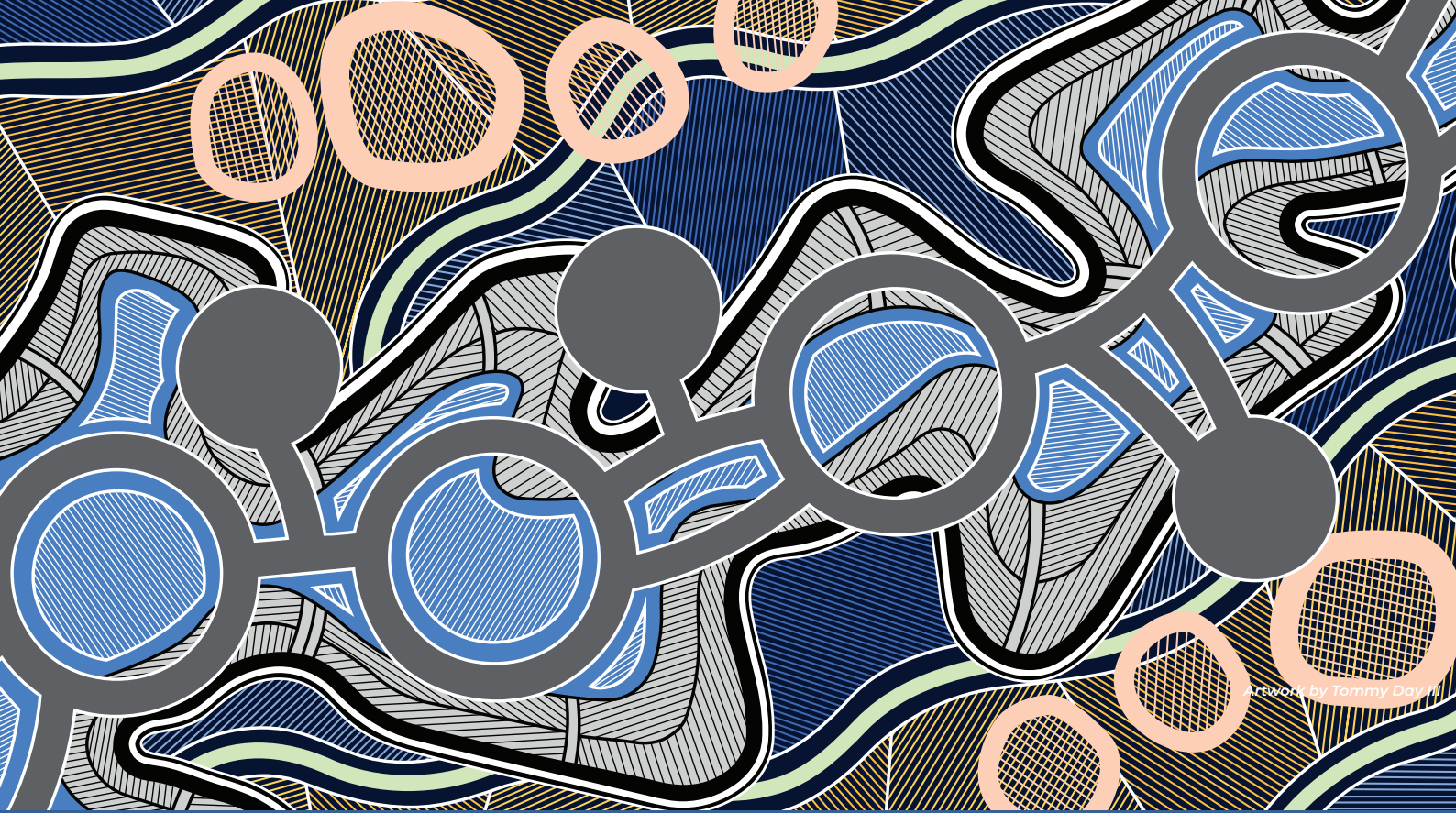




Artwork by Tommy Day

HUME CITY COUNCIL

Reconciliation Action Plan

2026–2028: Innovate

hume.vic.gov.au



Aboriginal and Torres Strait Islander people should be warned that this document contains images of people who have passed away.

This document is dedicated to RAP Working Group member **Darryl Burns**.

Darryl's kindness, generosity and playfulness inspired everyone who had the privilege to know him. We gratefully acknowledge his contribution to this document, and to the values and actions it represents. His commitment to the Aboriginal and Torres Strait Islanders communities of Hume and to reconciliation was widely felt.



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Acknowledgement of Country

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi-wurrung, which includes the existing family members of the Gunung-Willam Balluk clan, as the Traditional Owners of this land. Council embraces Aboriginal and Torres Strait Islander living cultures as a vital part of Australia's identity and recognises, celebrates and pays respect to Elders past, present and future.



Wurundjeri Woi-wurrung Country

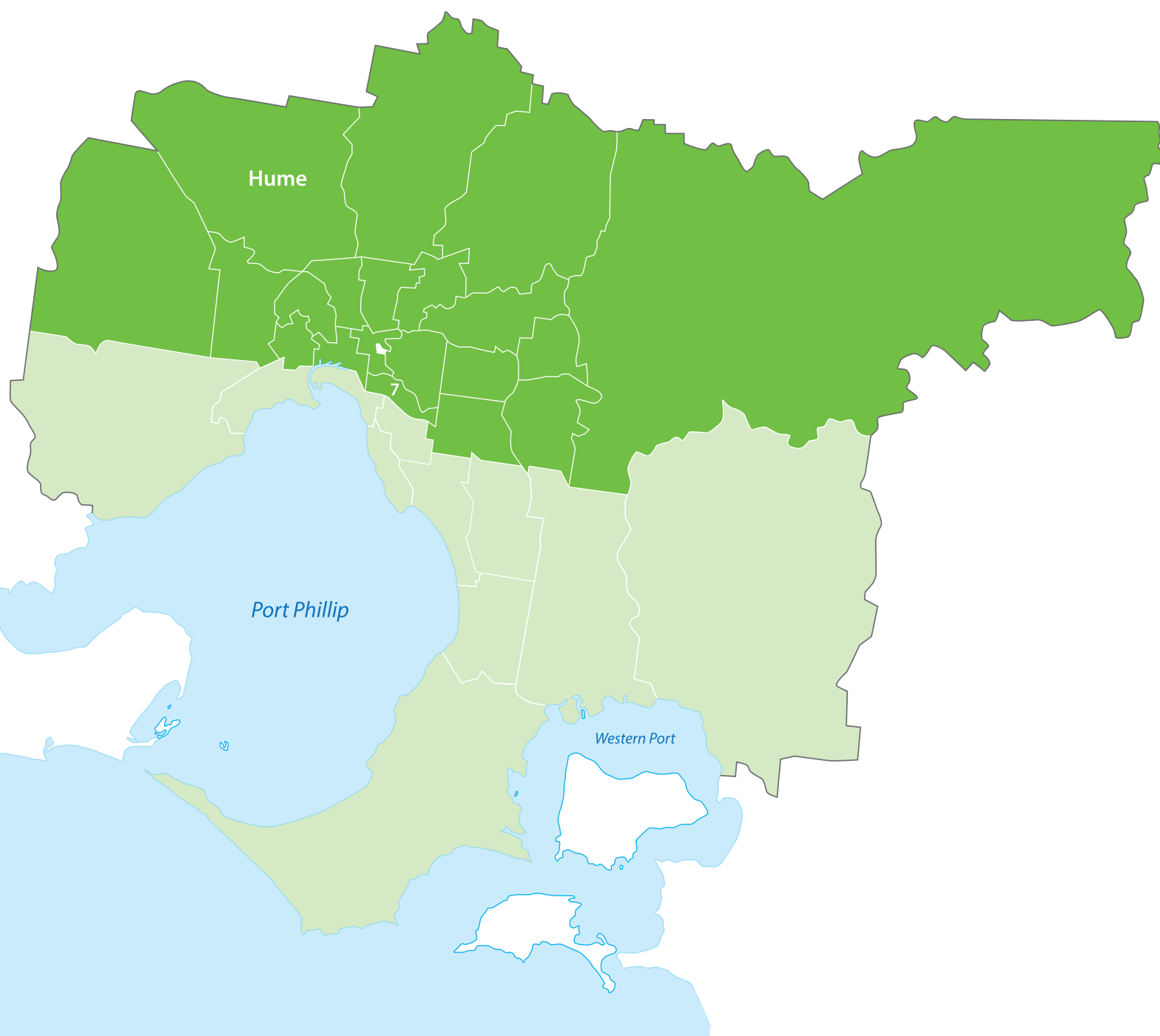
Hume City is located on the traditional lands of the Wurundjeri Woi-wurrung peoples. The Wurundjeri Woi-wurrung have an unbroken relationship with Country, caring for this land, its waterways, its plants and animals.

The Wurundjeri Woi-wurrung are represented by the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation under the Aboriginal Heritage Act, to be the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage for their Country.

Hume City is rich in Aboriginal cultural landscapes with a growing number of registered

Aboriginal Cultural Heritage Places, including burial sites, artefact scatters, earth rings, campsites, middens, quarries, stony rises, scar trees and stone features.

These sites hold living stories for the Wurundjeri Woi-wurrung peoples and help in understanding cultural values and practices over time. Places of great significance include marram baba Merri Creek Regional Parklands, Jacksons Creek biik wurrdha Regional Parklands, Woodlands Historic Park, Organ Pipes National Parks, Mt Ridley Conservation Reserve, and all waterways and stony rises.



Statement of Country

The Wurundjeri Woi-wurrung acknowledge and pay respect to our Ancestors and are very thankful for the strength and resilience they maintained during their time and for the sacrifices they made.

The Wurundjeri Woi-wurrung peoples have been caring for Country since the beginning of time. Our message is that Wurundjeri Woi-wurrung peoples have a deep understanding and knowledge of Country and that this connection should be respected and valued.

The Wurundjeri Woi-wurrung have an unbroken relationship with Country, caring for this land, its waterways, its plants and animals. A core purpose of Wurundjeri Woi-wurrung Corporation is the protection, preservation and revitalisation of Wurundjeri Woi-wurrung culture and cultural practices.

There is a deep cultural obligation and birthright to look after Country and keep it healthy. Country to us includes the lands, waters, plants, animals and spirits of the traditional lands.

Country is known through the Songlines of the Ancestors who lived here for thousands of years.

Today our Country is shared with Victorians from many different backgrounds. In addition, people from across Australia and even internationally visit, and come to live on our Country.

We believe that Wurundjeri Woi-wurrung peoples must take a leading role in working with all communities on matters of Country.

As Traditional Owners, we seek to build solid, working relationships and partnerships across our Traditional Country to protect, manage and restore the land and water today and for future generations.

**Wurundjeri Woi-wurrung Cultural Heritage
Aboriginal Corporation**



Message from the Mayor

Aboriginal and Torres Strait Islander peoples have cared for and lived on the land we now call Hume for more than 40,000 years. Hume City Council proudly acknowledges the Wurundjeri Woi-wurrung, particularly the Gunung-Willum-Balluk clan, as the Traditional Owners of our municipality.

Our Reconciliation Action Plan (RAP) reflects Hume City Council's commitment to contribute to meaningful opportunities and better outcomes for Aboriginal and Torres Strait Islander peoples in Hume City. Through this plan, we aim to embed Wurundjeri Woi-wurrung cultural values into our processes, projects and partnerships, while supporting all Aboriginal and Torres Strait Islander peoples living on Wurundjeri Woi-wurrung Country.

This Innovate RAP (2026–2028) builds on the foundations laid by previous plans – RAP 2013–2017 and Innovate RAP 2020–2022 – strengthening our focus on social justice, self-determination, and the celebration of Aboriginal and Torres Strait Islander cultures across our organisation and community.

Reconciliation is about bringing people together to understand the past, heal together, and create a positive future.

While we have achieved much, we know that trust is built over time through genuine relationships, open communication, and mutual respect.

I look forward to continuing this journey with our community - listening deeply, learning together, and building a future where reconciliation is lived every day in Hume City.



Moore

Mayor Cr Carly Moore

Message from the CEO

I am proud to champion the delivery of this RAP by leading Council's commitment to Hume City's Aboriginal and Torres Strait Islander communities. This document will guide the actions, services and programs delivered by Council.

We have developed the 2026–2028 Innovate RAP in consultation with Hume City's Aboriginal and Torres Strait Islander community members, including members of the Wurundjeri Woi-wurrung peoples. The 71 actions outlined in the document aspires to progress our reconciliation journey.

Thank you to all community members involved for their contribution and support, particularly the Reconciliation Action Plan Working Group (RAPWG), who contributed to the development of Hume City Council's Innovate Reconciliation Action Plan 2026–2028.

Over the next two years we will continue to work with Traditional Owners and members of the RAPWG who play a key role in guiding Council to deliver culturally safe programs and services. We will listen to each other's stories and walk together to advance reconciliation.



A handwritten signature in cursive script that reads "Sheena Y".

CEO Sheena Frost

Message from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia commends Hume City Council on the formal endorsement of its third RAP.

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hume City Council continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Hume City Council

will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Hume City Council using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Hume City Council to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Hume City Council will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Hume City Council's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to Hume City Council on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



A handwritten signature in blue ink, which appears to read 'Karen Mundine'.

**Chief Executive Officer
Reconciliation Australia
Karen Mundine**



Vision for Reconciliation

We will build on the current connections between Aboriginal and Torres Strait Islander peoples and non-Indigenous people to advance better outcomes for all.

In achieving this, Hume City's Community Vision: A thriving community with a strong sense of belonging will be realised.

Hume City Council

Hume City is one of Australia's fastest growing and culturally diverse communities and is home to almost 260,000 residents forecast.id.com.au/hume. By 2041, it is forecast that approximately 389,000 people will call Hume home.

Spanning 504 square kilometres, the City is located in Melbourne's northern fringe, just 15 kilometres from the centre of Melbourne, Victoria.

The City's rich history stretches back over 40,000 years, when the communities of the Wurundjeri Woi-wurrung peoples first inhabited the region.

Today, almost 40 per cent of Hume residents were born overseas, and come from 170 different countries and speak over 150 languages.

Hume City is built around the established suburbs of Broadmeadows, Tullamarine and Gladstone Park in the south, the developing

residential suburbs of Craigieburn, Greenvale, Mickleham, Kalkallo and Roxburgh Park in the north-east, and the Sunbury township in the north-west.

It is made up of a vibrant mix of contrasts including new and established residential areas, major industrial and commercial precincts, and vast expanses of rural areas and parkland.

The Melbourne Airport accounts for 10 per cent of the total area of Hume City.

Hume City Council is a local government authority which has 11 wards, each represented by one publicly elected Councillor. Council provides services such as aged and family support services, waste management, libraries and learning programs, sport and leisure facilities, community centres, arts and culture programs, and employs over 2,300 people. When writing this document, six staff have self-identified as being an Aboriginal person.

Aboriginal and Torres Strait Islander peoples in Hume City

Hume City is home to one of the fastest growing Aboriginal and Torres Strait Islander populations in metropolitan Melbourne.

The highest populations are in Sunbury (476 residents) and Craigieburn (424 residents). According to the 2021 Census:

- Hume City is home to 2.4 per cent of Victoria's Aboriginal population
- This marks an increase from 1,463 in 2016, reflecting a 21.8% growth rate over five years
- The median age of Aboriginal and Torres Strait Islander peoples in Hume City is 23, compared to 33 for the non-Indigenous population

A total of 1,870 Aboriginal and Torres Strait Islander peoples were identified as living in Hume City, representing 0.8 per cent of the total population (252,987).

Policy Context

Council's support and commitment to Reconciliation is guided by the Community Vision and Council Plan 2025–2029. Underpinning all strategic documents is Council's Social Justice Charter.

The Social Justice Charter defines Council's commitment to advance a fair and just society by promoting respect for every citizen, encouraging community participation, improving wellbeing, and reducing the causes of disadvantage.

The Charter's principles direct Council's work with Aboriginal and Torres Strait Islander peoples towards reconciliation and recognises the role past federal and state government policies have played in the social, cultural and

economic dispossession of Aboriginal and Torres Strait Islander peoples. Council acknowledges:

- the ongoing intergenerational trauma experienced by many Aboriginal and Torres Strait Islander people
- how racism reinforces disadvantage, poor health, poverty, and increased contact with the justice system
- the resilience and creativity of Aboriginal and Torres Strait Islander peoples living in Hume City
- Council's role in supporting and educating the community about Aboriginal and Torres Strait Islander peoples, languages, cultures and histories



What is Reconciliation?

In its broadest sense, 'reconciliation' means coming together. In Australia it has a more specific meaning. Reconciliation Australia describes reconciliation as strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians.

Supporting reconciliation means working to overcome the factors that cause division and inequality between Aboriginal and Torres Strait Islander peoples and the broader community.

The most significant areas of division and inequality are the differences in health, income and living standards of Aboriginal and Torres

Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples. Compounding these enduring impacts of colonisation on Aboriginal and Torres Strait Islander peoples, are prejudice, ignorance and racism.

Members of Hume's Aboriginal and Torres Strait Islander community have noted that Aboriginal and Torres Strait Islander peoples are often asked to bear the responsibility of progressing reconciliation.

It is non-Indigenous people who must step up and take responsibility for reconciliation.



Our journey towards Reconciliation

In February 2012, we commenced the development of our first Reconciliation Action Plan (2013–2017).

We then developed the 2018-2020 RAP.

In 2020, we commenced our first Innovate RAP (2020–2022) under the guidance of Reconciliation Australia.

Over this time, some of our accomplishments include:

- updating our Recognition Policy
- reviewing and expanding our library collection to include a wider selection of works by and about Aboriginal and Torres Strait Islander peoples
- installing Reconciliation Mosaics at six sites across the municipality, highlighting the work of local artist and Gunditjmara woman Karen Lovett
- delivering ongoing cultural safety and competency training to all staff and the senior leadership team
- increasing the use of Aboriginal names for places and facilities
- following Aboriginal Cultural Heritage Management planning and cultural protocols in Urban Design and Facility planning
- educating senior leaders and Councillors through truth-telling sessions
- including reference to Aboriginal and Torres Strait Islander peoples' cultures and knowledge in the revised Live Green Plan to guide environment-based community education programs
- developing a supplier list of Aboriginal and Torres Strait Islander businesses for procuring Council goods and services
- continuing to ensure Council services and programs are accessible and culturally appropriate
- installing the Stolen Generations Marker in Malcolm Creek Wetlands, Craigieburn



Our Reconciliation Action Plan

This document is Council's second Innovate RAP and builds on the previous Innovate RAP and Interim Action Plan, with deliverables identified by our RAP Working Group as a priority.

The 2026–2028 RAP expands on actions identified under the themes of Respect, Relationships, Opportunities and Governance, guiding the delivery of services and programs that aim to:

- strengthen relationships with Aboriginal and Torres Strait Islander people
- pilot strategies for further reconciliation commitments
- empower Aboriginal and Torres Strait Islander peoples

In committing to a second term of the Innovate RAP, our focus is testing our strategies and embedding cultural change to play a stronger leadership role within the Hume community.

Key learnings and challenges

A key realisation during the implementation of our previous RAP was that we needed to revise our governance structures, and bureaucratic expectations around timeframes. While we did face challenges, we also delivered genuinely meaningful activities. Our commitment to this process remains strong.

Challenges:

- Underestimating the time and resources needed to work with the community to reach agreement on what will be delivered
- Managing differing expectations from Aboriginal and Torres Strait Islander peoples, non-Aboriginal and Torres Strait Islander peoples, and Council staff around the number of events, actions, and costs
- Relying too heavily on the RAP as the default framework for all First Nations matters, rather than distinguishing between 'business as usual' responsibilities and targeted reconciliation actions
- Inconsistent monitoring and reporting against the RAP across different Council areas

Learnings:

- Reconciliation is an aspiration of the whole community, as demonstrated by the range of different cultures and communities attending Council's delivery of days of significance, and Aboriginal and Torres Strait Islander-led activities
- Co-designing events of significance with the community provides opportunity for cultural input and getting it right
- The journey to create the Stolen Generations Marker demonstrated Council's commitment to Reconciliation in practice and built our ability to collaborate both internally across departments, and with Aboriginal artists and members of the Stolen Generations. The process required broad consultation, considerations and inclusion of key community members, various Council departments and a broad range of community stakeholders who all came together to deliver the Marker. This enabled Council to create a place of significance that provides a shared cultural space for community to reflect, heal and connect with the broader community
- Partnering with Traditional Owners and Aboriginal organisations improves how we deliver programs and services provides Council staff, with guidance to ensure that work conducted by Council is culturally appropriate and respectful

The 2026–2028 Innovate RAP has 71 actions to continue our reconciliation journey.

Hume Reconciliation Action Plan Working Group (RAPWG)



From left to right (former RAPWG): Karen Lovett (Gunditjmara), Nicole Bloomfield (Wiradjuri), Kylie Spencer (Wurundjeri Woi-wurrung), Darryl Burns (Wiradjuri and Ulupna clan of the Yorta Yorta) and Megan Russell (Wiradjuri).

Established in June 2019, the RAPWG informs Council on the priorities of Aboriginal and Torres Strait Islander communities and guides the implementation of Council's Reconciliation Action Plan. The RAPWG consists of:

- Aboriginal community members
- Councillor representative
- Council officers from the Community Health and Wellbeing department, including a Manager, Coordinator and two Community Development Officers

The RAPWG has provided advice on Council strategic policies, programs and services and has led the planning and delivery of Sorry Day, National Reconciliation Week and NAIDOC Week events. Through these events, the RAPWG has shared cultural practices, music, dance, stories and food with the wider community.

RAPWG members have participated in internal capacity building and education sessions for Council staff to improve their knowledge and confidence to engage Aboriginal and Torres Strait Islander communities.

Reconciliation in action – case studies

Case study one: Early Years Services: Aboriginal and Torres Strait Islander family engagement workers

The Maternal and Child Health (MCH) Service Aboriginal and Torres Strait Islander Engagement Team was established more than 12 years ago. It delivers culturally appropriate early years services to Aboriginal and Torres Strait Islander families, supporting children from birth to school age. The team's aim is to build a healthy, nurturing environment, broaden families' knowledge, and strengthen access to services.

Aboriginal Family Engagement Workers attend clients' homes and provide services to meet the family's needs including:

- Flexible, culturally appropriate MCH services
- Early Start Kinder
- Early Education and Care Services
- Boorais and Beyond, a facilitated playgroup
- Referral to support agencies
- Hosting the annual Welcome Baby to Country event

The MCH service engaged 80.2% of Aboriginal and Torres Strait Islander families in the 2024/25 financial year. While slightly down from 2023/24, this remains well above the 71.5% engagement rate for non-Aboriginal and Torres Strait Islander clients—a strong results given ongoing workforce pressures across the sector statewide.

Welcome Baby to Country

The Welcome Baby to Country event welcomes local Boorais (babies) one year or younger to Wurundjeri Woi-wurrung Country. Performed by a Traditional Owner, the event includes presentations to families and a celebration of living cultures that aim to unite community and facilitate collective identity.



Case study two: Care for Country: Narrap and Hume City Council Partnership

We have negotiated a partnership with Narrap, the Wurundjeri Woi-wurrung Natural Resource Management Group that care for Country. The Agreement guides Council and Narrap to collaboratively manage some environmental areas like Mt Holden Reserve.

Mt Holden Reserve is a 40-hectare conservation reserve which we manage in partnership with the Wurundjeri Narrap Rangers to ensure the culturally sensitive summit, and areas will be clear of paths and vehicles.

We plan to improve public access to the site by creating a new path network to the mountain and the summit.

We are learning from Wurundjeri's traditional ecological knowledge and weed control systems, including using controlled burns to restore Indigenous species and manage fire risk.

Case study three: Westmeadows Indigenous Community Garden

The Westmeadows Indigenous Community Garden is one of four community gardens located in Hume City.

Hume resident and Wiradjuri woman Aunty Jo Russell is a Garden member and holds bush tucker walks and food and fibre education programs for local kindergartens, schools and community groups in the garden.

The RAPWG partnered with the Westmeadows Indigenous Community Garden members to host a Family Fun Day at the garden for NAIDOC Week in 2023. Over 100 people attended the event to learn about Indigenous plants from Aunty Jo, and enjoyed activities like rock painting, jewellery making and Yarning Circle.



Case study four: Stolen Generations Marker

The Stolen Generations Marker is a place of education about the past, reflection, and hope for the future.

Located at the Malcolm Creek Wetlands in Craigieburn, the Marker pays tribute to the Stolen Generations—Aboriginal and Torres Strait Islander children who were forcibly removed from their families and communities, denied their identity, family, traditional culture and country through the race-based policies of State and Federal Governments between 1910 and the 1970s.

The project was delivered in collaboration with representatives from Linkup and Connecting Home, who are the lead Stolen Generations organisations across Victoria. Council partnered with these organisations and Aboriginal and Torres Strait community members to form the Stolen Generations Marker Working Group.

Designed by Gunnai/Waradjurie/Yorta Yorta/Gunditjmarra artist, Robert Young—the Marker, Covered in our Creator, features a large metal possum skin cloak (representing family) located on a canoe-shaped ground artwork (depicting journey) in front of a traditional coolamon rendered in stone (describing childhood). The design incorporates community contributions from local Aboriginal and Torres Strait Islander community members.

Case study five: Sunbury Aboriginal Corporation

In 2022, Sunbury Aboriginal Corporation (SAC) approached us to discuss the need for a safe cultural space for their community. Following these conversations, we entered into a licence agreement with SAC to lease the Old Sunbury Courthouse, a Council-managed facility.

Located on a main street with convenient street parking, the Old Courthouse offers greater visibility and easier access for the community. As a result, more Aboriginal and Torres Strait Islander peoples are recognising the building and connecting with SAC.

SAC runs its primary operations from the Old Courthouse and uses the rear stables for group workshops and cultural programs.

Its location near local services—including the community health service, Victoria Police, and Council's Youth Services team—has helped SAC strengthen partnerships, make referrals, and host joint events from the site.





Our Actions

Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is crucial to advance access and participation in Council's services and programs. These enhance better health and wellbeing outcomes for the Hume City community.

Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Traditional Owners, Aboriginal and Torres Strait Islander stakeholders and organisations.		
1.1 Meet with Traditional Owners, local Aboriginal and Torres Strait Islander stakeholders and organisations such as Wandarra Aboriginal Corporation and Sunbury Aboriginal Corporation to develop guiding principles for ongoing engagement	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing
1.2 Implement Council's Partnership Framework to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Dec 2026	Lead: Manager Community Health and Wellbeing
1.3 Continue to develop a Partnership Agreement with Wurundjeri Woi-wurrung Cultural Heritage Corporation	Jun 2026	Lead: Manager City Strategy
1.4 Collaborate with local Aboriginal and Torres Strait Islander organisations to apply for funding opportunities for mutually beneficial programs	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Finance Support: Manager Community Health and Wellbeing
2. Build relationships through celebrating National Reconciliation Week (NRW).		
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff as part of the days of significance	Mar 2026 Mar 2027	Lead: Manager Strategic Communications
2.2 RAP Working Group members to participate in an external NRW event	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team

2.4 Organise at least one NRW event each year	May 2026 May 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
2.5 Register all our NRW events on Reconciliation Australia's NRW website	May 2026 May 2027	Lead: Manager Community Health and Wellbeing
3. Promote reconciliation both internally and externally through regular communications and events.		
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	Dec 2026	Lead: Manager Strategic Communications
3.2 Communicate our commitment to reconciliation publicly	May 2026 May 2027	Lead: Manager Strategic Communications
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	May 2026 May 2027	Lead: Manager Economic Development
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	May 2026 Feb 2027	Lead: Manager Community Health and Wellbeing
3.5 Development of Early Year service RAPs through the Narragunnawali website	Dec 2027	Lead: Manager Family, Youth and Children
4. Promote positive race relations through anti-discrimination strategies.		
4.1 Review organisation sexual harassment, bullying and discrimination policies and the end-to-end experience. Based on findings, develop a plan to reduce discrimination in the workplace	Dec 2026 Dec 2027	Lead: Manager People and Culture
4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Feb 2027	Lead: Manager Community Health and Wellbeing Support: Manager People and Culture
4.3 Educate senior leaders and Councillors on the effects of racism	Jan 2027	Lead: Manager Governance





These actions are designed to improve Council's competency in delivering mutually respectful, culturally safe programs and services. We will do this by increasing cultural awareness and competency of staff, celebrating events of significance and acknowledging Traditional Owners. This is vital for Aboriginal and Torres Strait Islander peoples as we aim to inform our people and stakeholders about the RAP, services and programs Council offers and ensure they are accessible and relevant.

Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
5.1 Conduct a review of cultural learning needs within our organisation	Dec 2026	Lead: Head of Culture and Capability
5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform cultural learning for staff	Dec 2026	Lead: Manager Community Health and Wellbeing Support: People and Culture
5.3 Implement and communicate a cultural learning program offered as part of the corporate training program	Jan 2027 Jan 2028	Lead: Head of Culture and Capability
5.4 Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.5 Continue to curate a collection and deliver library programming and displays that increase understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and achievements	Jul 2026	Lead: Manager City Lifestyle
5.6 Continue to deliver an annual program of events that acknowledge significant dates such as: the Anniversary of the National Apology, National Close the Gap Day, National Sorry Day, National Reconciliation Week, NAIDOC Week, Wurundjeri Week and Indigenous Literacy Day	Dec 2026	Lead: Manager Community Health and Wellbeing Support: City Lifestyle, Active Living
5.7 Continue to deliver the Boorais and beyond program for First Nations families within Hume to increase connection to services, culture and community	Dec 2026 Dec 2027	Lead: Manager Family Youth and Children
5.8 Continue delivering staff induction that includes the recognition of Aboriginal and Torres Strait Islander cultures, with a specific focus on Hume's history and community	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.9 All new staff to complete Aboriginal and Torres Strait Islander Cultural Safety and Inclusion e-learning module	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.10 Offer Module 1–Aboriginal and Torres Strait Islander Cultural Competency Training to all new permanent/full-time staff within the first 6-months of employment	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
5.11 In consultation with Aboriginal and Torres Strait Islander peoples, develop a Customer Experience Information pack, including culturally appropriate services, information about cultural protocols and cultural guidance to improve Customer Experience knowledge of and support for Aboriginal and Torres Strait Islander community members	Dec 2027	Lead: Manager Customer Experience

5.12 Under the Live Green Plan 2021-2026, run at least 3 educational events per year on traditional uses for native food, fibre and medicine plants	Dec 2026	Lead: Manager Community Health and Wellbeing
5.13 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2026	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
6.1 Revise and communicate Hume's Aboriginal and Torres Strait Islander Recognition Policy that includes protocols for Welcome to Country and Acknowledgement of Country	Dec 2027	Lead: Manager Community Health and Wellbeing Support: People and Culture
6.2 Invite an Elder of the Wurundjeri Woi-wurrung to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Feb 2026 May 2026 Jul 2026 Feb 2027 May 2027 Jul 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications, Governance
6.3 Guided by the Aboriginal and Torres Strait Islander Recognition Policy, include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Feb 2026 May 2026 Jul 2026 Feb 2027 May 2027 Jul 2027	Lead: Manager Governance Support: Culture and Capability
6.4 Display Acknowledgement of Country in meeting rooms used by community and staff as a reminder and guidance to empower people to acknowledge Traditional Owners while using our facilities	Jun 2026	Lead: Manager City Lifestyle and Head of Culture and Capability Support: Infrastructure and Assets
6.5 In collaboration with Traditional Owners, finalise a name in the Wurundjeri Woi-wurrung language for Hume's Aboriginal Engagement Team	Dec 2026	Lead: Manager Family Youth and Children
6.6 Deliver the annual Welcome Baby to Country Event to increase understanding, appreciation and acknowledgement of First Nations cultures for Aboriginal and Torres Strait Islander families	Nov 2026 Nov 2027	Lead: Manager Family Youth and Children
6.7 Continue to work towards the use of Aboriginal names, as per Place Names Policy. Names are selected in consultation with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to acknowledge Aboriginal heritage and language for places and spaces across Hume	Dec 2026	Lead: Manager Governance
6.8 Review communications content specific to Aboriginal and Torres Strait Islander communities to ensure that they are culturally appropriate and consistent	Dec 2026 Dec 2027	Lead: Manager Strategic Communications
6.9 Review the Children's Acknowledgement of Country and update relevant stakeholders across Council	Dec 2026	Lead: Manager Family Youth and Children
6.10 RAP Working Group to lead the delivery of an external NAIDOC Week event	Jul 2026 Jul 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
7.1 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Mar 2026 Mar 2027	Lead: Head of Culture and Capability
7.2 Continue to promote and encourage participation in external NAIDOC events to all staff	Jul 2026 Jul 2027	Lead: Manager Strategic Communications

Opportunities



Improving the economic empowerment, employment and health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples is a crucial step towards reconciliation. Council can make a genuine difference by converting these opportunities into real actions and measurable outcomes.

Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Dec 2026	Lead: Head of Culture and Capability Support: Governance
8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on the review of internal career opportunity processes and policies across the organisation to identify barriers to accessing these opportunities	Dec 2026 Dec 2027	Lead: Head of Culture and Capability
8.3 Develop a plan to address identified barriers to Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with a focus on exploring opportunities for implementation	Dec 2027	Lead: Head of Culture and Capability
8.4 Advertise job opportunities regularly to effectively reach Aboriginal and Torres Strait Islander stakeholders	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Head of Culture and Capability
8.5 Review Council's Enterprise Agreement to explore opportunities for Aboriginal and Torres Strait Islander inclusion in our workplace	Dec 2026	Lead: Head of Culture and Capability
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	June 2026	Lead: Manager Finance Support: Strategic Communications
9.2 Investigate Supply Nation membership	Dec 2026	Lead: Manager Community Health and Wellbeing Support: Finance
9.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Dec 2026 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Finance
9.4 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Dec 2026 Dec 2027	Lead: Manager Economic Development
9.5 Continue to offer and track paid opportunities to Aboriginal and Torres Strait Islander performers, caterers, photographers, and businesses at our large events throughout the year	May 2026	Lead: Manager Community Health and Wellbeing Support: Strategic Communications, City Lifestyle

10. Build an evidence base for the needs of Aboriginal and Torres Strait Islander residents regarding facilities and programs.		
10.1 Continue to investigate the development of a First Nations Gathering Place within Hume.	May 2026– Dec 2027	Lead: Manager Strategic Projects and Places
10.2 Use collected data on participation rates of Aboriginal and Torres Strait Islander Peoples to inform targeted program provision	Dec 2026	Lead: Manager Active Living
10.3 Record customer service inquiries related to the RAP, Aboriginal communities and reconciliation	Dec 2026 Dec 2027	Lead: Manager Customer Experience
10.4 Build and maintain connections with organisations working to prevent family violence experienced by Aboriginal and Torres Strait Islander communities	Nov 2026 Nov 2027	Lead: Manager Community Health and Wellbeing



Strong governance ensures that Council is accountable for reconciliation commitments and embedding this into core strategies and practices. Involving Aboriginal and Torres Strait Islander peoples in decision-making affirms their voices are heard and respected.

Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.		
11.1 Maintain Aboriginal and Torres Strait Islander representation on the RAPWG	Jan 2026 Jan 2027	Lead: Manager Community Health and Wellbeing
11.2 Review the Terms of Reference for the RAPWG	Feb 2026 Feb 2027	Lead: Manager Community Health and Wellbeing
11.3 Meet at least four times per year to drive and monitor RAP implementation	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing
12. Provide appropriate support for effective implementation of RAP commitments.		
12.1 Define resource needs for RAP implementation	Oct 2026 Oct 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
12.2 Engage our senior leaders and other staff in the delivery of RAP commitments	May 2026– Dec 2027	Lead: Manager Community Health and Wellbeing Support: Executive Leadership Team
12.3 Review systems to track, measure and report on RAP commitments	Dec 2026 Dec 2027	Lead: Manager Organisational Performance & Strategy Support: Community Health and Wellbeing
12.4 Maintain an internal RAP Champion from senior management	May 2026	Lead: Manager Community Health and Wellbeing
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	Jun 2026 Jun 2027	Lead: Manager Community Health and Wellbeing
13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	Aug 2026 Aug 2027	Lead: Manager Community Health and Wellbeing
13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia	Sept 2026 Sept 2027	Lead: Manager Community Health and Wellbeing

13.4 Report RAP progress to all staff and senior leaders quarterly	Mar 2026 Jun 2026 Sep 2026 Dec 2026 Mar 2027 Jun 2027 Sep 2027 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Organisational Performance and Strategy
13.5 Publicly report our RAP achievements, challenges and learnings, annually on the website and intranet	Dec 2026 Dec 2027	Lead: Manager Community Health and Wellbeing Support: Strategic Communications
13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2026	Lead: Manager Organisational Performance and Strategy
13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Jan 2028	Lead: Manager Community Health and Wellbeing
14. Continue our reconciliation journey by developing our next RAP.		
14.1 Register via Reconciliation Australia's website to begin developing our next RAP	Nov 2026	Lead: Manager Community Health and Wellbeing

Terminology

Reconciliation Action Plan (RAP): RAPs have enabled organisations to sustainably and strategically take meaningful action to advance reconciliation. Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting self-determination.

Aboriginal and Torres Strait Islander peoples: A term that encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities. While there are many terms that may be considered appropriate by Aboriginal and Torres Strait Islander community members such as 'First Nations' and 'First Nations peoples', 'Aboriginal and Torres Strait Islander peoples' is preferred terminology recommended by Council's Reconciliation Action Plan Working Group.

Traditional Owners: The original and ongoing Owners of the lands and waters. Traditional Owners have a responsibility to care for Country and have a deep physical and spiritual connection with it. The Wurundjeri Woi-wurrung peoples are the Traditional Owners of the land known as Hume City.

Wurundjeri Woi-wurrung: The people recognised as the Traditional Owners of the land now known as Hume City. The territory of the Wurundjeri Woi-wurrung lies within the inner city of Melbourne and extends north of the Great Dividing Ranges, east to Mt Baw Baw, south to Mordialloc Creek and west to Werribee River.

Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (WWCHAC):

The Wurundjeri Woi-wurrung peoples are represented by the WWCHAC as the 'Registered Aboriginal Party' appointed under the Aboriginal Heritage Act as the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage for their Country.

Gunung-Willam-Balluk: The Gunung-Willam-Balluk are one of the clans of the Wurundjeri Woi-wurrung peoples. Community members affiliated with the Gunung-Willam-Balluk clan have had a strong presence in the Hume community over many years, and some descendants are still living in the municipality today.

Hume City Council/Council: The local government organisation responsible for governance and services to benefit residents, businesses, organisations and visitors to the municipality. The work of Council is guided by a community vision and plans such as the RAP.

Appendix–Wider Policy Context

Other policies guiding Council's work with Aboriginal and Torres Strait Islander peoples:

International

- UN Declaration of Human Rights
- UN Declaration on the Rights of Indigenous Nations

Federal Government

- Closing the Gap Strategy 2008
- Racial Discrimination Act 1975
- Australian Human Rights Framework
- National Anti-Racism Strategy

State Government

- Aboriginal Heritage Act 2006 (and 2016 Amendment)
- Aboriginal Justice Agreement
- Advancing the Treaty Process with Aboriginal Victorians Bill
- Aboriginal Family Violence 10-Year Plan 2016–2026
- Balit Murrup: Aboriginal Social and Emotional Wellbeing Framework
- Charter of Human Rights and Responsibilities Act 2006 (Vic)

- Equal Opportunity Act 2010
- Korin Korin Balit-Djak: Aboriginal Health Wellbeing and Safety Strategic Plan 2017–2027
- Marrung–Victorian Aboriginal Education Plan 2016–2026
- Racial and Religious Tolerance Act 2001
- Victorian Aboriginal Affairs Framework 2018–2023 (*The Framework is extended to June 2025*)
- Victorian Local Government Act 2020
- Victorian Aboriginal and Local Government Strategy 2021–2026
- Wungurilwil Gapgapdair: Aboriginal Children and Families Agreement and Strategic Action Plan
- Yumi Yirramboi: Victorian Aboriginal Employment and Economic Strategy

Contact

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Connect with us

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