Safety
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2024	Executive Manager People & Safety
	Support staff who identify as Aboriginal and/or Torres Strait Islander people to join the Local Government Koorie Staff Network.	Aug 2023	Executive Manager People & Safety
	Council to utilise Aboriginal and Torres Strait Islander recruitment agencies and community communication networks to advertise all employment opportunities available at Monash Council.	Aug 2023	Executive Manager People & Safety
	Monash Council to include the statement, 'Aboriginal and Torres Strait Islander People are strongly encouraged to apply', in all job advertisements that are not special measures roles.	Sept 2023	Executive Manager People & Safety

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2023	Manager Strategic Procurement
	Investigate Supply Nation membership.	Dec 2023	Manager Strategic Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Feb 2024	Manager Strategic Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2023	Manager Strategic Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Apr 2024	Manager Strategic Procurement
	Council to commit to participating in Kinaway Aboriginal Chamber of Commerce network events and activities.	Jun 2024	Manager Strategic Procurement Aboriginal Partnerships Officer
	Develop professional skills in the Economic Development Team to support the organisation to achieve deliverables under the Aboriginal Procurement Strategy.	Jun 2024	Manager Community Strengthening
	Work toward including appropriate design references to local Aboriginal cultures in our urban and landscape designs in accordance with Aboriginal Indigenous Cultural and Intellectual Property rights.	May 2024	Manager Property and City Design



Budjerah, Live at Warrawee 2022. Photo by Jacinta Keefe.



## Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb, May, Aug, Nov Annually	Aboriginal Partnerships Officer
	Establish and apply a Terms of Reference for the RWG.	Jun 2023	Aboriginal Partnerships Officer
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov Annually	Aboriginal Partnerships Officer
	Maintain designated positions on the Monash RAP Working Group for both Wurundjeri Woi Wurrung and Bunurong Traditional Owners, as well as positions for Aboriginal and Torres Strait Islander community members and stakeholders.	Jun 2023	Aboriginal Partnerships Officer
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Aug 2023	Aboriginal Partnerships Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Aug 2023	Manager Community Strengthening
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Aug 2023	Aboriginal Partnerships Officer
	Appoint and maintain an internal RAP Champion from senior management.	Aug 2023	Director Community Services
	Develop and communicate guidelines for resource requests to staff and the Monash RAP Working Group, to implement specific RAP actions and deliverables.	Dec 2023	Aboriginal Partnerships Officer



Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	Jun Annually	Aboriginal Partnerships Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1st Aug Annually	Aboriginal Partnerships Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep, Annually	Aboriginal Partnerships Officer
	Report RAP progress to all staff and senior leaders quarterly.	Feb, May, Aug, Nov Annually	Manager Community Strengthening Aboriginal Partnerships Officer
	Publicly report our RAP achievements, challenges and learnings, annually.	Sep 2023, 2024	Manager Community Strengthening
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Aboriginal Partnerships Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Aboriginal Partnerships Officer
15. Continue our reconciliation journey by developing our next RAP.	Relevant teams within Council are required to provide quarterly updates on reconciliation projects and initiatives to the Monash RAP Working Group	Feb, May, Aug, Nov Annually	Aboriginal Partnerships Officer
	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Feb 2025	Aboriginal Partnerships Officer
16. Establish RAP Leadership and Reporting Frameworks	Develop an internal framework that provides a structure for implementing, reporting and monitoring progress and outcomes and includes data from Reconciliation Australia's reporting requirements.	Sep 2023	Aboriginal Partnerships Officer
	Ensure the Monash RAP Working Group is adequately resourced to collect data required to complete and submit the RAP Impact Measurement Questionnaire annually.	Sep 2023	Aboriginal Partnerships Officer

# Appendix

## Federal and International Policies, Legislations and Conventions that inform our RAP

### Australian Government Context

- Human Rights and Equal Opportunity Act 1986
- Racial Discrimination Act 1975
- Council of Australian Governments (COAG) Closing the Gap 2008
- Indigenous Procurement Policy 2019
- Indigenous Advancement Strategy (IAS) 2014 and IAS Guidelines 2019
- National Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult and Torres Strait Islander Education Strategy 2015
- National Aboriginal and Torres Strait Islander Health Plan 2013-2023
- National Anti-Racism Strategy 2012

### International Context

- International Convention on the Elimination of All Forms of Racial Discrimination 1965
- International Convention on the Economic, Social and Cultural Rights 1966
- International Convention on Civil and Political Rights 1966
- United Nations Declaration on the Rights of Indigenous People 2007
- United Nations World Conference on Indigenous People 2014



Uncle Ian Hunter, Valley Reserve 2019.

## Glossary

<b>Aboriginal</b>	First people persons from mainland Australia.
<b>Torres Strait Islander</b>	First people persons from the Torres Strait Islands.
<b>Womenjika</b>	Wurundjeri Woi-Wurrung language term for 'Welcome'.
<b>Self-determination</b>	Defined under the United Nations Declaration on the Rights of Indigenous Peoples as the ability for Indigenous people to freely determine their political status and pursue their economic, social, and cultural development (Victorian Aboriginal and Local Government Strategy 2021 – 2026: Pathways to Stronger Partnerships).
<b>Council</b>	Monash City Council
<b>RAP</b>	Reconciliation Action Plan
<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>NRW</b>	National Reconciliation Week
<b>ANTaR</b>	Australians for Native Title and Reconciliation
<b>LGA</b>	Local Government Area
<b>BLM</b>	Black Lives Matter
<b>Traditional Owners</b>	The descendants of the inhabitants that occupied a particular region before European settlement, having a spiritual and cultural connection to the lands and waterways of their ancestors. Aboriginal Land Rights (Northern Territory) Act 1976
<b>Bunurong Land Council Aboriginal Corporation</b>	The recognised Traditional Owners of the land that covers part of the City of Monash municipality.
<b>Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation</b>	The recognised Traditional Owners of the land that covers part of the City of Monash municipality.
<b>Yoo-rrook Justice Commission</b>	Named from a Wamba Wamba word meaning truth, the Yoo-rrook Justice Commission is the Royal Commission seeking truth-telling on the historical and ongoing injustices experienced by First Nations people.
<b>First Peoples' Assembly</b>	The First Peoples' Assembly of Victoria is the independent and democratically elected body to represent Traditional Owners of Country and Aboriginal and Torres Strait Islander peoples in Victoria.
<b>Kinaway Aboriginal Chamber of Commerce</b>	Kinaway Chamber of Commerce is the leading Victorian organisation dedicated to supporting Victorian Aboriginal and Torres Strait Islander business owners.
<b>Supply Nation</b>	A national organisation that supports the growth of First Nations businesses through supplier diversity.
<b>Monash Reconciliation Group</b>	A community-based group who support Reconciliation.
<b>Reconciliation Australia</b>	The national body responsible for the oversight and endorsement of Reconciliation Action plans.



CITY OF  
MONASH

**Monash Civic Centre** | 293 Springvale Road, Glen Waverley, 3150 | 8:30am to 5:30pm | Monday to Friday

**Oakleigh Service Centre** | 3 Atherton Road, Oakleigh, 3166 | 8:30am to 5:30pm | Monday to Friday

9518 3555 | [www.monash.vic.gov.au](http://www.monash.vic.gov.au) | [mail@monash.vic.gov.au](mailto:mail@monash.vic.gov.au) | NRS 1800 555 660

### Monash Interpreter Service

普通话	4713 5001	Việt Ngữ	4713 5003	हिंदी	4713 5005	한국어	4713 5010	தமிழ்	4713 5021
廣東話	4713 5002	Ελληνικά	4713 5004	Italiano	4713 5008	සිංහල	4713 5020	Other languages	4713 5000

