

# CITY OF MELBOURNE 2025 PROGRESS REPORT

## STRETCH RECONCILIATION ACTION PLAN 2024–27



## **Aboriginal Melbourne**

The Aboriginal Melbourne word mark acknowledges Waa the Crow, the spiritual protector of the Birrarung, “Yarra River”.

Five circular forms symbolise the Tanderrum Ceremony, where Traditional Owners allow safe and temporary access to their land, and the bringing together of the five language groups of the Eastern Kulin: the Wurundjeri, Bunurong, Taungurung, Dja Dja Wurrung and the Wadawurrung.

These in turn form interconnecting pathways that lead to the centre of Waa, symbolising Aboriginal Melbourne as the gathering place. These pathways visually express the pulse of Aboriginal Melbourne as a dynamic and progressive gathering place where everyone in the community has a voice.

Throughout this document, we refer to Aboriginal peoples because, in Victoria, Aboriginal peoples are the Traditional Owners. Our use of the term Aboriginal within Victoria reflects cultural protocols that the Victorian Government has also adopted. We recognise the diversity of Aboriginal people living throughout Victoria. The term Aboriginal Victorians is used to encompass Victorian Traditional Owners, clans, family groups and all other people of Aboriginal and Torres Strait Islander descent living in Victoria.

## **Acknowledgement of Traditional Owners**

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin and pays respect to their Elders past and present. We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

# Contents

<b>Introduction</b>	<b>5</b>
Our vision for reconciliation	5
<b>Our progress snapshot for 2024–25</b>	<b>6</b>
<b>Highlights and case studies</b>	<b>7</b>
Pillar 1. Truth-telling	7
Pillar 2. Relationships	8
Pillar 3. Respect	10
Pillar 4. Opportunities	12
Pillar 5. Governance	14
Lessons and insights	15
Looking ahead	15
<b>Our progress</b>	<b>16</b>
Pillar 1. Truth-telling	17
Pillar 2. Relationships	17
Pillar 3. Respect	20
Pillar 4. Opportunities	24
Pillar 5. Governance	26

Cover image: NAIDOC Week, Melbourne Town Hall. Photographer: Tiffany Garvie

## Disclaimer

This report is provided for information, and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions, or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

## Introduction

The City of Melbourne is proud to support reconciliation within our organisation and across the city.

Our new Stretch Reconciliation Action Plan (RAP) 2024–27 requires annual public reporting to our stakeholders. This report highlights the progress we’re making towards delivering the 67 commitments in the RAP and includes our achievements for 2024–25.

This is the first annual report outlining the progress the City of Melbourne has made against its Stretch Reconciliation Action Plan (RAP) 2024–27 commitments. It covers the period since the RAP was launched on 4 September 2024 to 30 June 2025.

Throughout this report we provide case studies that showcase how our Reconciliation Action Plan initiatives have made a tangible impact to community and bring outcomes to life. Each story highlights the way our commitments are applied in practice, whether by creating new opportunities, building stronger connections, or demonstrating the positive change that embedding and elevating First Nations perspectives can deliver in our organisation and community.

### Our vision for reconciliation

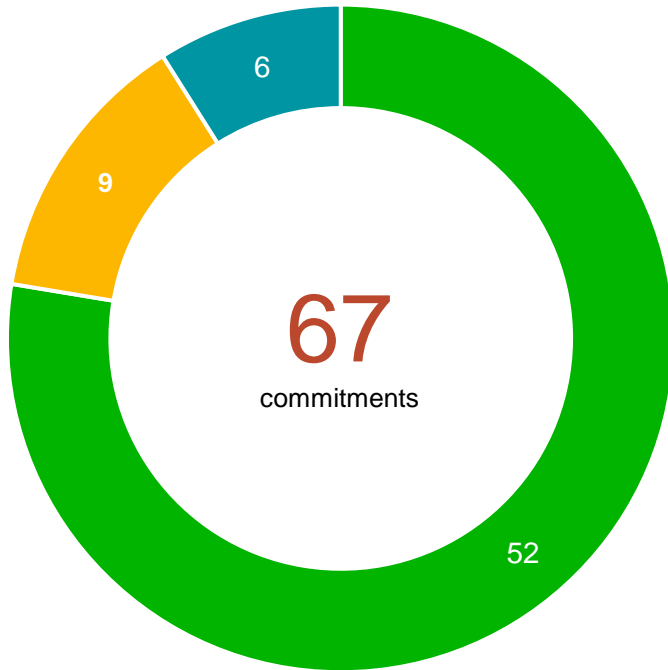
Our vision for reconciliation is to work alongside Sovereign First Nations, enabling true self-determination and ensuring Aboriginal peoples have the freedom to live well and according to their own values and beliefs.

The RAP is critical to achieving our vision for reconciliation.



Make Room, supportive housing, Melbourne, paver and inlay bronze artwork by Mitch Mahoney and screen artwork by Matthew Harris. Photographer: Nicole Reed

# Our progress snapshot for 2024–25



**\$5.5m**

Total spend with Aboriginal businesses

**330+**

Local First Nations artists performed at YIRRAMBOI 2025

**+22,000**

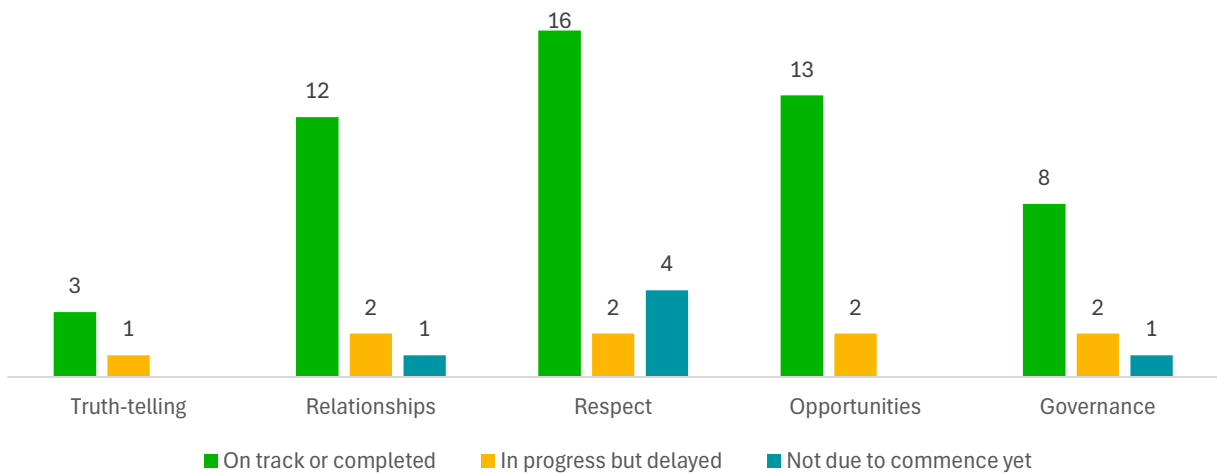
In-person visitors to YIRRAMBOI 2025 performances

**18**

Aboriginal Heritage cultural experiences promoted to visitors at the Melbourne Visitor Hub

**354**

Number of staff who attended in-person cultural awareness training



## Highlights and case studies

During the first year of the Reconciliation Action Plan implementation, we have seen meaningful achievements that highlight our organisation's commitment to strengthening relationships, respect, and opportunities with Aboriginal peoples.

### Pillar 1. Truth-telling

#### 2024–25 highlights

- Yarn Strong Sista were engaged to develop lesson plans for Mapping Aboriginal Melbourne in consultation with Traditional Owners.
- Delivered a series of successful truth-telling events that elevated Aboriginal voices in the city including Beneath the Sky: Reveal, Resist, Reclaim with Blak & Bright, Yalinguth by the Birrarung at Riverfest and an activation at the future Stolen Generations Marker site, as part of the Moomba Festival.
- Yorta Yorta and Wamba Wamba multi-disciplinary artist and curator Maree Clarke was selected as the commissioned artist for the Stolen Generations Marker.



Luke Currie-Richardson, Beneath the Sky: Reveal, Resist, Reclaim with Blak & Bright 2025, Peppercorn Lawn, Melbourne. Photographer: T J Garvie

## Pillar 2. Relationships

### 2024–25 highlights

- Discussions and drafting of a partnership agreement with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation are continuing, and early draft documents have been exchanged as part of deliberative engagement.
- Implemented the Traditional Owner and Aboriginal Community Engagement Framework for staff as part of the First Nations Governance Framework.
- Supported Ngawala Willumbong Aboriginal Corporation in establishing a Pilot Access Point in the Melbourne CBD, to support Aboriginal and Torres Strait Islander peoples who are at risk of or experiencing homelessness.
- Initiated discussions with Aboriginal Housing Victoria to develop a Memorandum of Understanding (MoU) to advance Mana-an-woon-tyeen maar-takoort – ‘Every Aboriginal Person has a Home’.



National Reconciliation Week 2025, oration event, Melbourne Town Hall. Photographer: Benny Clarke

## **Make Room: A new model for supportive housing**

Make Room is Australia's first purpose-built supportive housing initiative designed to break the cycle of chronic homelessness. Unlike commercial or build-to-rent models, it is mission-led and prioritises dignity, healing, and long-term housing stability. Developed with and for people experiencing homelessness, it addresses an unmet need in inner Melbourne, particularly for those with multiple and complex challenges.

A key innovation is the adaptive reuse of a Council-owned building, transformed into safe, self-contained homes. Make Room applies an adapted Housing First approach, integrating on-site wraparound support with trauma-informed and culturally safe design embedded in both the built form and service model. The initiative was co-designed with Aboriginal leaders and people with lived experience, ensuring inclusion and cultural safety are central – not afterthoughts. The Phoenix Floor, a secure level dedicated to women (including many First Nations women and survivors of family violence), exemplifies this in practice.

The staged rollout, delivered with partners, enabled safe resident transitions. Referrals were primarily sourced through the Melbourne Homelessness Service Coordination Program's By-Name List – a "live" record of people experiencing street homelessness – with 75 per cent of tenants entering via this pathway. By June 2025, 46 per cent of Make Room tenants identified as Aboriginal and Torres Strait Islander peoples – an outcome far exceeding the program's 10 per cent target, reflecting both the level of need and the trust built through its culturally embedded model.

Stakeholder engagement has been pivotal. The City of Melbourne partnered with Unison Housing, cohealth, Ngwala Willumbong, the Victorian Government, and philanthropic leaders to deliver a service model that elevates lived experience and Indigenous leadership. This demonstrates the crucial role of local government in inclusive housing solutions. Its replicable model integrates tenancy support, cultural safety, and cross-sector collaboration – setting a new benchmark for municipal leadership. Its replicable model integrates tenancy support, cultural safety, and cross-sector collaboration – setting a new benchmark for municipal leadership.

For Aboriginal peoples, the meaning of home extends beyond four walls to Country, kinship, and culture. With on-site support from Ngwala Willumbong, residents are supported to move at their own pace, heal, and reconnect with identity and belonging. Make Room is therefore more than a housing project – it is a place of safety, healing, and reconnection.

## **National Reconciliation Week**

The City of Melbourne hosted its 2025 National Reconciliation Week Oration, delivered by Jodie Sizer, a proud Djab Wurrung / Gunditjmara woman. Jodie is the inaugural CEO of the Great Ocean Road Coast and Parks Authority, a member of the Victorian Women's Hall of Fame, and Vice President of the Collingwood Football Club. Key Aboriginal community members and stakeholders were invited to attend, strengthening the City of Melbourne's relationships with Aboriginal communities and organisations.

A passionate leader and advocate, Jodie champions self-determination and opportunities for Aboriginal and Torres Strait Islander peoples across community, national and international contexts. Her oration reflected the 2025 theme, Bridging Now to Next, encouraging reflection, learning, and collective action to create a better future.

She highlighted the importance of relationships – acknowledging those who have shaped her journey – and emphasised that true transformation comes from working together. Above all, Jodie reminded the audience of a powerful truth: "We are the First Peoples." This call reaffirms the need for recognition, respect, and acknowledgement of Indigenous sovereignty, identity, and place at the heart of Australia.

In addition to the oration, the City of Melbourne marked National Sorry Day with a wreath-laying ceremony led by Aboriginal staff and the attendance of councillors and City of Melbourne leaders, beginning with a Welcome to Country from a Wurundjeri Elder. This was followed by a staff event attended by more than 250 participants, featuring a talk from renowned Mutti Mutti, Wamba Wamba, Yorta Yorta and Boonwurrung artist Maree Clarke. Maree is the chosen artist for the City of Melbourne's Stolen Generations marker, who shared her journey as an Aboriginal artist.

The City of Melbourne also supported community celebrations by sponsoring the Koorie Heritage Trust's Mabo Day Concert. Curated by the Torres Strait Islander community, the event featured seven performances, food by chef Nornie Bero, interactive activities, and market stalls. Held at The Edge on Mabo Day, the concert attracted more than 350 attendees and showcased the vibrancy and resilience of Torres Strait Islander culture.

## Pillar 3. Respect

### 2024–25 highlights

- In partnership with Wurundjeri Woi-wurrung, a Cultural Values Assessment was completed in late 2024 for the central section of the Birrarung which will inform the Greenline Project and future work along the river.
- Exceeded the arts acquisition target for work by Aboriginal Artists by 20 per cent with notable pieces by Peter Waples-Crowe, Kait Kames and James Tylor.
- Melbourne Fashion Week 2024 made history as one of the first major events globally to open with an all-First Nations opening night runway 'ganbu marra', featuring nine First Nations designers, with styling and make-up by First Nations creatives and artists Anastasia Keshan and Kaydee Kyle-Taylor and a performance by BARKAA.
- Produced 12 content pieces promoting Aboriginal content and featuring Aboriginal talent across the City of Melbourne's What's On channels.



Chelmsford Street Open Space Project, preparing for engagement with Wurundjeri Woi-wurrung Traditional Owners, Moonee Ponds Creek, Kensington.  
Photographer: Danny Truong

## **Chelmsford open space**

The Chelmsford Open Space Project is a new public open space located on Wurundjeri Woi-wurrung Country in Kensington, adjacent to the Moonee Ponds Creek. Prioritising engagement with Traditional Owners through meaningful conversations with Auntie Gail and Auntie Julieanne has been integral in shaping the vision for the space. These discussions focused on reflecting the shared history of the site through its water story and the reuse of materials by retaining parts of the existing industrial warehouse. Auntie Gail described Chelmsford as a space where people could come to, “fall in love or meet your friends. It's a place for life to happen”.

We trialled new approaches to share our understanding of site and Country. One example is through the medium of poetry where we retold the story of the creek – once known as the 'Chain of Ponds' – and how it has been significantly altered by colonisation.

Our design intent is to reintroduce water as an element of celebration and appreciation, through planting, play, and signage in Wurundjeri Woi-wurrung language. Creating spaces where people can come and interact with water at any age, providing a connection to the creek and local ecologies.

Designing our public spaces to reflect Aboriginal culture and shared histories helps to recognise their cultural significance and ensure our community has the opportunity to engage with and learn from them. The project aims to weave the layers of the site's history into a community park that seeks to respect and care for Country.

Construction of the project will begin in 2026, with the public opening planned for 2027.

## Pillar 4. Opportunities

### 2024–25 highlights

- Provided sponsorship to Deadly in Melbourne: A First Nations Business Expo presented by Kinaway Chamber of Commerce in June 2025, featuring more than 60 First Nations businesses from across Victoria.
- Appointed Gunditjmara / Torres Strait Islander artist Lisa Waup to undertake a major public art commission at University Square, Carlton. Discussions were held with the artist and Elders to inform the concept for the new work.
- Our public art program delivered four public artworks commissioned by Aboriginal artists Matthew Harris and Mitch Mahoney at Make Room and launched a new work by Aboriginal artist Jarra Karaliner as part of the Hero Apartment Building Billboard commission.
- We saw a 179 per cent increase in in-kind bookings from First Nations organisations for meeting spaces in our libraries and community hubs, with 33 Aboriginal Controlled Community Organisations making 120 bookings.



*Three Blak Ravers* by The Motherless Collective, YIRRAMBOI 2025. Photographer: Jacinta Keefe

## **YIRRAMBOI Festival 2025**

YIRRAMBOI means “tomorrow” in the local languages of the Boon Wurrung and Woi-wurrung peoples. Deeply rooted in purpose, YIRRAMBOI platforms expressions of culture, identity, unity and truth through evolutionary and experimental practices, breaking away from preconceived ideas of First Nations 'art'. YIRRAMBOI provides a stage for First Nations voices to be heard, for stories to reverberate through generations, to drive change and create a future where First Peoples are celebrated.

YIRRAMBOI Festival 2025 showcased the future of First Nations arts through a monumental convergence of over 400 First Nations creatives. Across 180 performances and more than 40 venues, YIRRAMBOI's fifth and most ambitious festival to date explored four powerful anchors – Legacy, Joy, Reclamation, and Akin. The festival showcased 70 per cent local artists and welcomed more than 70 International First Nations creatives. It welcomed more than 22,000 in-person attendees, including 17 per cent international visitors.

As senior Wurundjeri artist, curator and cultural carrier Stacie Piper shared, “YIRRAMBOI turned narm into one of the most loving, nurturing, joyful and culturally powerful places in history”.

The festival was delivered with guidance from the festival's Elder-in-Residence Aunty Di Kerr and continuing Advisory Group. 2024 marked the appointment of YIRRAMBOI's inaugural Access and Inclusion Advisory Group. With their guidance and a close partnership with Arts Access Victoria, YIRRAMBOI delivered a suite of accessibility initiatives for First Nations communities, artists and audiences.

The local and international acclaim of the 2025 iteration reiterated YIRRAMBOI is a critically acclaimed international arts festival leading the arts industry into a new tomorrow.

## **narm ngarrgu Library outcomes**

During the 2024–25 period, narm ngarrgu Library developed and strengthened meaningful relationships with 12 Aboriginal organisations and 27 Aboriginal creatives, working collaboratively to elevate Aboriginal voices and perspectives across its programming. These partnerships were central to the planning and delivery of 26 culturally significant events, which collectively engaged an audience of more than 1000 people. Attendance at many of these programs surpassed expectations, with numerous shows selling out and additional audience members placed on waitlists due to high demand.

This work reflects narm ngarrgu Library's ongoing commitment to centering First Nations knowledge, creativity, and leadership in its public offerings. By fostering genuine, long-term relationships with Aboriginal-led organisations and creatives, narm ngarrgu Library has become a city location where Aboriginal stories, languages and cultural practices are celebrated and shared.

Key partners during this period included Killara, Blak & Bright, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Haus of Dizzy, and Yarn Strong Sista. Each of these collaborators brought unique cultural knowledge, artistic vision, and community connections through outcomes such as literary talks, cultural workshops, art workshops, forums and community gatherings.

The success of these collaborations demonstrates the value of co-design and community-led programming. It also highlights narm ngarrgu Library's role as a cultural location that supports and actively amplifies Aboriginal-led initiatives.

## Pillar 5. Governance

### 2024–25 highlights

- Shared the ownership and accountability of delivering the RAP across the organisation by allocating RAP actions to an increased number of teams.
- Established the First Nations Committee in August 2024 – the group is appointed by Council to advise it on First Nations policy and programs and help drive the vision and aspirations for First Nations community.
- Developed a three-year implementation plan to guide the delivery of the RAP. This was informed by 18 branches and incorporated into our corporate reporting system for monitoring and performance reporting purposes.
- Established a new RAP Steering Committee and Working Group to help strengthen our governance structure, systems and processes to support the successful implementation of the RAP.



Jarra Karalinar Steel, The Watchful Ones, Hero Apartment Building public art commission 2024. Photographer: Peter Berzanskis

## Lessons and insights

### Governance

To support delivery of the RAP, we reshaped and strengthened the governance structures underpinning strategic planning and implementation. This included a new internal steering committee, and a working group comprised of representatives from a cross-section of the organisation, with over 50 per cent of branches represented. Shared ownership and accountability are already visible and contributing to outcomes for community. Additionally, staff have reported that working with Traditional Owners and the Aboriginal community has provided them with personal and professional development opportunities.

### Looking ahead

With many outstanding accomplishments in the first year, focus now shifts to 2025–26, where several major projects will commence, including:

- A local government First Nations Strategy, guided by a First Nations Vision and the First Nations Committee.
- A Caring for Country Framework, ensuring Caring for Country knowledge and practice informs, and is supported by, work across the City of Melbourne, in collaboration with Traditional Owners.

Work will also continue to progress the delivery of RAP actions that have already commenced.

## Our progress

Our RAP is structured around truth-telling, and Reconciliation Australia's four pillars: respect, relationships, opportunities and governance.

There has been a strong start in this first year of implementation, with 80 per cent of the deliverables progressing as planned.

Of the 67 deliverables:

- fifty-one are on track and one is complete.
- nine are in progress but delayed
- six are not yet due to commence.

Most items that are currently in progress but delayed are due to a rephrasing of project timelines or have been integrated into a broader project to ensure alignment and consistency for better outcomes.

### Status

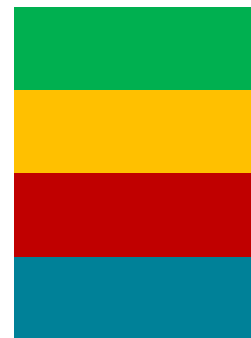
On track or completed

In progress but delayed

Not started (due to delays), deferred or discontinued

Not due to commence yet

### Colour code



## Pillar 1. Truth-telling

Giving Aboriginal voices opportunities for deliberate sharing of history and experience, inclusive of injustice and wrongdoing.

### Action 1.1 Explore and deliver opportunities for truth-telling to facilitate learning, healing, and change within the City of Melbourne and externally.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
1.1.1	Deliver a program of public activities including talks that provide an opportunity for Aboriginal people to share information about past injustices, culture and history with the broader community.	Director Aboriginal Melbourne	June 2025 2026 2027	Three public activities per year.	No comment.	On track
1.1.2	Create a permanent Stolen Generations Marker, for Stolen Generations survivors and as a place of truth-telling.	Director Aboriginal Melbourne Director Creative Melbourne	May 2026	Marker delivered May 2026.	Adjusted timeline to strengthen outcomes.	In progress but delayed
1.1.3	In partnership with Traditional Owners, continue to develop the Mapping Aboriginal Melbourne website.	Director Aboriginal Melbourne	December 2024 June 2025 June 2026 June 2027	No target applies.	No comment.	On track
1.1.4	Deliver an activity or activities that acknowledge and honour National Sorry Day.	Director Aboriginal Melbourne	May 2025 2026 2027	At least one activity per year.	No comment.	On track

## Pillar 2. Relationships

Ensuring inclusivity of Aboriginal people is centric to the work of Council, to strengthen relationships and elevate their voices to enable self-determination.

### Action 2.1 Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
2.1.1	Develop formal partnerships that enable self-determination with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation.	Director Aboriginal Melbourne	June 2025  March 2026	<ul style="list-style-type: none"> <li>Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation partnership in place.</li> <li>Bunurong Land Council Aboriginal Corporation partnership in place.</li> </ul>	Adjusted timeline to strengthen outcomes.	In progress but delayed
2.1.2	Develop a Traditional Owner and Aboriginal Community Engagement Framework that is based on enabling self-determination and upholds the principles of the United Nations Declaration on the Rights of Indigenous Peoples.	Director Aboriginal Melbourne	December 2025	Framework developed December 2025.	No comment.	Completed

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
2.1.3	Develop and maintain seven two-way partnerships with key Aboriginal Community Controlled organisations that are either based within the municipality or deliver services within the municipality.	Director Aboriginal Melbourne Director Creative Melbourne Director Economic Development and International Director Homes Melbourne	June 2025 2026 2027	<ul style="list-style-type: none"> <li>Aboriginal Housing Victoria (new)</li> <li>Djirra (new)</li> <li>Killara Foundation (new)</li> <li>Kinaway (existing)</li> <li>Ngwala Willumbong Aboriginal Corporation (existing)</li> <li>The Torch (existing)</li> <li>Blak &amp; Bright (existing)</li> </ul>	No comment.	On track
2.1.4	Ensure our Council-endorsed committees have formal Aboriginal representation.	Director Aboriginal Melbourne Director Governance and Legal	June 2025 2026 2027	At least one Aboriginal member.	Integrated into the wider review of Advisory Committees following an internal audit.	In progress but delayed

## Action 2.2 Build relationships through celebrating National Reconciliation Week (NRW).

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
2.2.1	Establish an internal working group to deliver a series of NRW events. This includes staff are supported to participate in at least two external NRW events.	Director Aboriginal Melbourne All Directors	May-June 2025 2026 2027	<ul style="list-style-type: none"> <li>Deliver at least two internal NRW events.</li> <li>One NRW oration per year.</li> <li>One Mabo Day event per year.</li> </ul>	No comment.	On track
2.2.2	Develop and adopt a communications plan that: <ul style="list-style-type: none"> <li>promotes reconciliation resources (i.e. Reconciliation Australia NRW materials) to all staff and the general public</li> <li>encourages all staff and the general public to participate in events that recognise and celebrate reconciliation (i.e. National Reconciliation Week).</li> </ul>	Chief Customer and Communications Officer* Director Aboriginal Melbourne <i>*Formerly Director Strategic Communications</i>	April 2025 2026 2027	Communications plan adopted annually by May.	No comment.	On track
2.2.3	Register all City of Melbourne NRW events on Reconciliation Australia's NRW website.	Director Aboriginal Melbourne	April 2025 2026 2027	No target applies.	No comment.	On track
2.2.4	Deliver a community grants program for community organisations and groups that includes opportunities to increase community understanding of reconciliation as part of NRW.	Director Aboriginal Melbourne	June 2025 2026 2027	Community grants program is delivered annually.	No comment.	On track

### Action 2.3 Promote reconciliation through our sphere of influence.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
2.3.1	Publicly communicate our commitment to reconciliation through Council's key communication channels.	Chief Customer and Communications Officer*  <i>*Formerly Director Strategic Communications</i>	May-June 2025 2026 2027	<ul style="list-style-type: none"> <li>Social media</li> <li>Corporate channels i.e. website, Melbourne Magazine</li> <li>Media releases</li> <li>Internal channels</li> </ul>	No comment.	On track
2.3.2	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Director Aboriginal Melbourne	December 2025 2026 2027	No target applies.	No comment.	On track
2.3.3	Collaborate with at least three like-minded organisations to implement ways to advance reconciliation.	Director Aboriginal Melbourne	June 2025 2026 2027	Three local government organisations.	Work commences in 2025-26.	Not due to commence yet

### Action 2.4 Promote positive race relations through anti-discrimination strategies.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
2.4.1	Review all policies and procedures that address discrimination, racism, and harassment in the workplace.	Chief People Officer	Every two years 2025 2026 2027	Policies and procedures reviewed every two years or when there are legislative changes.	No comment.	On track
2.4.2	Maintain and communicate an anti-discrimination policy for our organisation that is informed by staff experiences and engagement with Aboriginal staff and advisors. This includes: <ul style="list-style-type: none"> <li>consulting with staff to refresh the policy by June 2025</li> <li>new training designed by December 2025 and delivered to all staff</li> <li>all directors ensure all staff complete mandatory training requirements.</li> </ul>	Chief People Officer  All Directors	June 2025 2026 2027	100 per cent compliance with mandatory training (all staff).	No comment.	On track
2.4.3	Provide ongoing education opportunities for the general public on the effects of racism.	Chief Customer and Communications Officer*  <i>*Formerly Director Strategic Communications</i>	June 2025 2026 2027	No target applies.	No comment.	On track
2.4.4	Senior leaders to publicly support anti-discrimination campaigns and initiatives against racism.	Chief Executive Officer  All General Managers  All Directors	June 2025 2026 2027	100 per cent support by our senior leaders.	No comment.	On track

### Pillar 3. Respect

Understanding of and respect for Aboriginal culture and identity is integral to meaningful and lasting relationships with the community.

#### Action 3.1 Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.1.1	<p>Develop and communicate an Aboriginal Cultural Learning Strategy. This includes:</p> <ul style="list-style-type: none"> <li>Consult Aboriginal employees and Traditional Owners to develop the strategy.</li> <li>Develop a capability framework for cultural learning.</li> <li>Maintain a learning and development program for all people leaders to ensure Aboriginal staff are culturally safe and supported.</li> <li>Provide a diverse range of learning opportunities and courses for a range of learning needs at all organisational levels.</li> </ul>	<p>Chief People Officer</p> <p>Director Aboriginal Melbourne</p>	<p>June 2025 2026 2027</p>	<ul style="list-style-type: none"> <li>By December 2025 develop an Aboriginal Cultural Learning Strategy.</li> <li>Maintain and improve the existing learning and development cultural learning program to ensure offerings are relevant and accessible.</li> </ul>	No comment.	On track
3.1.2	<p>Ensure executives, managers and staff have opportunities to undertake a variety of cultural learning activities.</p>	All Directors	<p>June 2025 2026 2027</p>	<ul style="list-style-type: none"> <li>90 percent of staff undertake e-learning module.</li> <li>40 per cent of staff undertake face-to-face cultural learning activities.</li> </ul>	In-person training is available, development of e-training is underway.	In progress but delayed
3.1.3	<p>Ensure councillors have opportunities to undertake a variety of cultural learning activities.</p>	<p>Chief of Staff</p> <p>Office of the CEO</p>	<p>June 2025 2026 2027</p>	No target applies.	No comment.	On track

#### Action 3.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.2.1	<p>Review the City of Melbourne style guide to ensure that it reflects accurate and current guidance and advice on cultural language protocols.</p>	<p>Chief Customer and Communications Officer*</p> <p><i>*Formerly Director Strategic Communications</i></p>	<p>June 2025 2026 2027</p>	Annual review of the style guide.	No comment.	On track
3.2.2	<p>Invite a Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at premier events each year.</p>	Director Experience Melbourne	<p>June 2025 2026 2027</p>	<ul style="list-style-type: none"> <li>Christmas Festival</li> <li>Firelight Festival</li> <li>Melbourne Awards</li> <li>Melbourne Fashion Week</li> <li>Moomba Festival</li> <li>New Year's Eve</li> <li>Now or Never Festival</li> </ul>	No comment.	On track
3.2.3	<p>Establish measures that increase staff understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols.</p>	<p>Chief Customer and Communications Officer*</p> <p><i>*Formerly Director Strategic Communications</i></p>	<p>June 2025 2026 2027</p>	No target applies.	No comment.	On track
3.2.4	<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of internal and external important meetings and all public events.</p>	All Directors	<p>June 2025 2026 2027</p>	No target applies.	No comment.	On track

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.2.5	<p>Display Acknowledgment of Traditional Owners plaques and signage on the main Council-owned or managed offices and buildings in which Council services are primarily delivered from including:</p> <ul style="list-style-type: none"> <li>Melbourne Town Hall</li> <li>Administration buildings – Town Hall, Council House 1 and 2 and City Village</li> <li>Family services – North Melbourne Children’s Centre, Hotham Hub, Lady Huntingfield, Carlton Family Resource Centre, Carlton Learning Precinct, Powlett Reserve Childcare Centre, Fawkner Park Children’s Centre, the Harbour Family and Children’s Centre, Cardigan Street Chapel</li> <li>Libraries – Library at the Dock, East Melbourne Library, Kathleen Syme Library, North Melbourne Library</li> <li>Community Centres – Fawkner Park Senior Citizens Centre, ArtPlay, Jean McKendry Neighbourhood House, Arnion House, Signal, Boyd Community Hub, Kensington Neighbourhood Centre</li> <li>Major signage at entry points to the municipality and Sport and recreational facilities.</li> </ul>	Director City Property	Quarterly 2025 2026 2027	Four to five signs per quarter.	Timeline adjusted pending resource allocation.	In progress but delayed

### Action 3.3 Engage with Aboriginal cultures and histories by celebrating NAIDOC Week.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.3.1	Ensure that HR policies and procedures enable staff participation in NAIDOC Week events.	Chief People Officer	June 2025 2026 2027	Policies and procedures reflect enterprise agreement for cultural and ceremonial leave.	No comment.	On track
3.3.2	Support all staff to participate in at least one NAIDOC Week event in our local area.	All Directors	July 2025 2026 2027	Staff participate in at least one NAIDOC Week event.	No comment.	On track
3.3.3	Establish an internal working group to deliver a series of NAIDOC Week events and activities that are supported by a communications plan.	<p>Director Aboriginal Melbourne</p> <p>Chief Customer and Communications Officer*</p> <p><i>*Formerly Director Strategic Communications</i></p>	July 2024 2025 2026 2027	<p>Deliver at least:</p> <ul style="list-style-type: none"> <li>one NAIDOC in the City Concert</li> <li>one program of activities for children</li> <li>one internal event for staff.</li> </ul>	No comment.	On track

### Action 3.4 Promote and celebrate Aboriginal heritage and cultures internally within the organisation.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.4.1	Include Aboriginal performers or content at significant events e.g. end of year celebrations.	All Directors	2025 2026 2027	No target applies.	No comment.	On track
3.4.2	Acquire and display artworks by Aboriginal artists within Council-owned and managed buildings to celebrate Aboriginal cultures.	Director Creative Melbourne	June 2025 2026 2027	At least 50 per cent of the acquisitions budget is spent on acquiring works by Aboriginal artists.	No comment.	On track
3.4.3	Continue to explore and implement culturally appropriate Aboriginal names for our buildings, offices, and meeting rooms.	Director City Property	June 2025 2026 2027	No target applies.	No comment.	On track
3.4.4	Fly Aboriginal and Torres Strait Islander flags at Council buildings (Melbourne, Kensington, and North Melbourne town halls).	Director Governance and Legal	June 2025 2026 2027	No target applies.	No comment.	On track

### Action 3.5 Promote Aboriginal experiences for the public to celebrate Melbourne as an Aboriginal City.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.5.1	Our Visitor Hub at Town Hall offers information and opportunities for visitors to learn about and experience Aboriginal heritage and cultures.	Director Experience Melbourne	June 2025 2026 2027	Showcase a minimum of eight experiences.	No comment.	On track
3.5.2	Experience Melbourne to promote Aboriginal experiences through owned communications channels including What's On.	Director Experience Melbourne	June 2025 2026 2027	Minimum 12 posts per annum featuring Aboriginal experiences.	No comment.	On track

### Action 3.6 Educate the broader community about Aboriginal heritage and culture.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.6.1	Develop an Aboriginal City Framework that aligns with self-determination principles and embraces Aboriginal peoples, culture, knowledge and heritage as a core element of Melbourne's past, present and future identity.	Director Aboriginal Melbourne	December 2027	Framework developed by December 2027.	Work commences in 2026-27.	Not due to commence yet

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.6.2	Develop annual work plans to support the development and delivery of the Aboriginal City Framework.	Director Aboriginal Melbourne Director Creative Melbourne Director City Design Director Climate Change and City Resilience Director City Strategy Director Parks and City Greening Director City Projects Director Experience Melbourne Director Libraries, Recreation and Waterways	September 2025 2026 2027	Annual work plans developed by the end of September each year.	Work commences in 2026-27.	Not due to commence yet

### Action 3.7 Protect, recognise and promote Aboriginal culture, heritage and place.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
3.7.1	Identify and implement opportunities for the naming of places and roads to prioritise the use of Aboriginal language names.	Director Aboriginal Melbourne Director City Strategy Director Planning and Building	June 2025 2026 2027	No target applies.	No comment.	On track
3.7.2	In collaboration with Traditional Owners, develop a Caring for Country Framework that explores how Caring for Country knowledge and practices can be applied across our work.	Director City Strategy	December 2026	Caring for Country Framework developed by December 2026.	Work commences in 2025–26.	Not due to commence yet
3.7.3	Develop annual work plans to show how – in collaboration with Traditional Owners – Caring for Country knowledge and practices will be integrated in our work.	Director Aboriginal Melbourne Director Creative Melbourne Director City Design Director Climate Change and City Resilience Director City Strategy Director Parks and City Greening Director City Projects Director Experience Melbourne Director Libraries, Recreation and Waterways	September 2025 2026 2027	Annual work plans developed by the end of September each year.	Work commences in 2025–26.	Not due to commence yet

## Pillar 4. Opportunities

Providing and maintaining Aboriginal cultural and social and economic development opportunities enables outcomes to be embedded within the community.

### Action 4.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
4.1.1	Build understanding of Aboriginal staffing to inform future employment and professional development opportunities. This includes: <ul style="list-style-type: none"> <li>creating culturally safe space environments where staff feel supported to identify and share all aspects of diversity</li> <li>increased systems capability.</li> <li>target campaigns to encourage staff to share diversity data.</li> </ul>	Chief People Officer  All Directors	December 2024 2025 2026 2027	Increased participation in Australia Workplace Equality Index (AWEI) Survey or equivalent.	No comment.	On track
4.1.2	Review and deliver an Aboriginal Employment and Retention Strategy.	Chief People Officer	June 2025 2026 2027	<ul style="list-style-type: none"> <li>One per cent for the first year.</li> <li>One and a half per cent for the second year.</li> <li>Two per cent for the third year.</li> </ul>	No comment.	On track
4.1.3	Advertise job vacancies in ways that effectively reach Aboriginal peoples.	Chief People Officer	June 2025 2026 2027	100 per cent of job vacancies are appropriately advertised.	No comment.	On track
4.1.4	Review and improve our recruitment procedures and policies to remove barriers to Aboriginal people's participation in our workplace and procedures. This includes: <ul style="list-style-type: none"> <li>Enhance procedures and policies as appropriate based on review.</li> </ul>	Chief People Officer	December 2025	Policies and procedures reviewed in 2025.	No comment.	On track
4.1.5	Support Aboriginal employees to take on management and senior level positions. This includes: <ul style="list-style-type: none"> <li>All directors to create and support opportunities for Aboriginal employees.</li> </ul>	Chief People Officer  All Directors	June 2025 2026 2027	Track opportunities provided to Aboriginal employees.	No comment.	On track

### Action 4.2 Provide opportunities to support improved economic development outcomes for Aboriginal Victorians.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
4.2.1	Maintain an Aboriginal Procurement Strategy and engage at least 30 commercial relationships with Aboriginal businesses.	Director Procurement and Contract Management  Director Aboriginal Melbourne	June 2025 2026 2027	Spend \$2 million annually with Aboriginal businesses.	No comment.	On track
4.2.2	Maintain Supply Nation and Kinaway memberships.	Director Procurement and Contract Management	June 2025 2026 2027	No target applies.	No comment.	On track
4.2.3	Develop and communicate opportunities for the procurement of goods and services from Aboriginal businesses to staff.	Director Procurement and Contract Management	June 2025 2026 2027	No target applies.	No comment.	On track

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
4.2.4	Review and improve procurement practices to remove barriers to procuring goods and services from Aboriginal businesses.	Director Procurement and Contract Management	June 2025 2026 2027	No target applies.	No comment.	On track
4.2.5	Explore opportunities for pop-ups in vacant City of Melbourne properties for Aboriginal businesses and will be guided by a new leasing policy.	Director City Property	June 2025 2026 2027	Leasing policy implemented 2024–25	Adjusted timeline to strengthen outcomes.	In progress but delayed
4.2.6	Ensure that Aboriginal businesses in the municipality are highly visible, initially through the exploration of a central location that serves as a consumer-facing hub for Aboriginal businesses.	Director Economic Development and International	December 2027	No target applies.	No comment.	On track

### Action 4.3 Provide opportunities to support improved cultural and social outcomes for Aboriginal Victorians.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
4.3.1	In consultation with Traditional Owners, explore a permanent outdoor ceremonial site.	Director Aboriginal Melbourne	December 2027	One outdoor permanent ceremonial site.	No comment.	On track
4.3.2	Deliver an annual program of Aboriginal public art works that celebrate locations of significance to community. These will be designed and co-delivered with Aboriginal artists in accordance with Indigenous Cultural and Intellectual Property rights.	Director Creative Melbourne	June 2025 2026 2027	<ul style="list-style-type: none"> <li>Moreton Bay Fig Tree Commission</li> <li>Warrior Woman Lane</li> <li>University Square Commission</li> </ul>	Permanent works in progress; annual program scoping is underway.	In progress but delayed
4.3.3	Support the delivery of YIRRAMBOI Festival and support the transition to an annual event.	Director Creative Melbourne	May 2025 Annually from 2027	From 2027, the festival is delivered annually.	No comment.	On track
4.3.4	Provide in-kind access to our bookable spaces in libraries and community hubs for Aboriginal community organisations.	Director Libraries, Recreation and Waterways*  <i>*Formerly Director Creative City</i>	June 2025 2026 2027	Increase bookings by five per cent.	No comment.	On track

## Pillar 5. Governance

Aboriginal voices and interests are protected within the organisation and always maintained as priority.

### Action 5.1 Maintain an effective governance structure, systems and processes to support the implementation, monitoring and reporting of the RAP.

Ref	Deliverables	Responsibility	Timeline	Targets	Comments	Status
5.1.1	Maintain a First Nations Committee to elevate diverse voices from the Aboriginal community and ensure they have a say in decisions and priorities.  Maintain a terms of reference.	Director Aboriginal Melbourne	Quarterly 2024 2025 2026 2027	Four meetings per year.	No comment.	On track
5.1.2	Establish a steering committee with an executive champion to have oversight of the RAP. It should meet at least four times a year and establish and maintain a terms of reference.	Director Aboriginal Melbourne	Quarterly 2024 2025 2026 2027	Four meetings per year.	No comment.	On track
5.1.3	Maintain an internal RAP working group that meets every six weeks and maintain a terms of reference.	Director Aboriginal Melbourne	Every six weeks 2024 2025 2026 2027	Eight meetings per year.	No comment.	On track
5.1.4	Align resources with Council's annual budget and planning processes to support the implementation of the RAP.	Director Aboriginal Melbourne	June 2025 2026 2027	No target applies.	No comment.	On track
5.1.5	Embed key RAP actions in performance expectations of senior management.	Chief Executive Officer  All General Managers	June 2025 2026 2027	No target applies.	No comment.	On track
5.1.6	Include the RAP as a standing agenda item at senior management meetings.	Chief Executive Officer  Director Aboriginal Melbourne	June 2025 2026 2027	No target applies.	No comment.	On track
5.1.7	Report RAP progress to all staff and senior leaders and Councillors quarterly.	Director Aboriginal Melbourne	Quarterly 2024 2025 2026 2027	Four quarterly progress reports.	Adjusted timeline to strengthen outcomes.	In progress but delayed
5.1.8	Publicly report against our RAP commitments in June, outlining achievements, challenges, and learnings.	Director Aboriginal Melbourne	June 2025 2026 2027	One annual report.	Adjusted timeline to strengthen outcomes.	In progress but delayed
5.1.9	Complete the annual RAP impact survey for Reconciliation Australia.	Director Aboriginal Melbourne	September 2024 2025 2026	Annual survey completed.	No comment.	On track
5.1.10	Participate in Reconciliation Australia's biennial workplace RAP barometer survey.  Confirm participation in 2026 survey in May 2026.	Chief People Officer  Director Aboriginal Melbourne	September 2024 2026	Submit survey response in September 2024 and 2026.	No comment.	On track
5.1.11	Register via Reconciliation Australia's website to begin developing the next RAP.	Director Aboriginal Melbourne	January 2027	No target applies.	Not due until 2027.	Not due to commence yet

## How to contact us

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