

CITY OF BALLARAT

# Reconciliation Action Plan 2022–2024





# Statement of respect

**As an organisation we are committed to raising awareness about reconciliation, demonstrating this commitment and raising the profile of reconciliation in our community.**

**We recognise and value the work and teachings of Aboriginal and Torres Strait Islander People and their communities across this region.**

**We need to develop an understanding of and reflect on the injustices that continue to impact our Aboriginal and Torres Strait Islander People.**

**The City of Ballarat believes in raising awareness and knowledge of Aboriginal and Torres Strait Islander history and culture, and that through ongoing learning and education we will deepen our connections with Aboriginal and Torres Strait Islander People.**

**Through working together, we can collectively build our understanding for a better future, based on meaningful 'conversations' and stronger relationship building between all Australians.**



—  
The City of Ballarat acknowledges the Traditional Owners of the land we live and work on, the Wadawurrung and Dja Dja Wurrung 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.  
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Community quotes from the Inclusive Ballarat engagement process can be found throughout this document.

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*“Walk the talk. Walk beside us.”*

Community-led conversation

.....

# This is our RAP

Reconciliation Action Plan is a long title to repeat many times so we refer to it simply and affectionately as 'RAP'.

*“This is the City of Ballarat’s fourth RAP. It builds on the significant gains from our work towards reconciliation to date.*

*We recognise that as an organisation we cannot progress towards reconciliation in isolation. By its very nature the reconciliation process must be collaborative, founded on a strong working partnership with the Aboriginal and Torres Strait Islander community and supported by the broader community.*

*We commit to working hard to make Ballarat a place for all First Nations People to be proud of and an inclusive city where we can all live together in harmony.*

*I sincerely thank everyone who has contributed to this RAP and all those who will support our work to achieve our vision for reconciliation.”*



**Cr Daniel Moloney  
City of Ballarat Mayor**

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**This RAP is to be reviewed and endorsed by Traditional Custodians / Owners’ groups – Ballarat and District Aboriginal Cooperative, Dja Dja Wurrung Traditional Owners and Wadawurrung Corporation – the external advisory group Koorie Engagement Action Group (KEAG) and Reconciliation Australia.**

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## Our Vision for Reconciliation

**The City of Ballarat acknowledges the histories and continuing contributions made by Aboriginal and Torres Strait Islander Peoples – in particular the Wadawurrung and Dja Dja Wurrung Peoples.**

**We will support, foster and encourage walking together with Aboriginal and Torres Strait Islander Peoples as well as non-Indigenous community members.**

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

Building on the success of our previous Reconciliation Action Plans, we commit to challenging and questioning the status quo and encourage strong and courageous leadership in pursuing reconciliation activities across the organisation and within the community it serves.

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

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



# Our Story

**The municipality of Ballarat fits within the boundaries of the Kulin Nation, an alliance of five Aboriginal nations in central Victoria that have similarities in language, custom and tradition.**

**It extends across parts of the Traditional Country of the Wadawurrung and Dja Dja Wurrung People who have lived here for at least 50,000 years and remain connected to these lands, waterways and skies.**

**Their ancestors shaped the landscape through their activities and through knowing it deeply and imbuing it with important cultural and spiritual meanings. The whole Country embodies songlines and storylines**

**that connect Wadawurrung and Dja Dja Wurrung People to places.**

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

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

**Ballarat is thought to be named from two Aboriginal words: 'balla' meaning elbow or reclining on the elbow, and 'arat', meaning place.**

## Why do we have a RAP?

While Ballarat is well known for its colonial history, European settlement had devastating impacts on Aboriginal and Torres Strait Islander Peoples.

The City of Ballarat acknowledges that genocide, intergenerational trauma and racism continue to negatively impact First Nations People today. We acknowledge the varied history and cultural stories of our city.

As part of our reconciliation journey, we will work to enhance the acknowledgement, recognition and respect for this area's extremely rich cultural heritage and for the many places of cultural significance. We will achieve this through meaningful consultation, collaboration and partnerships with Aboriginal and Torres Strait Islander communities.

In this RAP, we have added truth telling as a core area of focus, in addition to relationships, respect, opportunities and good governance. This demonstrates our commitment to being honest about our past and how the past shapes today, recognising that truth telling has been an important part of enabling healing for many communities around the world.



**This RAP commits us to do better in removing the barriers to inclusion and making sure the voices and aspirations of First Nations People are reflected in our organisation: in our policies, plans, programs and in the decision-making that affects our city and community.**



# Our community

**Our city has a strong First Nations history and, today, it has very brave and active First Nations communities.**

**Wadawurrung people are the Traditional Owners of the land and waters that encompass the area from the Great Dividing Range in the North to the coast in the South, from Werribee River in the East to Aireys Inlet in the West, which includes Geelong and Ballarat.\***

**The Dja Dja Wurrung people are the traditional owners for part of Central Victoria. Their area extends from north of the Great Dividing Range near Daylesford and includes part or all of the catchments of the Richardson, Avon, Avoca, Loddon and Campaspe Rivers. It includes, inter alia, Crown land in the City of Greater Bendigo, Lake Boort and part of Lake Buloke.\*\***

\*[wadawurrung.org.au](http://wadawurrung.org.au)

\*\*[en.wikipedia.org/wiki/Dja\\_Dja\\_Wurrung](http://en.wikipedia.org/wiki/Dja_Dja_Wurrung)

As at August 2021 there were:

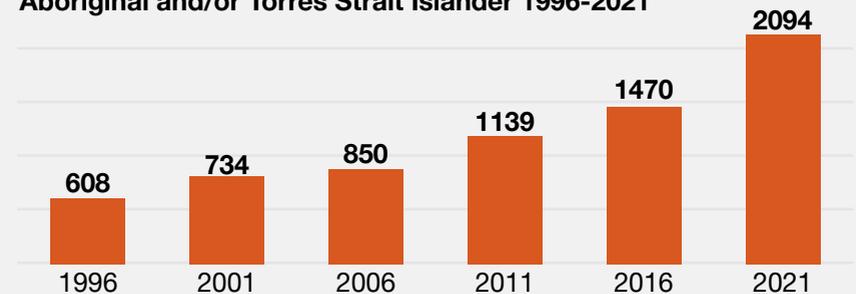
There are 2094 residents in Ballarat who identified as Aboriginal and/or Torres Strait Islander in the 2021 Census.

Over the past 10 years there has been an increase of 84% in the number of people identifying as Aboriginal and/or Torres Strait Islander in Ballarat. The ABS suggest this is partly due to residents being more likely to identify than in the past.

There are 31 residents who speak an Australian Indigenous language.

The median age for people identifying as Aboriginal and/or Torres Strait Islander in Ballarat is 22 which is much younger than the median for the non-Indigenous Aboriginal and/or Torres Strait Islander population of 39. Almost 80 per cent of the Aboriginal and/or Torres Strait Islander population are aged under 45 years.\*

**Number of Ballarat residents identifying as Aboriginal and/or Torres Strait Islander 1996-2021**



\*Source: Census 2021



## Our reconciliation journey

In 2003, the City of Ballarat embarked on a journey towards reconciliation with our Aboriginal and Torres Strait Islander communities with a Statement of Commitment.

### 2003 **Statement of Commitment to the Local Indigenous Community**

This Statement of Commitment was developed through a process of negotiation and consultation with members of the local Aboriginal and Torres Strait Islander community, the general community and the City of Ballarat's Unfinished Business Advisory Committee.

### 2004 **First Reconciliation Strategy**

This strategy provided a framework for the implementation of the Statement of Commitment.

### 2009 **Community forum on reconciliation**

This forum involved the City of Ballarat working directly with our First Nations community on how we could best support reconciliation. This forum prompted the re-energising of the existing advisory committee, KEAG, who were empowered to support the development of the City of Ballarat's first RAP.

2011

### First RAP 2011–2013

Key achievements include:

- Visible and significant participation of First Nations People in major community events and the swearing in of the new Council in 2012.
- Strengthening KEAG.
- Improving employment outcomes for Aboriginal and Torres Strait Islander People at the City of Ballarat and auspiced by the City of Ballarat.
- Flying the Aboriginal flag at prominent City of Ballarat venues.
- Including Acknowledgement of Country at Council meetings and prominent events.
- Displaying First Nations artwork at City of Ballarat venues.

This plan focused on the development of the Koorie Engagement Action Group with the following purpose:

- enhancing and promoting understanding within the Ballarat community of Koorie culture, society and heritage.
- providing a Koorie perspective to the operation of local government and other agencies within the sub-region.
- identifying issues affecting the health and wellbeing of Koorie people and developing responses in collaboration with key partners, agencies and other tiers of government.

2011

- Influencing change processes in agencies providing services to Koorie people to assist in building cultural sensitivity and service integration that facilitates greater responsiveness to the needs of Koorie people.
- Advocating for and supporting key elements of the existing current service and support infrastructure in Ballarat for Koorie people.

2014

### RAP 2014–2017

This plan was informed by extensive review and analysis, consultation and collaboration.

Key achievements include:

- Demonstrating respect for Aboriginal and Torres Strait Peoples and their history and culture.
- Ensuring and respecting that Aboriginal and Torres Strait Islander Peoples have equal opportunity to participate in the decision-making processes that affect their everyday lives.
- Encouraging an ‘open doors’ approach, creating interest in our services and enabling easy access to information.
- Supporting the aspirations of the Aboriginal and Torres Strait Islander community by committing to the identified key actions of the RAP and ensuring that Councillors, staff and members of the community are able to contribute to reconciliation.

2018

### RAP 2019–2021

This plan continued to progress the success of previous RAPs, with the City of Ballarat committed to challenging and questioning the status quo and encouraging strong and courageous leadership in pursuing reconciliation activities across the organisation and within the community it serves. Key achievements include:

- Engaging five RAP champions from across Council in key areas for the implementation of the RAP.
- Committing to working with existing Aboriginal and Torres Strait communities, networks and organisations.
- Employing Council's first Aboriginal Community Liaison Officer.
- Implementing change in line with Reconciliation Victoria's guidelines for the delivery of activities on 26 January 2020
- Delivering the inaugural 26 January Survival Day Ceremony which was recognised by Reconciliation Victoria as a finalist in the annual HART Awards.
- City of Ballarat Heritage team working in partnership with BADAC in redeveloping the Koorie Heritage Trail, first launched in 2003.
- Facilitating Cultural Awareness Training to Councillors and staff.

2018

- Conducting Acknowledgement of Country at the commencement of all important internal and external meetings, including Citizenship Ceremonies.
- Celebrating Reconciliation Week, NAIDOC Week and other important events.

2022

### RAP 2022–2024

This plan will work towards the following:

- Progressing the five priority areas of the RAP.
- Achieving cultural proficiency across the organisation to enable staff to work respectfully with the Aboriginal and Torres Strait Islander community and to deliver culturally responsive services.
- Developing policies, processes and practices that are inclusive of the cultural needs of Aboriginal and Torres Strait Islander Peoples.
- Implementing City of Ballarat policies to promote Aboriginal and Torres Strait Islander employment, procurement and engagement.

*“Building on the work and the success of our previous RAPs, we will challenge and question the status quo as we continue our commitment to working towards reconciliation.*

*We will do this as a provider of services, programs, infrastructure and facilities. As a partner and facilitator, working with and bringing together other groups that are doing good things in our community.*

*We will work as a leader, advocate and positive role model, encouraging strong and courageous leadership by pursuing reconciliation activities across our organisation and within the community we serve.*

*“Educating young people about Aboriginal and Torres Strait Islander cultures and history to promote cultural awareness from a young age. Having a historical understanding is so important to understand issues that are faced today by the Aboriginal and Torres Strait Islander communities.”*

Community consultation

*As an employer, we will strive towards our aspiration to become an employer of choice for Aboriginal and Torres Strait Islander Peoples. As a customer of goods and services from local businesses and contractors. And as a planner and law maker.*

*We acknowledge and thank all those who will support us in this work.”*

*Evan King*

**Evan King**  
**City of Ballarat**  
**Chief Executive Officer**



# What our community told us

In 2022, a broad, collaborative community engagement process 'Inclusive Ballarat' was undertaken.

Inclusive Ballarat used a two-phased approach that involved consultation with the broader community and targeted engagement with First Nations communities via local networks, KEAG and City of Ballarat staff.

This RAP has been informed by the key findings from Inclusive Ballarat. A range of engagement methods and tools was used such as a community survey, community-led conversations and interactive engagement tools.

## We heard...

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*"Sharing culture and heritage, collaborate with land management and consultation with Elders."*

Community consultation  
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*"Promote us through mainstream."*

Community consultation  
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*"Arts - TV commercials, promotion of events, more personal care, more awareness of our Elders."*

Community consultation  
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*"Answer a self-call out to see if we need anything."*

Community consultation  
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## We heard...

*"More educational programs for kids and teens.  
More celebrations of culture and Aboriginal  
People around the world and not just NAIDOC.  
Programs for community in art and language  
outside of Ballarat Co-op."*

Community consultation

*"Support young members of the community.  
Provide education of the Aboriginal culture in  
schools and out of school to everyone."*

Community consultation

*"Encourage recognition of culture across region.  
Celebrate pre-goldrush history to visitors. More  
use of traditional places."*

Community consultation



## Priorities identified by our community

- Meaningful engagement and consultation with Traditional Owners at the commencement of projects
- Greater awareness across the City of Ballarat of Aboriginal and Torres Strait Islander Peoples'
- Culture and the creation of safe spaces
- Recognition of significant land and waterways
- An inclusive whole-of organisation approach to address the needs of the Aboriginal and Torres Strait Islander communities
- Increased recognition and frequency of cultural celebrations involving Aboriginal and Torres Strait Islander Peoples
- Improved culturally appropriate engagement with Aboriginal and Torres Strait Islander Peoples
- Targeted initiatives to improve economic opportunities
- More visibility of Aboriginal and Torres Strait Islander symbols, flags and artwork at cultural events, sporting venues, City of Ballarat buildings and community spaces
- Increased financial support for Aboriginal and Torres Strait Islander initiatives across the municipality



# How will we track our progress?

We will monitor and review our progress against the actions detailed in this RAP to ensure it remains relevant and responsive to our community's needs. Our progress will be reported annually to Councillors and made public.

Work on developing our next RAP will start 6 months before this one is due to conclude.

# How will we achieve our vision for reconciliation?

## Core pillars

The City of Ballarat will take a range of practical actions over the coming two years as we work towards an inclusive city. We have structured these actions around priority areas identified below in the development of this plan.

**How we will deliver these priorities is detailed in the action plan which can be found on page 32.**

Priority areas	
	<b>Pillar 1: Relationships</b> <i>"We build mutually beneficial relationships to promote reconciliation through respect and trust."</i>
	<b>Pillar 2: Respect</b> <i>"We promote respect for Aboriginal and Torres Strait Islander cultures and histories."</i>
	<b>Pillar 3: Opportunities</b> <i>"We take a whole-of-organisation approach to promoting reconciliation."</i>
	<b>Pillar 4: Truth telling</b> <i>"We support truth telling for a greater understanding of our history and the resilience and strength of Aboriginal and Torres Strait Islander People."</i>
	<b>Pillar 5: Governance</b> <i>"We commit to monitoring, evaluating and reporting on our progress towards reconciliation."</i>

# 2-year action plan

 <b>Pillar 1: Relationships</b> <i>“We build mutually beneficial relationships to promote reconciliation through respect and trust.”</i>		
We will achieve this by:	We will:	When
<b>1. Establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Year 1
	Develop a Memorandum of Understanding to build relationships and facilitate collaborations with Registered Traditional Owners	Year 1
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Year 1
	Upgrade the ‘Koorie Trail’ and provide information on local historical Aboriginal sites via QR codes	Year 2

 <b>Pillar 1: Relationships</b> <i>“We build mutually beneficial relationships to promote reconciliation through respect and trust.”</i>		
We will achieve this by:	We will:	When
<b>1. Establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	City of Ballarat’s Koorie Engagement Action Group (KEAG) to work to: <ul style="list-style-type: none"> <li>• Strengthen Aboriginal and Torres Strait Islander organisational participation</li> <li>• Strengthen the influence of advisory committees across the organisation</li> <li>• Develop a cultural audit tool to update and guide City of Ballarat staff</li> <li>• Continue to foster engagement with Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities and Early Years learning services, kindergartens, and schools to facilitate the continuous development of cultural competencies</li> <li>• Include a list of past and current KEAG members on the City of Ballarat website</li> </ul>	Year 1

 <b>Pillar 1: Relationships</b> <i>"We build mutually beneficial relationships to promote reconciliation through respect and trust."</i>		
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>2. Building relationships by celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to City of Ballarat staff and the community via social media, Customer Service hold messaging, internal lock screens and display monitors	Year 1
	RAP Working Group members to participate in an external NRW event	Year 1
	Provide the opportunity, encourage and support City of Ballarat staff and specifically senior leaders to participate in at least one external event to recognise and celebrate NRW	Year 2
	Lead at least one NRW event each year, taking direction from KEAG	Year 2
	Register all City of Ballarat NRW events on Reconciliation Australia's NRW website	Year 1

 <b>Pillar 1: Relationships</b> <i>"We build mutually beneficial relationships to promote reconciliation through respect and trust."</i>		
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>3. Promoting reconciliation in the areas where we have influence</b>	Implement strategies to engage City of Ballarat staff in reconciliation such as 'in person' cultural training	Year 1
	Communicate our commitment to reconciliation publicly through media and communications	Year 2
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation	Year 2
	Develop an inclusion program and appoint an Aboriginal Ambassador/s at the Ballarat Aquatic & Lifestyle Centre	Year 1
	Consider a program based around the Commonwealth Games to celebrate and acknowledge Aboriginal excellence and participation	Year 2
	Ensure City of Ballarat-led children's and family services are culturally safe and culturally appropriate in accordance with accreditation standards	Year 1



### Pillar 1: Relationships

*“We build mutually beneficial relationships to promote reconciliation through respect and trust.”*

We will achieve this by:	We will:	When
<b>4. Promoting positive race relations through anti-discrimination strategies</b>	Conduct a review of staff policies and procedures to identify existing anti-discrimination provisions and future needs	Year 2
	Develop and maintain a culturally safe environment for Aboriginal children which considers their unique identities and experiences to ensure these are respected and valued	Year 2
	Consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors regarding the City of Ballarat’s anti-discrimination policy	Year 1
	Educate all City of Ballarat staff and particularly senior leadership on the impact of racism through the implementation of the City of Ballarat’s Cultural Awareness Koorie Training Program	Year 2



### Pillar 1: Relationships

*“We build mutually beneficial relationships to promote reconciliation through respect and trust.”*

We will achieve this by:	We will:	When
<b>4. Promoting positive race relations through anti-discrimination strategies</b>	Increase the participation of young Aboriginal and/or Torres Strait Islander People in City of Ballarat volunteer and leadership programs	Year 2
	Provide the opportunity for greater Aboriginal and/or Torres Strait Islander representation across City of Ballarat advisory committees and working groups such as the Intercultural Advisory Committee, Disability Advisory Committee and LGBTIQ+ Advisory Committee, Heritage Committee	Year 1
	In collaboration with Traditional Owners explore options for a designated site/s in Ballarat for smoking ceremonies and community events	Year 2
	Support sporting programs in NAIDOC Week and host a national First Nations football and netball carnival	Year 2



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>1. Increasing our understanding, recognition and valuing of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Deliver our Cultural Awareness Training Program and ‘On Country’ experiences to City of Ballarat staff using the data from the May 2022 staff survey as a baseline	Year 2
	Revise our Cultural Learning Strategy in consultation with local Traditional Owners and Aboriginal and Torres Strait Islander stakeholders	Year 2
	Implement and communicate our Cultural Learning Strategy for City of Ballarat staff via the ‘Koorie Hub’ intranet site	Year 2
	Create opportunities for the recognition, promotion and display of Aboriginal and Torres Strait Islander community art and creativity	Year 1



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>1. Increasing our understanding, recognition and valuing of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Build cultural safety and awareness by strengthening the City of Ballarat’s visible commitment to reconciliation at our venues and facilities and generally in the public realm, such as the Town Hall, Art Gallery, Ballarat Aquatic & Lifestyle Centre, Ballarat libraries, Her Majesty’s Theatre, Eureka Centre, sporting grounds and facilities, community hubs and venues and public space and gardens	Year 2
	Research and build on Traditional knowledge to learn from and leverage sustainable solutions for environmental conservation, biodiversity protection and climate change actions	Year 1
	Link ‘Caring for Country’ within climate and biodiversity strategic planning in reference to Traditional Owner’s Country Plans	Year 2
	Develop a Cultural Safety Standards checklist for City of Ballarat services	Year 1

	<b>Pillar 2: Respect</b> <i>“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”</i>	
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>2. Demonstrating respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols</b>	Increase the understanding of City of Ballarat staff of the purpose and significance behind cultural protocols such as Acknowledgement of Country and Welcome to Country	Year 1
	Deliver a calendar of City of Ballarat-led events to increase awareness and build respect within the organisation and the community (where possible, partnering with other organisations in the delivery of these events) Survival Day Dawn Ceremony (26 January), Apology Day (13 February), National Sorry Day (26 May), National Reconciliation Week (June), NAIDOC Week (July) and Aboriginal Children’s Day (4 August)	Year 1

	<b>Pillar 2: Respect</b> <i>“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”</i>	
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>2. Demonstrating respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural practice at significant events based on adopted protocols developed in a Memorandum of Understanding with Wadawurrung and Dja Dja Wurrung Traditional Owners	Year 1
	Include an Acknowledgement of Country or other appropriate practice at the commencement of important meetings	Year 1
	Include Reconciliation Week, NAIDOC Week and Harmony Day as core calendar items in all City of Ballarat Early Years learning programs	Year 1
	Identify opportunities that celebrate diverse children for child audiences such as publications, public art and other initiatives	Year 1



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>2. Demonstrating respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Consider dual place naming to Wadawurrung/Dja Dja Wurrung language in communications	Year 2
	Establish township signage featuring Acknowledgement of Country and plaques acknowledging Traditional Owners as standard practice across the municipality	Year 1
	Consider Aboriginal artwork at City of Ballarat sites and include signage at playgrounds with the Wadawurrung/Dja Dja Wurrung language for ‘play’ where appropriate	Year 2
	Explore opportunities for teaching children about Aboriginal culture and connection to the land across the municipality	Year 1



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>2. Demonstrating respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Add a page about the Wadawurrung/Dja Dja Wurrung area, People and maps to the early childhood Green Book	Year 2
	Display a framed narrative about Wadawurrung birthing practice and care in infancy and introduce Wadawurrung language for ‘mother’, ‘birth’, ‘baby’ and ‘family’ in Maternal & Child Health Centres	Year 2
	Provide support for City of Ballarat staff who may be exposed to cultural conflict and intergenerational violence	Year 1
	Ensure that whenever images of Aboriginal and Torres Strait Islander People are used they are properly acknowledged and include reference to people who have passed away	Year 1



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>3. Building respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	RAP Working Group to participate in an external NAIDOC Week event	Year 1
	Promote and encourage participation by all City of Ballarat staff in external NAIDOC events	Year 1
<b>4. Increasing integration and building capacity in our commitment to RAP outcomes</b>	Strengthen the City of Ballarat RAP Working Group and identify a City of Ballarat RAP champion who will communicate regularly to staff, community and Councillors about the RAP via the City of Ballarat website and social media	Year 1
	Report on <i>Reconciliation Across the Business</i> via the completion of an annual survey and report card by City of Ballarat business units	Year 1



## Pillar 2: Respect

*“We promote respect for Aboriginal and Torres Strait Islander cultures and histories.”*

We will achieve this by:	We will:	When
<b>4. Increasing integration and building capacity in our commitment to RAP outcomes</b>	Include music and arts workshops and events that promote the performance and artistic skills of Aboriginal and Torres Strait Islander People in the FREEZA program	Year 1
	Provide opportunities for youth volunteers to participate in KEAG to strengthen the voice of young people	Year 1



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>1. Facilitating improved employment outcomes for Aboriginal and Torres Strait Islander People</b>	Build understanding of the experience of current Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities	Year 2
	Consult with Aboriginal and Torres Strait Islander staff on our recruitment, retention and professional development and explore the establishment of an Aboriginal Staff Network	Year 2
	Develop and implement an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy	Year 2
	Advertise job vacancies to effectively reach a wide audience of Aboriginal and Torres Strait Islander stakeholders	Year 1



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>1. Facilitating improved employment outcomes for Aboriginal and Torres Strait Islander People</b>	Increase the percentage of Aboriginal and Torres Strait Islander People employed at the City of Ballarat by strengthening HR and recruitment procedures to remove barriers to their participation in our workforce	Year 1
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Continue to implement an Aboriginal and Torres Strait Islander procurement strategy	Year 1
	Maintain membership of Kinaway and establish membership of Supply Nation	Year 1
	Develop opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses and communicate these to City of Ballarat staff	Year 2
	Increase City of Ballarat contractors who identify as Aboriginal and Torres Strait Islander People	Year 1



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses by providing opportunities for them to be City of Ballarat suppliers	Year 1
	Display Aboriginal artefacts and crafts and feature local artists and performers in exhibitions and commercial outlets in collaboration with Traditional Owners	Year 2
	Explore membership of UNESCO First Nations City of Craft	Year 2
	Explore partnerships with local First Nations services in the development of Early Years plans and activities	Year 1
	Include Wadawurrung Country and logo branding on signages and billboards throughout the municipality	Year 2



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Expand the collection of Aboriginal and Torres Strait Islander cultural history in City of Ballarat libraries	Year 1
	Collaborate with Aboriginal and Torres Strait Islander Elders to inform the community about the adaptation of ATSILIRN (Aboriginal and Torres Strait Islander Library and Information Resource Network) protocols for City of Ballarat libraries, archives and information services	Year 1
	Deliver interactive workshops, storytelling initiatives and tours to City of Ballarat staff and the broader community to inform them about Traditional Owners, Aboriginal history, place names and cultural heritage sites	Year 2



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Collaborate with Parks Victoria and/or the Department of Environment, Land, Water and Planning, Catchment Management Authorities and Central Highlands Water to explore the possibility of engaging First Nations People to facilitate ‘Walking on Country’ programs	Year 2
	Investigate potential opportunities for First Nations' storytelling to increase cultural awareness	Year 1
	Develop a policy for delivering Acknowledgement of Country and to specify whether an event is being held in Wadawurrung or Dja Dja Wurrung Country and for all major events to incorporate a Welcome of Country from a Traditional Owner	Year 1
	Showcase Aboriginal culture and history during the Ballarat Heritage Festival	Year 1



### Pillar 3: Opportunities

*“We take a whole-of-organisation approach to promoting reconciliation.”*

We will achieve this by:	We will:	When
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Host or support at least two Aboriginal performances or shows at Her Majesty’s Theatre Ballarat annually	Year 1
	Undertake advocacy with Visit Victoria to profile state-wide First Nations’ tourism	Year 1
	Add Wadawurrung language to the labels of native plant species at the Ballarat Botanical Gardens	Year 2
	Consult with Traditional Owners and the Department of Environment, Land, Water and Planning about their knowledge in emergency management, particularly in reference to land management and controlled burns during off-peak season	Year 1
	Apply ‘Designing with Country’ principles to our planning processes for open spaces and gardens	Year 1

	<b>Pillar 3: Opportunities</b> <i>“We take a whole-of-organisation approach to promoting reconciliation.”</i>	
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Consider Aboriginal signage and interpretation where possible	Year 1
	Introduce dual language (Aboriginal and English) signage at City of Ballarat Early Years facilities /other facilities	Year 2
	Enable self-determination for Aboriginal and/or Torres Strait Islander families by offering a choice of services and referrals to community organisations	Year 1
	Increase participation in library programs by the Aboriginal and Torres Strait Islander community by delivering meaningful programs	Year 1

	<b>Pillar 3: Opportunities</b> <i>“We take a whole-of-organisation approach to promoting reconciliation.”</i>	
<b>We will achieve this by:</b>	<b>We will:</b>	<b>When</b>
<b>2. Facilitating improved economic and social outcomes for Aboriginal and Torres Strait Islander communities</b>	Facilitate accessible workshops to the Aboriginal and Torres Strait Islander community about the process to nominate for Council and vote in Council elections	Year 2
	Identify opportunities for the City of Ballarat and the Ballarat Chamber of Commerce to establish a mentoring project that links Aboriginal and Torres Strait Islander jobseekers to professional mentors	Year 2



### Pillar 4: Truth telling

*“We support truth telling for a greater understanding of our history and the resilience and strength of Aboriginal and Torres Strait Islander People.”*

We will achieve this by:	We will:	When
<b>1. Facilitating education</b>	Share information and support capacity building within the tourism space	Year 1
	Build knowledge about massacre sites with proper acknowledgement of what occurred	Year 1
	Deliver a public truth telling talk/discussion to enable a greater understanding of past and present Aboriginal and Torres Strait Islander Peoples’ experiences	Year 1
	Feature permanent information about local Aboriginal history as it relates to the goldfields at the Eureka Centre	Year 2
	Deliver at least one local Aboriginal history exhibition or storytelling opportunity about the goldfields	Year 1



### Pillar 4: Truth telling

*“We support truth telling for a greater understanding of our history and the resilience and strength of Aboriginal and Torres Strait Islander People.”*

We will achieve this by:	We will:	When
<b>1. Facilitating education</b>	Appoint an Aboriginal art curator at the Art Gallery of Ballarat	Year 2
	Collaborate with agencies to deliver interactive ways of learning about Traditional Owners at Ballarat libraries	Year 1
	Reintroduce tours and information days about local Aboriginal history facilitated by Traditional Owners for City of Ballarat staff	Year 1
	Make truth telling and Aboriginal and Torres Strait Islander history available on the City of Ballarat website	Year 1
	Co-deliver services for children and families with cultural partners and organisations	Year 1



### Pillar 5: Governance

*“We commit to monitoring, evaluating and reporting on our progress towards reconciliation.”*

We will achieve this by:	We will:	When
<b>1. Establishing and maintaining an effective RAP Working Group to drive governance of the RAP</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group	Year 1
	Establish and apply Terms of Reference for the RAP Working Group	Year 1
	RAP Working Group to meet at least four times per year to drive and monitor implementation of the RAP	Year 1 and 2
<b>2. Providing appropriate support for the effective implementation of RAP commitments</b>	Define resource needs for implementation of the RAP	Year 1
	Engage City of Ballarat staff and particularly senior leaders in the delivery of RAP commitments	Year 1
	Define and maintain appropriate systems to track, measure and report on RAP commitments	Year 1
	Appoint an internal RAP Champion from senior management	Year 1



### Pillar 5: Governance

*“We commit to monitoring, evaluating and reporting on our progress towards reconciliation.”*

We will achieve this by:	We will:	When
<b>3. Building accountability and transparency by reporting on RAP achievements, challenges and learnings internally and externally</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Year 1 and 2
	Submit an annual RAP progress report to Council and the Executive Leadership Team	Year 1 and 2
	Publicly report our RAP achievements, challenges and learnings annually	Year 1 and 2
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer survey	Year 2
<b>4. Continuing our reconciliation journey by committing to starting development of our next RAP in a timely way</b>	Register our commitment to develop a new RAP on Reconciliation Australia’s website	Year 2

# Appendices

## Core Acknowledgements

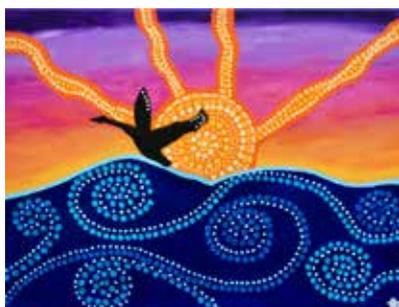
The City of Ballarat sincerely thanks everyone who contributed to this plan.

We would like to acknowledge the input of the community and the following groups and organisations in the development of this plan:

- Traditional Owner groups: Ballarat and District Aboriginal Cooperative, Dja Dja Wurrung Traditional Owners and Wadawurrung Corporation

- Koorie Engagement Action Group (KEAG): external advisory group
- City of Ballarat RAP Working Group: made up of representatives from KEAG, the Aboriginal and Torres Strait Islander community and City of Ballarat senior management

The City of Ballarat sincerely thanks Jenna Oldaker, Wadawurrung Traditional Custodian, for granting permission to use her artwork throughout this document.



**Artwork Name:**  
Kunuwarra (Black Swan)

**Material(s):**  
Acrylic on canvas

**Description:**  
*Once Bundjil, our Spirit Creator, had finished creating our beautiful Wadawurrung Country and all the living things, he gathered his wives – one of whom was Gunanwarra, the black swan.*

## Glossary

**ATSILIRN** Aboriginal and Torres Strait Islander Library, Information and Resource Network

**CALD** Culturally and Linguistically Diverse

**KEAG** Koorie Engagement Action Group

**MOU** Memorandum of Understanding

**NAIDOC** National Aborigines and Islanders Day Observance Committee

**NRW** National Reconciliation Week

**RAP** Reconciliation Action Plan

- To receive this document in another format, phone 5320 5500, using the National Relay Service 13 36 77 if required, or email the Community Participation Team: [communityengagement@ballarat.vic.gov.au](mailto:communityengagement@ballarat.vic.gov.au).
- This document can also be found in other formats on our website [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au).



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