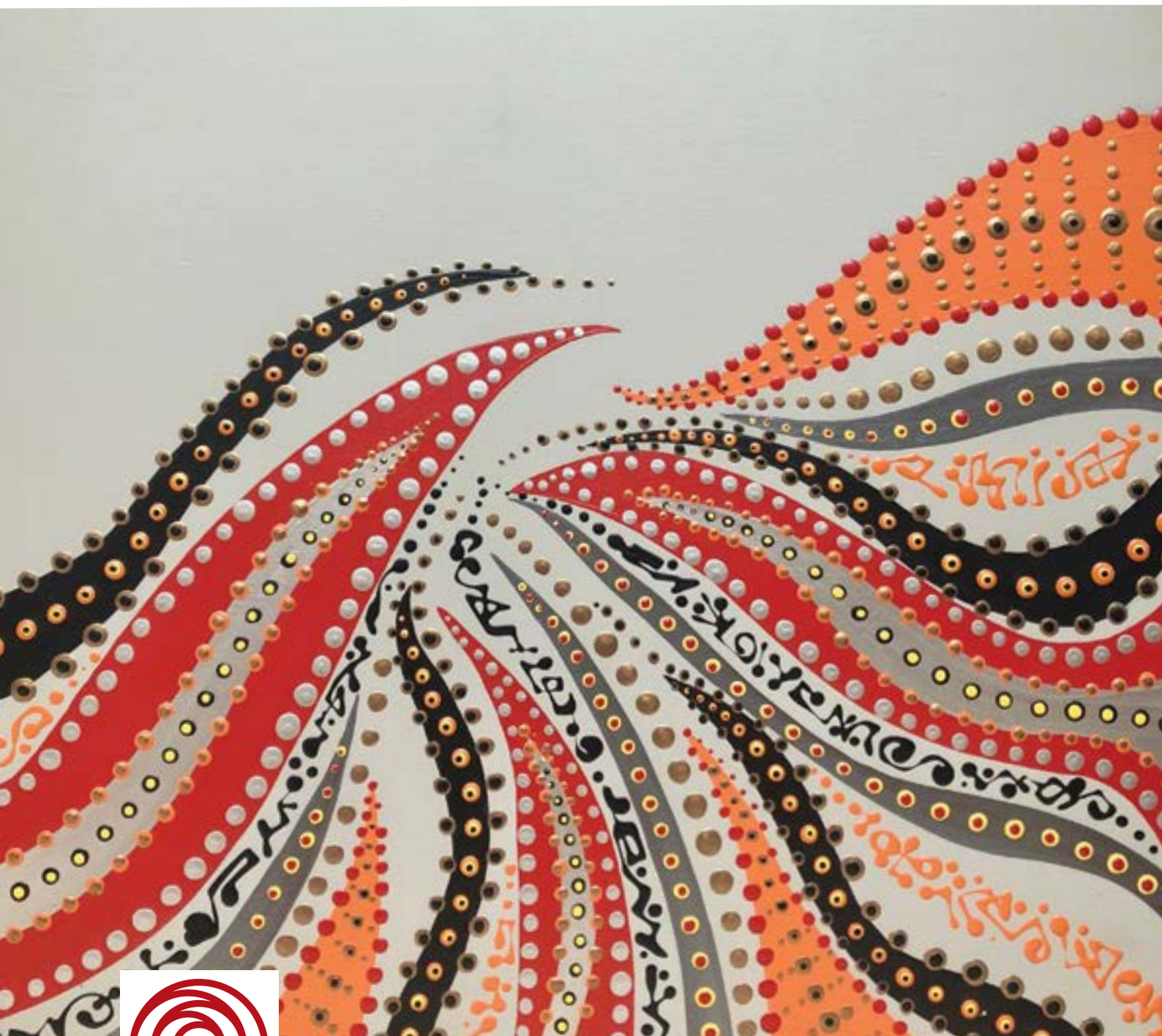


Horsham Rural City Council

# INNOVATE RECONCILIATION ACTION PLAN

December 2018 – December 2020



RECONCILIATION  
ACTION PLAN  
INNOVATE



Horsham Rural City  
Council urban rural balance



*Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.*



**Cover image: LENI** Ignite 2019 acrylic on canvas, © and courtesy of the artist

Ignite reflects the power and passion required for change. To dare to dream, create, confront, consider and commit. It reflects the spark that generates all beginnings – when the desire meets the demand.

Ignite is the impetus and the inspiration. The bold colours and strong upward flow embrace the concept of moving towards a combined connection. The intricacy of the shapes within, display the individual yet complementary moods of each.

---



**Back cover image: JOANNE CLARKE** Malgarr Miyurr (Shield of Spirited Land) 2019 acrylic on canvas, © and courtesy of the artist

The shield is power and strength of the Wimmera. The small circles represents the 5 Traditional Owner groups of the Wimmera the Wotjobaluk, Jawda, Jadwa-Jali Jupagulk and Wergaia people's and in our colours of the Barengi Gadjin Land Council.

The big purple circle represents the Horsham Rural City Council. The lines going around the circle in the centre of the shield represent the lines of communication and movement, the working relationship between the traditional owners and HRCC.

The blue is the Wimmera River flowing, the white small dots show the ripples of water within the river, the different green dots show of the changes of grasses growing throughout our spirited land.

---





# CONTENTS

Horsham Rural City Council, Innovate Reconciliation Action Plan for December 2018 to December 2020	4
Message of Commitment from our CEO	5
Our Organisation	6
What we will work towards	6
Our vision for Reconciliation	6
Our Reconciliation Action Plan	7
Our Reconciliation journey	8
Relationships	9–12
Respect	13–16
Opportunities	17–18
Tracking Progress and Reporting	19



## HORSHAM RURAL CITY COUNCIL, INNOVATE RECONCILIATION ACTION PLAN FOR DECEMBER 2018 – DECEMBER 2020

---

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Aboriginal and Torres Strait Islander peoples hold in our community. We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

Reconciliation is vital to the bringing together of all peoples of Australia. It is about the recognition of 65,000 years of history and ownership of this great continent. We must recognise the importance of the land and belonging, to the original peoples of this great country. It is about the recognition of the beauty and complexity of Aboriginal and Torres Strait Islander cultures and celebrating their diversity. To achieve true reconciliation, it is so important that we teach our children, both Aboriginal and Torres Strait Islander and non-Indigenous, about these amazing cultures. Knowledge is liberating and we need to give our children this knowledge.

Reconciliation is a movement I feel passionate about. I am of the belief that we have moved some way towards it, but I believe we still have a long way to go. So let us keep moving forward together, so that in the future all Australians can walk together.

**Mayor**  
**Cr Mark Radford**  
**Horsham Rural City Council**



# MESSAGE OF COMMITMENT FROM OUR CEO

---

I am proud to be involved in developing this Reconciliation Action Plan (RAP). Horsham Rural City Council has had the opportunity to engage and work with Aboriginal and Torres Strait Islander peoples, communities and organisations to develop these actions that will contribute to 'Closing the Gap' through the key areas of relationships, respect and opportunities. Horsham Rural City Council plays an important role in 'Closing the Gap' through improving outcomes for Aboriginal and Torres Strait Islander peoples through services, it provides as follows: Early Years, Youth and Aged Care and through its broader planning, advocacy and facilitation role.

Local government has the capacity to nurture and influence conditions to grow healthy, caring, resilient and vibrant communities. It also has the obligation to work to create a great, sustainable and prosperous future for this region, which involves people from all cultures that live and work in this municipality. Through respect and collaboration, Horsham Rural City Council embraces a united approach to equality and inclusiveness and is committed to providing an environment that is free from racism and discrimination.

This ancient land is sacred to Aboriginal and Torres Strait Islander peoples and reflects their heritage, memories and spiritual connections. Through the implementation of the Council Innovate RAP, we seek to understand and appreciate this connectedness and to create genuine opportunities for Aboriginal and Torres Strait Islander peoples to access and succeed as valued employees and community partners with Council.

In support of the RAP vision, my commitment for reconciliation includes:

- Developing an environment, which fosters mutual respect, inclusiveness, equity and social justice with Aboriginal and Torres Strait Islander peoples.
- Strengthening collaboration, including provision of culturally sensitive awareness of Aboriginal and Torres Strait Islander peoples' heritage.
- Forging respectful relationships designed to contribute to 'Closing the Gap' on Aboriginal and Torres Strait Islander education, health, cultures, languages, social justice and employment.

As an organisation, Horsham Rural City Council values strong community participation in developing key directions and priorities. By actively embracing opportunities to work with, employ, celebrate and partner with Aboriginal and Torres Strait Islander peoples, our organisation will be richer as will our wider community.

Development of our RAP involved consultation with staff across our organisation including Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander external stakeholders. The RAP identifies actions, timelines and targets in relation to the themes of relationships, respect and opportunities. We commit to reporting to Reconciliation Australia on the progress of our RAP annually.

**Sunil Bhalla**  
**Horsham Rural City Council**  
– Chief Executive Officer



## OUR ORGANISATION

---

Horsham Rural City Council provides more than 70 services to the community ranging from waste to community and human service programs. We deliver a comprehensive range of building, planning and regulatory services, along with providing and maintaining important infrastructure. Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and preservation of the natural environment. The 2018-2022 Council Plan and the associated Strategic Resource Plan set the strategic direction for Council over four years. These documents provide direction to management and include the key indicators that Council will use to deliver key outcomes.

Horsham Rural City Council has a population of 19,801 and covers an area of 4,267 square kilometres. Almost three quarters of residents live in the urban area. Council employs 260 staff. There are three (3) Aboriginal and/or Torres Strait Islander staff members who are trainees (2 in parks and gardens and 1 in administration). Council has office locations in Horsham and Natimuk, with its Customer Service based at the Horsham Rural City Council Civic Centre in Roberts Avenue. Staff are also based at Horsham Town Hall, Visitor Information Centre, Depot (Selkirk Drive), Kalkee Road Children's and Community Hub and Horsham Regional Livestock Exchange.

## WHAT WE WILL WORK TOWARDS

---

In developing our Innovate RAP, Council commits to completing the actions within this Innovate RAP from December 2018 to December 2020.

Local government has the capacity to nurture and influence conditions to grow healthy, caring, resilient and vibrant communities. It also has the obligation to work for creating a great, sustainable and prosperous future for this

region, which involves people from all cultures that live and work in this municipality. Through respect and collaboration, Horsham Rural City Council embraces a united approach to equality and equity, inclusiveness and is committed to providing an environment that is free from racism and discrimination.

## OUR VISION FOR RECONCILIATION

---

*Our vision for reconciliation is to create an improved understanding of Aboriginal and Torres Strait Islander histories, cultures, hopes and future aspirations through fostering strong, respectful, inclusive and meaningful relationships within our communities.*



# OUR RECONCILIATION ACTION PLAN

---

Our RAP was developed by our Aboriginal Advisory Committee\* with input from across all Council business areas including the Mayor, Councillors, CEO, Directors and Community Services and Planning Department staff. They have provided ideas for inclusion in the RAP, and are all committed to working towards positive reconciliation outcomes for Aboriginal and Torres Strait Islander peoples, families, young people, organisations and businesses. The broader community was also given an opportunity to provide feedback on the draft RAP including attending community information sessions.

We engaged Aboriginal consultant, Karen Milward, to work with the Aboriginal Advisory Committee to ensure that we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander peoples and their communities. The Aboriginal Advisory Committee actively participated in and guided the development of actions in our Innovate RAP, October 2018 to October 2020.

The RAP will be championed by a number of staff within the organisation in particular CEO, Director Community Services, Manager Recreation, Arts and Culture, Manager Community Services & Emergency, Planners

(Strategic & Statutory), Coordinator Business Development and Tourism, Community Projects Support Officer, Public Arts Officer, Community Engagement Facilitator and Coordinator Visual Arts (Art Gallery Director). A RAP Internal Working Group has been established to ensure the deliverables in the plan are implemented. RAP Internal Working Group members are: Director Community Wellbeing, Manager Community Services and Emergency, Manager Arts, Culture & Recreation, Coordinator Visual Arts/HRAG Art Gallery Director, Community Wellbeing Strategic Projects Officer, Manager Organisational Development, Media and Communications Officer, Team Leader Visitor Information Centre, CEO Personal Assistant and Shannon Dempsey (Records Assistant).

\*The Horsham Rural City Aboriginal Advisory Committee (HRCAAC) is an advisory committee to Horsham Rural City Council with the purpose of providing strategic advice and guidance on the development of policies, plans and projects that integrate reconciliation processes into Council business, services and programs. The HRCAAC provides a platform for ongoing engagement between the Aboriginal and non-Aboriginal communities with Council across a broad range of issues relating to Reconciliation.

## MEMBERS OF THE ABORIGINAL ADVISORY COMMITTEE

---

### **JENNIFER BEER**

(Barengi Gadjin Land Council, Aboriginal)

### **BRETT HARRISON**

(Barengi Gadjin Land Council, Aboriginal)

**JOHN GORTON** (Goolum Goolum Aboriginal Co-operative, Aboriginal)

**DEANNE KING** (Goolum Goolum Aboriginal Co-operative, Aboriginal)

### **JOANNE CLARKE**

(Community representative, Aboriginal)

### **GAIL HARRADINE**

(Community representative, Aboriginal)

### **CHRIS HARRISON**

(Community representative, Aboriginal)

**CR MARK RADFORD** (HRCC)

**SUNIL BHALLA** CEO (HRCC)

### **KEVIN O'BRIEN**

Director of Community Wellbeing (HRCC)



# OUR RECONCILIATION JOURNEY

---

Council has a long working history with the Traditional Owners, Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander communities aimed at strengthening the relationship between Council including:

- *Active participation in National Reconciliation Week and NAIDOC Week activities.* Council has held events in National Reconciliation Week including a civic function. Banners were made by local Aboriginal children in 2017 and were displayed during NAIDOC Week and will now be displayed annually in both National Reconciliation Week and NAIDOC Week.
- *Ongoing meetings with local Aboriginal and or Torres Strait Islander Elders and community members.*
- *Aboriginal & Torres Strait Islander traineeships in Parks and Gardens, Administration and Records.* In 2017 Council committed \$50,000 in the operating budget to provide Aboriginal & Torres Strait Islander trainee opportunities within the organisation.
- *Council Civic Reception – Welcome to Country (provided by Barengi Gadjin Land Council), Smoking Ceremony (provided by Barengi Gadjin Land Council), and keynote speaker - Aboriginal Trainee Doctor.* This was part of 2016 National Reconciliation Week
- *Delivery of local Aboriginal Cultural Awareness Training Program for staff.* Over 150 staff have undertaken Cultural Awareness Training, which is now undertaken by all new staff starting with the organisation.
- *Fly the Aboriginal flag and Torres Strait Islander lag at Council offices.*
- *Kalkee Road Children's and Community Hub –* Aboriginal designed motifs on the floor areas of the building. To create an inclusive environment at the new \$4.4 million Children's hub which opened in March 2018 there are floor motifs of animals which lead to the rooms in the centre, these rooms are named after these animals in the local Wergaia Aboriginal language. There is public art work at the main entrance which was inspired by local Aboriginal fish traps.
- *Council support for NAIDOC Week Activities (such as access to the Horsham Town Hall events, flag raising and banner display) and Art Projects (The Deadly Bikes Project through provision of mentoring support).*
- *Citizenship and Australia Day ceremonies –* Aboriginal Elder presented certificates to new citizens.
- *Wimmera River Improvement Committee –* Liaison with Barengi Gadjin Land Council on activities/developments that happen along the river. Specific examples are artwork associated with the ANZAC Pedestrian Bridge and specific engagement on the Wimmera River Corridor Master Plan project.





# RELATIONSHIPS

## FOCUS AREA

We will develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, organisations and networks through existing partnerships and by proactively engaging in and promoting significant cultural events so we understand the needs of Aboriginal and Torres Strait Islander peoples and improve our engagement with the community.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
1. Develop respectful, open, honest and transparent relationships with Aboriginal and Torres Strait Islander communities, organisations and networks.	• Work with Aboriginal and Torres Strait Islander communities to develop a local Aboriginal and Torres Strait Islander demographic profile to assist Council in its planning strategies.	Manager Arts, Culture and Recreation	April 2019
	• Meet with local Aboriginal and Torres Strait Islander organisations and groups to develop a specific plan to ensure effective engagement with Aboriginal and Torres Strait Islanders peoples supported by a communication strategy.	Community Engagement Facilitator	December 2018



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<p><b>2.</b> Council proactively engages in local Aboriginal and Torres Strait Islander activities and events.</p>	<ul style="list-style-type: none"> <li>Actively promote, attend and participate in Aboriginal and Torres Strait Islander community activities (Aboriginal Children's Day, Close the Gap Day, Mabo Day, the Anniversary of the Apology to the Stolen Generation and the Barengi Gadjin Settlement Date).</li> </ul>	Community Strategic Projects Officer	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Council proactively supports, identifies and engages in local Aboriginal and Torres Strait Islander communities celebrations and events (i.e. sporting events like Hoops Against Violence).</li> </ul>	Coordinator Recreation & Open Space Planning	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Council develops a calendar of local Aboriginal and Torres Strait Islander events with the local community, which is promoted throughout Council and in the wider community.</li> </ul>	Team Leader Visitor Information Centre	April 2019
	<ul style="list-style-type: none"> <li>Work collaboratively with Aboriginal and Torres Strait Islander communities to plan for Sorry Day.</li> </ul>	Manager Arts, Culture and Recreation	December 2018
	<ul style="list-style-type: none"> <li>The Horsham Community Directory includes the registration of all Aboriginal organisations, groups and communities ensuring that events and activities are promoted.</li> </ul>	Community Strategic Projects Officer	December 2018
<p><b>3.</b> The RAP Internal Working Group* (RWG) actively monitor RAP development, including implementation of actions, tracking progress and reporting.</p> <p>* A group of Council staff members responsible for actions in the RAP. The RWG includes Aboriginal and Torres Strait Islander staff members.</p>	<ul style="list-style-type: none"> <li>Establish Terms of Reference for the RWG.</li> </ul>	Director Community Wellbeing	December 2018
	<ul style="list-style-type: none"> <li>Identify Council RAP champions to actively promote the RAP across the organisation and community.</li> </ul>	CEO	December 2018, December 2019
	<ul style="list-style-type: none"> <li>The RAP Internal Working Group (RWG) oversees the development, endorsement and launch of the RAP.</li> </ul>	Director Community Wellbeing	December 2018
	<ul style="list-style-type: none"> <li>The RWG meets four times over the two years of the Innovate RAP to monitor and report on RAP implementation.</li> </ul>	CEO	December 2018, May 2019, December 2019, May 2020
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander staff are represented on the RWG</li> </ul>	Director Community Wellbeing	December 2018



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<p>The Aboriginal Advisory Committee (AAC)* continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.</p> <p>*AAC is an external committee which has Aboriginal and Torres Strait Islander people on its membership.</p>	<ul style="list-style-type: none"> <li>• Progress reports are provided to the quarterly Aboriginal Advisory Committee meetings in relation to progress of RAP.</li> </ul>	<p>Director Community Wellbeing</p>	<p>December 2018 &amp; 2019, February 2019 &amp; 2020, May 2019 &amp; 2020, August 2019 &amp; 2020</p>
<p><b>4.</b> Actively promote and participate in local National Reconciliation Week activities and events by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</p>	<ul style="list-style-type: none"> <li>• Work collaboratively with Aboriginal and Torres Strait Islander communities to plan National Reconciliation Week (NRW) activities.</li> <li>• Council hosts at least one internal event for NRW in 2019 and 2020.</li> <li>• Register all NRW events via Reconciliation Australia's NRW website.</li> <li>• Support an external NRW event.</li> <li>• Ensure our RWG participate in an external event to recognise and celebrate NRW.</li> </ul>	<p>Manager Arts, Culture and Recreation  Manager Arts, Culture and Recreation  Manager Arts, Culture and Recreation  Manager Arts, Culture and Recreation  Director Community Wellbeing</p>	<p>November 2019, November 2020  May 2019, May 2020  April 2019, April 2020  May 2019, May 2020  May 2019, May 2020</p>
<p><b>5.</b> Raise awareness of RAP commitments and progress internally and externally.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Include information on our RAP in Council's induction training for all Councillors, Directors and staff.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	<p>Media &amp; Communications Officer  Manager Organisational Development  CEO Directors Managers</p>	<p>December 2018  December 2018  December 2018, December 2019</p>





## RELATIONSHIPS

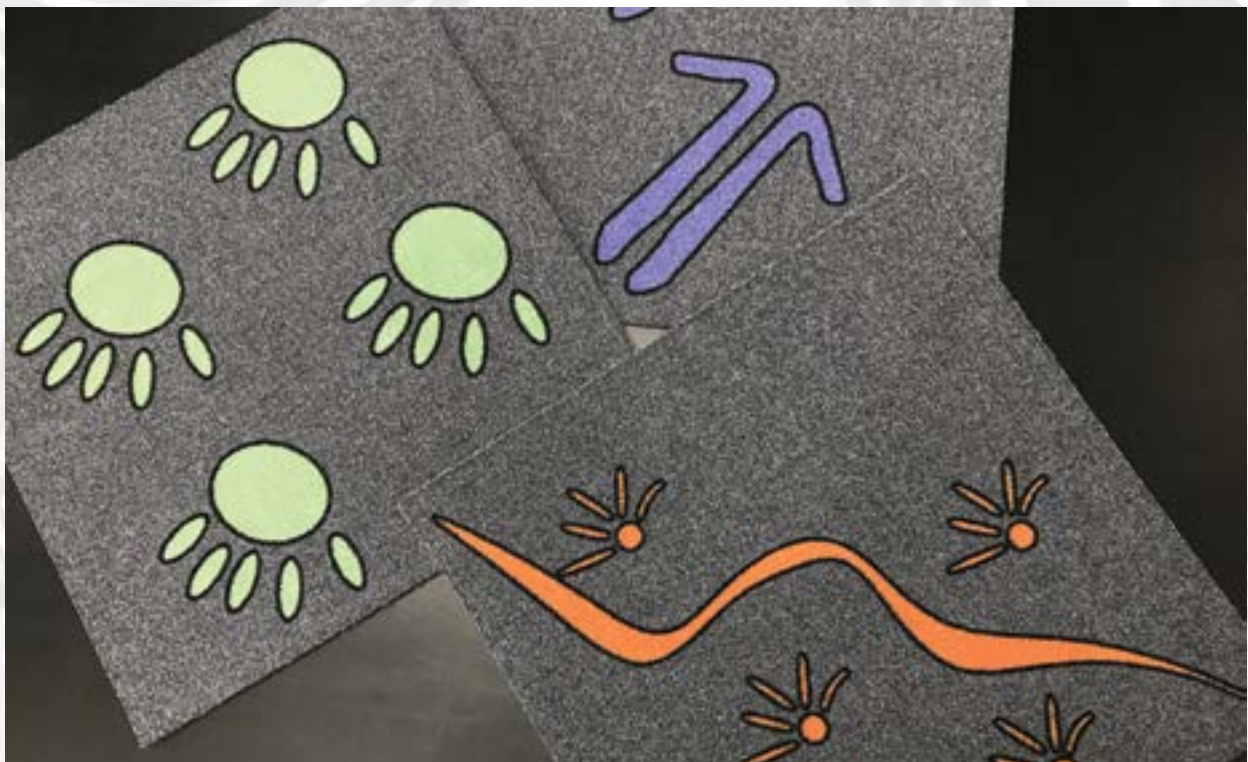
### RAP CASE STUDY 1: CHILDREN'S HUB

The Kalkee Road Children's and Community Hub is a children's facility including kindergarten, childcare, Maternal and Child Health, supported playgroup, early intervention services and visiting specialist consulting rooms. The new 1,130 square metre facility is being constructed on a green field site providing a central community hub that combines a range of education, health, care, support and community services.

Liaison has occurred with Barengi Gadjin Land Council and Goolum Goolum Aboriginal Cooperative in relation to recognition of Aboriginal and Torres Strait Islander cultures at the new facility. After discussion it was agreed that placing animal motifs (lizard, wombat, emu and wallaby) in the floor tiles in the main foyer of the Children's hub was appropriate.

The idea is that the animal footprints would lead from the centre of the foyer to the various rooms within the facility. Brett Harrison (Barengi Gadjin Land Council) and John Gorton (Goolum Goolum) worked closely with Sue Newall (Project Manager) and Brand Architects with the design being finalised. See photo below.

The floor motif design was presented to the community including Aboriginal families at Goolum Goolum in May 2017 and received very positive feedback. It is a great example of Council working positively with local Aboriginal communities to ensure there is appropriate recognition of Aboriginal cultures in major Council buildings ensuring that these facilities are welcoming and inclusive.







# RESPECT

## FOCUS AREA

We will show respect to Aboriginal and Torres Strait Islander peoples, cultures, histories and stories and will be responsive to their needs and will encourage the community to value the unique contribution that Aboriginal and Torres Strait Islander peoples make to society. This is important to our organisation as the role of council includes taking into account the diverse needs of the local community in decision making, fostering community cohesion and encouraging active participation in civic life.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
1. Demonstrate respect and increase organisational understanding of Aboriginal and Torres Strait Islander peoples.	• Display the Aboriginal flag and Torres Strait Islander flag at Council offices.	Director Infrastructure	December 2018, December 2019
	• Display Aboriginal artworks in the Council foyer area and ensure that artworks are acknowledged appropriately.	Art Gallery Director (Co-ordinator Visual Arts)	October 2019
	• Display Aboriginal designed banners in our public streets.	Community Strategic Projects Officer	December 2018, December 2019
	• Work with the local Traditional Owners to identify suitable Aboriginal language names for new streets and public places and facilitate applications through the RAP Aboriginal Advisory Committee.	Manager Governance & Information Management	July 2019



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<p><b>2.</b> Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.</p>	<ul style="list-style-type: none"> <li>• Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country that is provided to Council and shared on the Council website.</li> </ul>	CEO	June 2019
	<ul style="list-style-type: none"> <li>• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> </ul>	CEO Executive Assistant	December 2018
	<ul style="list-style-type: none"> <li>• Invite a Traditional Owner Elder to provide a Welcome to Country at significant events, including Civic receptions and citizenship ceremonies.</li> </ul>	CEO	December 2018, December 2019
	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country at the commencement of all Council events and functions.</li> </ul>	CEO	December 2018, December 2019
	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country plaque on all major Council buildings and facilities, key public spaces and on boundary signage.</li> </ul>	Director Infrastructure	December 2019
	<ul style="list-style-type: none"> <li>• Encourage staff to include an Acknowledgement of Country at the commencement of key staff meetings.</li> </ul>	Directors	December 2018, December 2019
	<ul style="list-style-type: none"> <li>• Display a statement of Acknowledgement of Traditional Owners on the Council website and on email signatures.</li> </ul>	Media & Communications Coordinator	December 2018



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<p><b>3.</b> Improve Councillors, staff and Council understanding of Aboriginal and Torres Strait Islander histories, cultures and achievements by engaging them in continuous cultural learning opportunities.</p>	<ul style="list-style-type: none"> <li>• Develop and deliver Aboriginal and Torres Strait Islander Cultural Awareness training strategy for all Councillors, Directors and staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)</li> </ul>	<p>Manager Organisational Development</p>	<p>December 2018, December 2019</p>
	<ul style="list-style-type: none"> <li>• Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> </ul>	<p>Manager Organisational Development</p>	<p>December 2018, December 2019</p>
	<ul style="list-style-type: none"> <li>• Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</li> </ul>	<p>Director Community Wellbeing</p>	<p>December 2018, December 2019</p>
	<ul style="list-style-type: none"> <li>• Invite Elders and community leaders to attend once a year Council staff lunchtime yarning sessions to share local stories and increase staff awareness of local Aboriginal histories, cultures and achievements.</li> </ul>	<p>Director Community Wellbeing</p>	<p>December 2018, December 2019</p>
	<ul style="list-style-type: none"> <li>• Staff to be involved in culturally significant site visits run by the Traditional Owners.</li> </ul>	<p>Manager Regulatory Services</p>	<p>December 2018, December 2019</p>
<p><b>4.</b> Provide opportunities for Councillors, staff and the wider community to engage in NAIDOC Week</p>	<ul style="list-style-type: none"> <li>• Provide opportunities for all Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</li> </ul>	<p>Directors and Managers</p>	<p>July 2019, July 2020</p>
	<ul style="list-style-type: none"> <li>• Review HR Policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> </ul>	<p>Manager Organisational Development</p>	<p>March 2019, March 2020</p>
<p><b>5.</b> Promote Aboriginal and Torres Strait Islander histories and cultures through the Visitor Information Centre.</p>	<ul style="list-style-type: none"> <li>• Display on TV screen, videos of local Elders telling local stories about Wotjobaluk Country</li> </ul>	<p>Team Leader Visitor Information Centre</p>	<p>May 2019</p>
	<ul style="list-style-type: none"> <li>• Provide a place for the Virtual Rivers Yarns interactive monitor</li> </ul>	<p>Team Leader Visitor Information Centre</p>	<p>December 2018</p>
	<ul style="list-style-type: none"> <li>• Provide brochures on the key Aboriginal Culturally significant sites</li> </ul>	<p>Team Leader Visitor Information Centre</p>	<p>November 2019</p>





## RESPECT

### CASE STUDY 2:

Council worked closely with local Aboriginal community members to develop banners for NAIDOC Week (2017). These banners were displayed on poles in the main street in Horsham (Firebrace Street) providing an opportunity to communicate Aboriginal cultures to the broader Wimmera community. Also recognising the great work that has been done by local Aboriginal children. Michelle Rethus (Community and Cultural Project Support Officer) led the project. Western Primary Health Network was a partner and Dimboola Primary School were involved. Council will be working with the Kookas Club a playgroup based at Goolum Goolum Aboriginal Cooperative on a similar project with a visual outcome. There were updates provided and discussions held with the Aboriginal Advisory Committee over a number of months in the lead up to NAIDOC Week.

A communication plan including press releases was prepared in the lead up to NAIDOC Week. The Horsham Regional Art Gallery displayed the artwork in the foyer area during NAIDOC Week and the Kookas Club was able to display their artwork there.







# OPPORTUNITIES

## FOCUS AREA

We will contribute to ‘closing the gap’ of disadvantage experienced by Aboriginal and Torres Strait Islander peoples by providing opportunities which support cultural, social and economic development, including employment and retention of Aboriginal and Torres Strait Islander staff and supporting education opportunities. Council will achieve this through its service delivery function and facilitation/advocacy roles. This is important because Council has a responsibility to improve the overall quality of life of people in the local community. Also to ensure that services and facilities provided by Council are accessible and equitable.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<b>1.</b> Investigate opportunities within Council to increase and improve Aboriginal and Torres Strait Islander employment.	<ul style="list-style-type: none"> <li>Proactively engage with Aboriginal and Torres Strait Islander recruitment agencies and the RAP Aboriginal Advisory Committee to encourage Aboriginal and Torres Strait Islander Employment opportunities within Council.</li> </ul>	Manager Organisational Development	December 2018
	<ul style="list-style-type: none"> <li>Engage with existing Aboriginal and Torres Strait Islander staff and the RAP Aboriginal Advisory Committee to consult on employment strategies, including professional development.</li> </ul>	Manager Organisational Development	June 2019
	<ul style="list-style-type: none"> <li>Actively promote employment opportunities and vacancies in Aboriginal and Torres Strait Islander media.</li> </ul>	Manager Organisational Development	December 2018
	<ul style="list-style-type: none"> <li>Encourage and support Council’s Aboriginal and Torres Strait Islander traineeship program.</li> </ul>	Manager Organisational Development	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Review, update and improve Aboriginal and Torres Strait Islander traineeship program.</li> </ul>	Manager Organisational Development	March 2018, March 2019
	<ul style="list-style-type: none"> <li>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</li> </ul>	Manager Organisational Development	March 2019
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy</li> </ul>	Manager Organisational Development	December 2019
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>	Manager Organisational Development	December 2019



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<b>2.</b> Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> <li>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> <li>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> </ul>	Director Corporate Services	May 2020
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	Director Corporate Services	May 2019
	<ul style="list-style-type: none"> <li>Investigate opportunities to purchase native plants and trees from Wall Nursery.</li> </ul>	Director Infrastructure Services	May 2019
<b>3.</b> Encourage greater participation by Aboriginal and Torres Strait Islander peoples in Council initiatives, programs and plans.	<ul style="list-style-type: none"> <li>Encourage through local media, Aboriginal and Torres Strait Islander community participation in the Wimmera River Challenge.</li> </ul>	Manager Arts, Culture and Recreation	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Encourage Aboriginal and Torres Strait Islander people to have opportunities in art and design and creative arts through participation in a dedicated program at the Horsham Regional Art Gallery</li> </ul>	Art Gallery Director (Coordinator Visual Arts)	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Display Aboriginal and Torres Strait Islander artworks in Council facilities and public spaces.</li> </ul>	Relevant Directors	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Develop a communications plan to Promote Council's Community Grants Program in Aboriginal and Torres Strait Islander communities through holding sessions .</li> </ul>	Grants Officer	January 2019
	<ul style="list-style-type: none"> <li>Display artworks by Aboriginal and Torres Strait Islander community children and adults in Council's Gallery.</li> </ul>	Coordinator Visual Arts	December 2018, December 2019
	<ul style="list-style-type: none"> <li>Ensure Goolum Goolum Aboriginal Cooperative is involved in developing Council's Health and Wellbeing Plan, Wellness and Re-ablement Plan, Diversity Plan, Early Year's Plan and other social planning processes.</li> </ul>	Relevant Directors	December 2018, December 2019





# TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<b>1.</b> Review and Refresh RAP	<ul style="list-style-type: none"> <li>• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> </ul>	Director Community Wellbeing	October 2019
	<ul style="list-style-type: none"> <li>• Submit draft RAP to Reconciliation Australia for review.</li> </ul>	Director Community Wellbeing	February 2020
	<ul style="list-style-type: none"> <li>• Submit draft RAP to reconciliation Australia for formal endorsement.</li> </ul>	Director Community Wellbeing	June 2020
<b>2.</b> Report on Horsham Rural City Council's Reconciliation Action Plan implementation from 2018 to 2020 to Reconciliation Australia.	<ul style="list-style-type: none"> <li>• Complete and submit the Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	CEO	September 2019, September 2020
	<ul style="list-style-type: none"> <li>• Provide and publish regular RAP updates and reports to all Councillors Directors and staff and our external stakeholders.</li> </ul>	Director Community Wellbeing	December 2018, December 2019
	<ul style="list-style-type: none"> <li>• Investigate participating in the RAP Barometer.</li> </ul>	Director Community Wellbeing	May 2020
	<ul style="list-style-type: none"> <li>• RWG to collect data for the RAP Impact Measurement Questionnaire.</li> </ul>	Director Community Wellbeing	July 2019, July 2020
	<ul style="list-style-type: none"> <li>• RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	Director Community Wellbeing	August 2019, August 2020
<b>3.</b> Report on Horsham Rural City Council's Reconciliation Action Plan implementation from 2018 to 2020 to internal and external stakeholders.	<ul style="list-style-type: none"> <li>• Publicly report our RAP achievements, challenges and learnings.</li> </ul>	Mayor	February 2019, August 2019, February 2020, August 2020
	<ul style="list-style-type: none"> <li>• Communicate Council Reconciliation Action Plan outcomes to all stakeholders through annual reports published, emailed and shared on our website.</li> </ul>	CEO	July 2019, July 2020
	<ul style="list-style-type: none"> <li>• Provide and publish regular RAP updates and reports to all Councillors Directors and staff and our external stakeholders.</li> </ul>	Director Community Wellbeing	December 2018, December 2019
<b>4.</b> The RAP Aboriginal Advisory Committee meets to review progress of the Reconciliation Action Plan implementation bi-annually.	<ul style="list-style-type: none"> <li>• Review progress of Council Reconciliation Action Plan</li> </ul>	Director Community Wellbeing	February 2019, August 2019, February 2020, August 2020





**CONTACT** Kevin O'Brien, Director of Community Wellbeing  
**PHONE** (03) 5382 9743 or 0417 032 319 **EMAIL** [kevin.obrien@hrcc.vic.gov.au](mailto:kevin.obrien@hrcc.vic.gov.au)