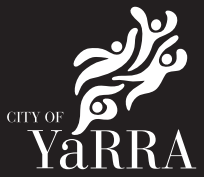


Reflect Reconciliation Action Plan

December, 2025 – June, 2027



Wominjeka

Yarra City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra.

We also acknowledge the significant contributions made by all First Peoples to life in Yarra. We pay our respects to Elders from all nations and to their Elders past and present.

This publication is available in alternative accessible formats on request.

Electronic copy

PDF versions of this report can be downloaded from yarracity.vic.gov.au

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Message from CEO Yarra City Council

I am proud to present Yarra City Council's Reflect Reconciliation Action Plan (RAP) 2025–2027. This plan represents both a continuation of our journey and a bold step forward. It is an invitation to every one of us – staff, partners, and community – to walk together with purpose, respect and hope.

At its heart, this RAP is about relationships, truth-telling, and action. It is about recognising the enduring strength and leadership of the Wurundjeri Woi Wurrung people, whose connection to this land is tens of thousands of years old, and embedding that truth into everything we do. It is also about ensuring that our commitment to reconciliation moves beyond words on a page and becomes part of how we think, decide and act every single day.

Yarra has a proud history of leadership in social justice, and reconciliation is a natural extension of that legacy. From being one of the first councils to shift away from January 26 celebrations, to championing community

partnerships and cultural events, we have shown that courage, respect, and accountability are not just values we speak about, but principles we live by.

This RAP sets out practical steps to deepen our partnerships with First Peoples, grow cultural learning across our organisation, and expand opportunities for economic, social, and cultural participation. It will guide us to be more inclusive, more innovative, and more accountable in creating a city that truly belongs to everyone.

Reconciliation is not a single milestone, it is a lifelong journey. I am excited for what we can achieve together as we honour and confront the past and present, and build a future where equity, justice, and respect are lived realities for all.

Regards,

Sue Wilkinson

Chief Executive Officer,
Yarra City Council



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Yarra City Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Yarra City Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Yarra City Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Yarra City Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our business

Our vision for Yarra is a vibrant, safe and inclusive environment. We celebrate and embrace our diversity and connection to each other and the land. Our community is empowered to work together and support one another with respect and trust.

The Traditional Lands of the Wurundjeri people

The area now known as the City of Yarra stands on the Traditional Lands of the Wurundjeri people. Their connection to the land and its waterways extends back tens of thousands of years to the beginning of time when their creator spirit Bunjil formed the land and all living things. The settlement and development of Melbourne impacted heavily on the Wurundjeri. From the 1830s, dispossession of land, dislocation, frontier clashes and introduced diseases led to a dramatic decline in the population. Despite these impacts, the Wurundjeri survived and the strong bonds between families and clans could not be broken. It is a testament to the ongoing strength of the Wurundjeri people that Wurundjeri Elders continue to make us welcome on their Traditional Lands, in spite of our history.

Yarra City Council Context

Yarra is a vibrant and diverse place. It is the traditional lands of the Wurundjeri, and a place of special significance for First Peoples communities. Yarra is proudly home to a diverse group of LGBTIQ+ communities and a rich multicultural population, where one in five residents come from non-English speaking backgrounds and one in four speak a language other than English at home. Our diversity ensures Yarra is dynamic with a lively culture built on a rich history.

On average people of Yarra enjoy a high level of socio-economic advantage and are 'young working adults' (25-34 years). However, there is also great variability in this advantage and some areas within Yarra are characterised by people with lower levels of income, education and employment.

- There are approximately 100,000 people living in Yarra.¹
- Yarra has a median age of 34 years, 3 years younger than Metropolitan Melbourne and 4 years younger than Victorians.
- Yarra has 4 times more households rented from government authorities (also known as social housing) compared to Metropolitan Melbourne and Victoria.
- Yarra has a highly educated population with more people completing Year 12 and more people holding a Bachelor-level qualification compared to Metropolitan Melbourne and Victoria.
- Yarra residents have higher average incomes compared to Metropolitan Melbourne and Victoria.

¹ Australian Bureau of Statistics. (2022). Yarra (C) Local Government Area, Victoria: 2021 Census QuickStats. Retrieved from <https://www.abs.gov.au/>

First People's in Yarra

Historically, Yarra is a significant place with longstanding and continuing connections with First Peoples. In recent years, the area has changed rapidly and rising property prices have pushed many First Peoples further north. In spite of this, Yarra is still a preferred place for First Peoples to live, meet up, work and access services.

The First Peoples population of Yarra in 2021 was 517 people living in 355 dwellings, which represents approximately 0.6% of the Yarra population. The population size of First Peoples in Yarra is growing over time, from 313 in 2011, to 382 in 2016 to 517 people in 2021. First Peoples in Yarra have (on average) higher education and labour force participation when compared to First Peoples in greater Melbourne and Victoria. However, many First Peoples in Yarra still experience disadvantage when compared to the overall population of Yarra and there continues to be significant gaps in socio-economic indicators and health outcomes.

First peoples in Yarra compared to the overall population of Yarra:

- First Peoples in Yarra are more likely to experience greater socioeconomic disadvantage and chronic conditions than the general population of Yarra, contributing to a greater need for accessibility to services.
- First People in Yarra are less likely to have obtained a Bachelor degree as their highest level of education compared to all of Yarra.
- Income inequality is more pronounced for First Peoples households in Yarra, with a higher proportion in both the lowest and highest income quartiles compared to the general population indicating income polarisation.
- First People in Yarra are more likely to rent and live in social housing compared to the total population of Yarra.
- Labour force participation for First Peoples in Yarra is slightly lower than the overall population, with more First Peoples not in the labour force highlighting a small but notable gap.
- It is much more likely that a First People household is a renting household (whether social housing, private rental or other rental) than the housing tenure pattern for total households in Yarra.

What do we do at Yarra City Council ?

Local government in Victoria is primarily responsible for delivering essential services and managing local issues that directly impact the lives of residents. We act as a bridge between the state government and the community, providing a range of services tailored to specific local needs.

Key functions of local government in Victoria include:

- Infrastructure and environment: Managing roads, footpaths, parks, public buildings, waste management, and environmental protection.
- Community development: Supporting local communities through programs and initiatives that foster social cohesion, health, and wellbeing.
- Planning and development: Overseeing land use planning, building permits, and urban development to ensure sustainable growth.
- Governance and administration: Managing council operations, financial planning, and community engagement.
- Emergency management: Preparing for, responding to, and recovering from emergencies such as fires, floods, and storms.

Where we work

Yarra City Council is located in the inner north of Melbourne, Victoria, Australia. Our work covers an area of approximately 19.5 square kilometres, including:

Abbotsford
Burnley
Carlton North
Clifton Hill
Collingwood
Cremorne
Fitzroy
Fitzroy North
Princes Hill
Richmond
Parts of Alphington and Fairfield (south of Heidelberg Road)

We primarily operate from two main office locations, Richmond Town Hall and Collingwood Town Hall. While these are the primary locations, there are smaller satellite offices, service sites and community hubs within the Yarra City Council area. Such as Richmond, Collingwood, Carlton, Fitzroy and Bargoonga Nganjin libraries and family and children's services.

Our workforce

At the time of writing, we have 1350 employees currently employed at Yarra City Council. We have 8 employees that have chosen to identify as First Peoples via the Yarra recruitment process and are currently employed at Yarra City Council.

History of reconciliation at Yarra City Council

The City of Yarra has a longstanding commitment to reconciliation with First Peoples, evidenced by its evolving plans and initiatives. This commitment began with the 2011-2014 Aboriginal Partnerships Plan, which led to the creation of the council's first RAP from 2012-2014. While the RAP 2012 – 2014 provided a framework for reconciliation efforts and to drive internal cultural change, the Aboriginal Partnerships Plan remained the core guiding document for Yarra's partnerships and programs.

Yarra City Council 's past Aboriginal Partnerships Plans have delivered significant achievements, including:

- Community Space Support: Sustained support for Melbourne Aboriginal Youth Sport and Recreation (MAYSAR's) community space in Fitzroy.
- Extensive Historical Projects: Development of award-winning historical resources like websites, walking tours, and publications.
- Cultural Event Support: Financial and practical assistance for the Smith Street Dreaming Festival.
- Ongoing Community Support: Continuous financial and officer support for the Billabong BBQ.
- Pioneering change: Pioneered a shift in national holiday commemoration in 2017, becoming one of the first councils to cease celebrations on January 26 in acknowledgement of First Peoples experiences. This decision reflects an enduring commitment to solidarity.

Our RAP

Developing a RAP is essential to our organisation because it affirms our commitment to reconciliation, truth-telling, and justice. It will support us to embed First Peoples' voices, histories, and leadership into the heart of our work and shape a future grounded in respect, equity, and self-determination.

Why a RAP is important for Yarra City Council

Addressing the complex and deeply rooted inequalities experienced by First Peoples in our local community is essential to our work. Creating a RAP is a vital step for our organisation to formally recognise and embed meaningful consultation practices, collaborative partnerships, sustainable policy development, reflective learning, and the positive promotion of First Peoples' cultures and histories.

We acknowledge the enduring impacts of colonisation and the ongoing injustices that remain prevalent today. This RAP represents our commitment to truth-telling, supporting Treaty processes, increasing First Peoples procurement, and fostering respectful, long-term relationships with First Peoples and stakeholders across Yarra.

We are dedicated to reviewing our work through a First Peoples' lens, striving to be a culturally responsive organisation that understands and honours the rich histories, values, and contributions of First Peoples in Yarra. Through this, we aim to drive positive social, cultural, and environmental change, contribute to the national effort to close the gap, and uphold the principle of self-determination.

Our RAP formalises this commitment through clear goals, accountability, and action. It reflects our dedication to centring First Peoples' voices, collaborating with Aboriginal Community Controlled Organisations, businesses, and individuals, and building strong partnerships to achieve shared outcomes. This work is guided by the principles of the United Nations Declaration on the Rights of Indigenous Peoples, ensuring our efforts align with global standards of justice and equity.

Reconciliation and Treaty processes are deeply aligned with Yarra City Council's values of respect, courage, and accountability. By embedding these values into our RAP actions, we strengthen our relationships with First Peoples communities and uphold the integrity and purpose that define who we are as an organisation.

Developing the RAP

To start the process of developing a RAP we created a RAP Working Group. The RAP Working Group consists of 22 staff members; each division is represented. It is chaired by the General Manager Community Strengthening, as the Executive Sponsor and RAP Champion. The group has been meeting bi-monthly since June 2024.

Together, the group developed the draft RAP, which has been distributed for formal feedback from staff and First People's community members. Additionally, we consulted with Yarra's Senior Leadership

Team and the Executive Leadership Team to gather feedback on the strategies and measures included in the RAP.

Our RAP, which is grounded in a local evidence base and policy context, aims to support and expand several of Yarra's existing initiatives while also developing new ones. Strengthening relationships with First People's communities and organisations and the education and development of our people are key to the success of our RAP, as we strive to empower all staff to become advocates for reconciliation and ensure that all branches and teams are involved in the rollout of the RAP.

A statement from the RAP Working Group

Collaboration and truth-telling are at the heart of our journey toward a reconciled future.

As a RAP Working Group, our strength lies in the diversity of voices, lived experiences, and perspectives we bring together. Through mindful listening and shared learning, we grow as individuals and as a collective driving meaningful, organisation-wide action grounded in truth, respect, and unity.

Our commitment to reconciliation is reflected in our everyday decisions and behaviours.

We support one another in this shared journey, drawing strength from our unity and purpose. We recognise that our actions, big and small, can create lasting impact, and we embrace our role as agents of change.

Together, we can build momentum for meaningful change.

Let us move beyond words and intentions and commit to tangible actions that foster genuine relationships and make reconciliation a lived reality for all.

Implementing the RAP and Strategic Context

Yarra operates under the Yarra Social Justice Charter, which safeguards the human rights of our entire community, with a special focus on those who may face discrimination and structural disadvantage. This includes First Peoples, LGBTIQ+ individuals, culturally and linguistically diverse communities, and people experiencing homelessness.

Council acknowledges the intersectional nature of the challenges of First Peoples' experience through structural and systemic barriers and commits to addressing these issues with inclusive and equitable policies. This holistic approach ensures that we are addressing the multifaceted nature of discrimination and disadvantage in the community. While our RAP lays the foundations to prepare our workplace for future RAPs and reconciliation actions,

it is essential to read it in conjunction with key strategic documents. Together, these commitments guide our efforts to build respectful relationships, drive systemic change, and contribute to a more just and equitable future.

Council strategies and plans

- Yarra 2035 Community Vision
- Yarra City Council Plan 2025 -2029
- Municipal Health and Wellbeing Plan 2025 - 2029
- Yana Ngargna Plan 2020 – 2023 (currently being updated)
- Yarra's Social Justice Charter
- Workforce Development Strategy 2022 - 2026
- Safeguarding Children and Young People Framework
- Yarra Climate Emergency Plan 2024-30.

Victorian legislative frameworks

- Local Government Act 2020
- Charter of Human Rights and Responsibilities Act 2006
- Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017– 2027
- Victorian Gender Equality Act 2020
- Victorian Climate Change Act 2017.

National context

Our RAP has been shaped by the principles and priorities of the National Agreement on Closing the Gap. This national framework strives to deliver a consistent approach to collaboration between First Peoples and governments, aiming to overcome systemic inequality and ensure that First Peoples achieve life outcomes equal to all Australians.

International Context

The strategies and initiatives within our RAP are grounded in and guided by the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Universal Declaration of Human Rights (UDHR). These foundational international frameworks affirm the inherent dignity, rights, and freedoms of all peoples, and specifically recognise the unique cultural, political, and social rights of Indigenous peoples.

By aligning our RAP with recognised frameworks and legislative instruments, we commit to upholding the rights of First Peoples to self-determination, cultural identity, and full participation in decisions that affect their lives. This alignment ensures that our actions are not only locally meaningful but also globally responsible, reflecting our organisation's dedication to justice and equity.

Current Partnerships

We envision a future where strong, organisation-wide partnerships with First People's communities and organisations develop and thrive, building upon the foundational work of our Aboriginal Partnerships team to create deep, meaningful relationships across all levels. By embedding a strategic, collaborative approach, we are striving to build partnerships that enable us to move beyond symbolic gestures and engage in effective collaboration and meaningful, reciprocal relationships.

Council is developing a formal partnership with the Traditional Owners, the Wurundjeri Woi Wurrung, as well as with a number of Aboriginal Community Controlled Organisations based in Yarra. This includes First Peoples Assembly of Victoria, Victorian Aboriginal Community Controlled Health Organisation, Victorian Aboriginal Health Service, Aboriginal Housing Victoria, Koorie Youth Council, and Ngaweeyan Maar-oo.



Relationships

At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait

Islander peoples. To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander community.	Continue to identify First Peoples stakeholders and organisations within our local area or sphere of influence.	December 2025	Lead: Principal Advisor Aboriginal Partnerships Support: Organisational Development Equity and Inclusion Coordinator
	Build strong, mature relationships based on best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Lead: Principal Advisor Aboriginal Partnerships Support: CEO
	Map the way we work with all First Peoples to identify key relationships and reduce administrative burden.	March 2026	Lead: Principal Advisor Aboriginal Partnerships
	Reestablish and invest in our previously known Yarra Aboriginal Service Network (YASN).	March 2026	Lead: Principal Advisor Aboriginal Partnerships
	Formalise our relationship with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.	March 2026	Lead: Principal Advisor Aboriginal Partnerships Support: CEO
	Develop a reporting mechanism for organisation engagement with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to reduce administrative burden and ensure culturally safe relationships.	March 2026	Lead: Principal Advisor Aboriginal Partnerships
	Continue to engage with the Yarra Collaboration Community, ensuring our work is undertaken with respect and in accordance with their co-management rights, as outlined in the Wilip-gin Birrarung murrong Act 2017.	December 2025	Lead: City Works Manager

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	August 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	August 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	August 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Internal Strategic Communications Coordinator
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Internal Strategic Communications Coordinator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Coordinator Community Development
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Collaborate with stakeholders in the northern metropolitan region of Melbourne and the Municipal Association of Victoria to deliver a joint event on advancing reconciliation across councils.	June 2026	Lead: Principal Advisor Aboriginal Partnerships Support: Organisational Development Equity and Inclusion Coordinator

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination, specifically best practice for First Peoples.	April 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Lead: People and Culture Manager



Respect

Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward reconciliation. Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national

identity. When individuals, organisations and sectors embed cultural competence into their everyday business, we know that Aboriginal and Torres Strait Islander peoples face less barriers in terms of accessing health, education and employment opportunities. Crucially, respect for and protection of culture, along with equality and non-discrimination are also fundamental human rights that apply to all peoples, including Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Conduct a review of cultural learning needs within our organisation.	December 2025	Lead: Organisational Development Equity and Inclusion Coordinator Support: Principal Advisor Aboriginal Partnerships
	Establish a partnership with Victoria University's Aboriginal History Archive to initiate a new project that will deliver an audit of Council's Civic Art Collection and make recommendations for the future of items in alignment with national protocols on Aboriginal art works, cultural and intellectual property	April 2026	Lead: Visual Arts Officer Support: Library Archivist
	Provide mandatory cultural competency training for all staff, including whole-of-organisation training and tailored training for individual teams to consider work practices from a First Peoples' perspective to create a culturally safe team environment.	January 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Principal Advisor Aboriginal Partnerships

Action	Deliverable	Timeline	Responsibility
	Update induction process to include a cultural heritage walk for new staff within 3 months of commencement.	June 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Principal Advisor Aboriginal Partnerships
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local First Peoples histories within our organisation's operational area.	December 2025	Lead: Principal Advisor Aboriginal Partnerships Support: Organisational Development Equity and Inclusion Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Internal Strategic Communications Coordinator
	Engage with Traditional Owners to consider the use of traditional names for Council services, buildings, rooms etc. This may include using traditional names for the City of Yarra for events throughout the year.	June 2026	Lead: Principal Advisor Aboriginal Partnerships Support: Manager Libraries, Arts and Events

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Continue to raise awareness and share information amongst our staff about the meaning of NAIDOC Week and other significant dates	August 2026	Lead: Equity and Community Development Manager Support: Internal Strategic Communications Coordinator
	Continue to encourage our staff to participate in NAIDOC Week by promoting external events in our local area.	September 2026	Lead: Internal Strategic Communications Coordinator Support: RAP Working Group Chair
	RAP Working Group to participate in an external NAIDOC Week event.	October 2026	Lead: RAP Working Group Chair Support: Internal Strategic Communications Coordinator
4. Support Truth-Telling through Archival Partnership with the Aboriginal History Archive (AHA), Victoria University	Establish a formal partnership with Victoria University's Moondani Balluk Indigenous Academic Unit.	March 2026	Lead: Principal Advisor Aboriginal Partnerships Support: Manager Libraries, Arts and Events
	Co-design a pilot project to audit Council's Civic Art Collection, ensuring alignment with national protocols on Aboriginal artworks and cultural property.	April 2026	Lead: Manager Libraries, Arts and Events Support: Principal Advisor Aboriginal Partnerships
	Ensure these resources are shared to support staff understanding of Aboriginal activism, land rights, and self-determination movements to progress Truth Telling.	September 2026	Lead: Manager Libraries, Arts and Events Support: Organisational Development Equity and Inclusion Coordinator

Action	Deliverable	Timeline	Responsibility
5. Advance Truth-Telling through ethical grant making	Update Council grant guidelines to explicitly reference UNDRIP principles, starting with the Community Grants Program.	February 2026	Lead: Senior Coordinator Community Development Support: Procurement Coordinator
	Ensure Yoorrook: Truth be Told report recommendations are considered, Aboriginal Community Controlled Organisations (ACCOs) and Traditional Custodians are consulted in the development and review of grant criteria.	February 2026	Lead: Senior Coordinator Community Development Support: Principal Advisor Aboriginal Partnerships
6. Respect, learn from, and incorporate First Peoples ecological knowledge, land management practices, and approaches to community resilience into Council's climate, environment, and emergency management initiatives.	Partner with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and local Aboriginal Community Controlled Organisations to enable ongoing collaboration.	February 2026	Lead: Climate Emergency Coordinator Support: Manager, City Works
	Continue to acknowledge and incorporate First Peoples ecological and land management knowledge into Council's climate and environment-related initiatives and partner with Custodians where appropriate.	February 2026	Lead: Climate Emergency Coordinator Support: Manager, City Works
	Provide opportunities for the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and local Aboriginal Community Controlled Organisations to contribute to improving climate resilience and emergency management processes in the City of Yarra.	December 2025	Lead: Manager, City Works Support: Climate Emergency Coordinator



Opportunities

Equal participation in a range of life opportunities is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples. Large and

unacceptable gaps between Aboriginal and Torres Strait Islander peoples and other Australians exist on all social, health, education and economic indicators.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, including strengthening data collection systems and processes across HR and payroll.	May 2026	Lead: People and Culture Manager
	Develop and implement a mentorship and sponsorship program for First Peoples employees to strengthen employment pathways across the organisation.	January 2027	Lead: Organisational Development Equity and Inclusion Coordinator
	Develop targeted recruitment strategies to attract and retain First Peoples employees, including a review of the design and delivery of assessment, selection and interview processes to ensure First Peoples applicants are supported.	July 2026	Lead: People and Culture Operations Team Lead
	Explore best-practice approaches and models for designing an effective leadership development program tailored to First Peoples employees.	October 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Explore including <i>Cultural Workload Allowance</i> in Yarra's Enterprise Agreement. This is for First Peoples employees who undertake additional components of workload related to cultural load	December 2025	Lead: Manager People and Culture

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	April 2026	Lead: Coordinator Procurement Support: Principal Advisor Aboriginal Partnerships
	Investigate Supply Nation membership and share information about procurement from First Peoples businesses to raise awareness across the staff body.	May 2026	Lead: Coordinator Procurement Support: Coordinator Economic Development



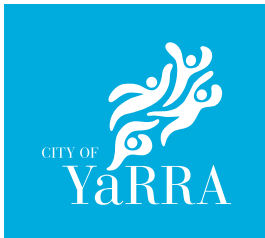
Governance

We will continue to develop authentic consultation and effective governance processes to inform and guide the implementation of our Reflect RAP.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	December 2025	Lead: General Manager Community Strengthening Support: Organisational Development Equity and Inclusion Coordinator
	Annually review the Terms of Reference for the RWG.	December 2025	Lead: Organisational Development Equity and Inclusion Coordinator Support: RAP Working Group Chair
	Ensure First Peoples representation on the RWG including 3 external First People's representatives.	April 2026	Lead: Organisational Development Equity and Inclusion Coordinator Support: Principal Advisor Aboriginal Partnerships

Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	Define resources needs for RAP implementation.	Q1: February 2026 Q2: May 2026 Q3: August 2026 Q4: November 2026 Q5: February 2027 Q6: May 2027 Q7: August 2027	Lead: People and Culture Manager Support: RAP Working Group Chair
	Engage senior leaders in the delivery of RAP commitments and assign responsibilities/accountabilities. Including 6 monthly reporting to ELT	Quarterly reporting to Executive Leadership Team. Dates: Q1: February 2026 Q2: May 2026 Q3: August 2026 Q4: November 2026 Q5: February 2027 Q6: May 2027 Q7: August 2027	Lead: General Manager Community Strengthening Support: Organisational Development Equity and Inclusion Coordinator

Action	Deliverable	Timeline	Responsibility
	Appoint a senior leader to champion our RAP internally.	December 2025	Lead: General Manager Community Strengthening
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	Lead: People and Culture Manager Support: Coordinator Business Planning and Performance
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	September 2026	Lead: Organisational Development Equity and Inclusion Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Lead: Organisational Development Equity and Inclusion Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026	Lead: Organisational Development Equity and Inclusion Coordinator
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2027	Lead: Organisational Development Equity and Inclusion Coordinator



Yarra City Council

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Customer service centres

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