

4 March 2003

**REPORT ON THE PROGRESS OF RECONCILIATION AND
INDIGENOUS INTERESTS AT THE CITY OF MELBOURNE**

Division City Assets & Services

Presenter Sue Morrell, Group Manager Community Services

Purpose

To report on the progress of the resolution of the 6 August 2002 Environment, Community and Cultural Development Committee meeting:

“That the Environment, Community and Cultural Development Committee:

- *note the city’s existing programs and relationships for and with Melbourne’s Indigenous communities;*
- *approve appropriate and respectful consultation with Indigenous spokespersons and organisations in relation to the development of an Indigenous Employment Strategy;*
- *reaffirm the Statement of Commitment to Indigenous Australians by the City of Melbourne;*
- *provide a report to the 3 December 2002 meeting of the Environment, Community and Cultural Development Committee on the feasibility of the establishment of an Indigenous Unit within the City of Melbourne, which would report to the Director City Assets & Services and to the Chair of the Aboriginal Consultative Group;*
- *commence a 12-month discussion between the City of Melbourne, its constituents, ATSIC and the wider Indigenous community on how to advance reconciliation in the City of Melbourne. As a means of achieving broad community involvement, the City of Melbourne commits to initiate discussions on options for:*
 - *negotiating a land use agreement;*
 - *identifying and acknowledging our pre-European history in the City of Melbourne;*
 - *providing current and future staff and Councillors with the opportunity to participate in cross-cultural awareness training;*
 - *increasing the involvement of Indigenous people in the delivery of services for and on behalf of the City of Melbourne;*
 - *flying the Aboriginal and Torres Strait Islander Flags during important times such as NAIDOC week;*
 - *a strategy to advance representation by Indigenous Councillors;*
 - *the Reconciliation discussion outlined above will be coordinated through the Aboriginal Consultative Group; and*
- *establish a 6 month cycle for reporting on the progress of the discussions referred to in 30.5 above (NOTE: of the original Report to the 6 August 2002 Environment, Community and Cultural Development Committee meeting) from the Aboriginal Consultative Group (ACG) to the Environment, Community and Cultural Development Committee; and*
- *note that this decision is being made under delegation from the Council and is subject to the referral notice process.*

At the 6 August 2002 meeting the Environment, Community and Cultural Development Committee requested that a progress report be presented at the December 2002 Committee meeting. The complexity of the issues led to this report being deferred from December 2002 to February 2003. Despite concerted efforts the report was not ready for the February meeting and a commitment was made to include the report on the March Environment, Community and Cultural Development Committee agenda.

To progress the resolution of the 6 August 2002 Environment, Community and Cultural Development Committee meeting, a consultant, Phil Egan, was engaged to widely consult with stakeholders and present the findings and recommendations on the development of new Indigenous mechanisms at the City of Melbourne including an Indigenous Employment Strategy, establishing an Indigenous Unit and advancing reconciliation in the City of Melbourne.

This report also considers options for advancing the implementation of new Indigenous interests at the City of Melbourne through a Calendar of Events aimed at reconciliation and an Action Plan aimed at the development of an employment strategy and other activities to resource Indigenous interests.

Time Frame

The following outlines key timelines for the 2003/2004 financial year for the partial implementation of recommendations regarding new indigenous mechanisms.

Action	Due Date
Appoint position to establish Indigenous Employment Strategy	August 2003
Appoint officer and provide resources for Reconciliation Program	August 2003
Statement of Commitment to Reconciliation Program	July 2003
Cultural Awareness training	November 2003
Committee Report on Cultural protection/land management protocols	May 2004

Finance

The implementation of the recommendations in this report will have funding implications as outlined and certain recommendations will need to be considered during the 2003/2004 budget process.

Legal

Legal advice will be provided as necessary in regards to the matters in the Calendar of Events and the proposed partnership with Reconciliation Victoria Inc.

Sustainability

Addressing Indigenous issues and developing new effective initiatives for progressing Indigenous equity and interests at the City of Melbourne is perceived by the community as critical to the City's provision of long-term social and environmental sustainability.

Connected and Accessible City

The development of the partnership with Reconciliation Victoria is in accordance with the strategic direction of building of relationships at the local level that consolidate Melbourne's capital city role and promote social equity.

Innovative and Vital Business City

The proposed actions will support Melbourne's reputation as a smart, creative and progressive city.

Inclusive and Engaging City

The proposed actions directly and significantly contribute to creating "an environment that empowers and fosters community involvement and builds social and community networks". Understanding, welcoming and embracing all sectors of the community is important to enable all to participate fully in City life."

Environmentally Responsible City

There is little or no impact anticipated on environmental objectives, however all activities undertaken will consider minimising negative environmental impacts.

Recommendation

That the Environment, Community and Cultural Development Committee:

- approve, in principle, the proposed Calendar of Events containing initiatives aimed at supporting Council's commitment to reconciliation, including the proposed partnership with Reconciliation Victoria Inc (which will be the subject of a further report to Committee), and updating and reaffirming the Statement of Commitment to Reconciliation;
- undertake the actions in the proposed Calendar of Events, already approved for funding in the 2002/03 budget, and refer the remaining proposed Calendar of Events estimated at \$176,000 to the 2003/04 budget process for consideration;
- approve in principle the proposed Indigenous program as outlined as Option 2 in this report and the related Action Plan, estimated at \$188,000, and refer to the 2003/04 budget process for consideration;
- note the consultant's report contained in Attachment 2; and
- note that this decision is being made by the Committee under delegation from the Council and is subject to the referral notice process.

Attachments:

1. Reconciliation Processes for the City of Melbourne - Key Dates/Calendar of Events
2. New Indigenous Mechanisms at the City of Melbourne: From Little Things, Phil Egan
3. Summary of Recommendations from New Indigenous Mechanisms at the City of Melbourne
4. Acknowledgment Wording

4 March 2003

**REPORT ON THE PROGRESS OF RECONCILIATION AND
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Purpose

1. To report on the progress of the resolution of the 6 August 2002 Environment, Community and Cultural Development Committee meeting:

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 - *negotiating a land use agreement;*
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 - *the Reconciliation discussion outlined above will be coordinated through the Aboriginal Consultative Group; and*
- *establish a 6 month cycle for reporting on the progress of the discussions referred to in 30.5 above (NOTE: of the original Report to the 6 August 2002 Environment, Community and Cultural Development Committee meeting) from the Aboriginal Consultative Group (ACG) to the Environment, Community and Cultural Development Committee; and*
- *note that this decision is being made under delegation from the Council and is subject to the referral notice process.*

Background

2. This report has been structured to provide Council with an overview of:
 - 2.1. the current situation at the City of Melbourne in regard to Indigenous interests;

- 2.2. the key findings and recommendations of the consultant's report *New Indigenous Mechanisms at the City of Melbourne*;
- 2.3. the key findings of the consultation in relation to establishing an Indigenous Unit, developing an Indigenous Employment Strategy, and progressing Reconciliation; and
- 2.4. options for implementation of the recommendations.

Status of Reconciliation Process

3. The City of Melbourne is presently committed to progressing Indigenous interests and this commitment was reaffirmed by the Environment, Community and Cultural Development Committee at its 6 August 2002 meeting.
4. The Statement of Commitment to Indigenous Australians by the City of Melbourne includes:

Acknowledgment and Recognition
<ul style="list-style-type: none"> • The Council of the City of Melbourne acknowledges that Indigenous Australians were the first people of this land and have strived to retain their culture and identity through the period of non-indigenous settlement, for more than two centuries. • The Council of the City of Melbourne acknowledges and respects the customs and traditions of Indigenous Australians and their special relationship with the land. • The Council of the City of Melbourne acknowledges the right of Indigenous Australians to live according to their own values and customs, subject to Australian law. • The Council recognises the valuable contribution to Victoria made by Koorie people and will work towards a future of mutual respect and harmony. • The Council recognises the value of the diversity and strength of indigenous cultures to the heritage of all Australians. • The Council of the City of Melbourne recognises that family life is the core of Aboriginal community life and that these family relationships, linkages and obligations involve particular sets of social and cultural obligations.
Council Advocates in Conjunction with the Koorie Community
<ul style="list-style-type: none"> • The ideal of reconciliation with Indigenous Australians in the context of redressing their serious social and economic disadvantage; • Indigenous and non-Indigenous people working together for a treaty or other instrument of reconciliation; • A commitment to the elimination of racism or discrimination ensuring the right of all our community to enjoy equal rights and be treated with equal respect; • Recognition and protection of and respect for Koorie sacred sites and special places; • The education of the broader community about Aboriginal heritage and culture and the impact upon it of non-Indigenous settlement of this country; and • Advocacy on behalf of indigenous members of our community to ensure the principles and commitments of this statement are upheld.
In consultation with the local Koorie community, the Council will:
<ul style="list-style-type: none"> • Promote and present Koorie cultural heritage, in a way that is sympathetic and responsive to the outcomes desired by the Koorie Community; • Identify and protect sites of Koorie cultural significance within Melbourne City through the Melbourne Planning Scheme;

- Encourage applications from Koorie businesses for assistance in the establishment or growth of enterprises within Melbourne City, acknowledging the guidelines of the Small Business Development Fund;
- Consider Koorie naming of appropriate places within Melbourne City;
- Provide Koorie Cultural heritage and business information through its information distribution channels;
- Adopt a Koorie ceremony of welcome as an integral part of the City's formal ceremonial welcome on appropriate civic occasions;
- Highlight on the "Welcome to Melbourne" signage at the main entrances to the City, the traditional Koorie identity of the land on which the City of Melbourne is located;
- Invite participation of and consultation with local Koorie representatives, in the formal processes of local governance, through such avenues as the Aboriginal Consultative Group;
- Educate its own employees about the City of Melbourne Reconciliation Program;
- Investigate the prospect of Aboriginal participation in the Graduate and School Leaver Schemes;
- Ensure regular reporting, program evaluation and an annual update and reaffirmation of the commitment to these initiatives; and
- Seek advice and take effective action on issues of social and community concern, where they lie within the sphere of interest and responsibility of local government.

5. Council's Statement of Commitment to Indigenous Australians contains a number of commitments and progress to date as detailed in the table below:

Action to date	Progress
Indigenous Arts Program	The Arts and Culture Branch provides an extensive program of activities aimed at the promotion of Indigenous arts and culture, both traditional and contemporary.
Identification and protection of culturally significant sites through the Melbourne Planning Scheme.	Identified sites will continue to be maintained. Any new sites identified will be incorporated into the Melbourne Planning Scheme.
Assistance to Indigenous businesses in their establishment and/or growth.	Two fact sheets have been produced. One lists Indigenous businesses in Central Melbourne and the other lists useful websites for Indigenous issues. Distribution of information regarding Indigenous cultural heritage and business is currently being undertaken and will continue.
Naming of appropriate places within the City.	For example, the Kulin Room in the Council's Administration buildings. The need for a protocol relating to this issue has been identified and will be developed through the outlined process.
Adoption of Ceremony of Welcome as an integral part of the City's formal ceremonial welcome on civic occasions.	Acknowledgment wording approved at Council Committee Meeting on 9 May 2000 to be used at civic ceremonies, and will be extended to additional public events (See Attachment 5).

Highlighted inclusion on Welcome to Melbourne signage at the main entrances to the City of the traditional identity of the land on which the City of Melbourne is located.	This is currently being undertaken and further work will be included in the <i>Signage Strategy</i> within the responsible Branch.
Consultation with and participation of, Indigenous representatives in the formal processes of local governance, including the City of Melbourne's Aboriginal Consultative Group (ACG).	These processes are also in place through other Advisory groups established in Arts and Culture and Community Services. It is expected the proposed Action Plan will strengthen this process throughout the organisation.
City of Melbourne Reconciliation Program including education of councillors and employees.	Pilot program was implemented in June 2000 and further revision was found to be required.
Indigenous participation in the Graduate and School Leaver Schemes.	One Indigenous trainee has participated in this scheme since its inception.
Regular reporting, program evaluation and an annual update and reaffirmation of commitment to these initiatives.	The commitment was reaffirmed on 6 August 2002.

6. In addition to this ongoing work the following actions were undertaken to progress the resolution of 6 August 2002 Environment, Community and Cultural Development Committee.

Actions Towards Progression of Issues

7. The 6 August 2002 Committee resolution sought the exploration of several new initiatives, and a number of activities have been undertaken to progress these:
- 7.1. consultation with stakeholders regarding progression of reconciliation and development of a proposed partnership agreement with Reconciliation Victoria Inc as outlined in the following Calendar of Events;
 - 7.2. establishment of a steering group to oversee the progress of a study to examine the feasibility of an Indigenous Unit within the City of Melbourne;
 - 7.3. employment of a consultant to undertake a feasibility study to develop a report (Attachment 2); and
 - 7.4. administration consideration of this report and the development of an Action Plan for the progression of the issues identified.

Issues

8. As the 6 August 2002 Environment, Community and Cultural Development Committee resolution identified and consultation confirmed, there are two principal areas of work within the City of Melbourne that require urgent progress:
- 8.1. activities related to Council's commitment to reconciliation; and
 - 8.2. activities aimed at ensuring the effective representation of Indigenous interests within the City of Melbourne.

9. This report addresses these as distinct but interrelated areas of activity. It is proposed that these be progressed in a coordinated way to provide optimum support and to gain maximum benefit for both areas of activity.
10. In each case the resolution seeks consultation with and involvement of Indigenous and other relevant stakeholders in the development of initiatives. This approach underpins the work to date and supports the further development of this engagement and participation by relevant community interests.
11. The proposed Calendar of Events for reconciliation and the Action Plan to progress Indigenous interests are underscored by the right of Indigenous people to recognition, respect and representation as outlined in the above Statement of Commitment to Indigenous Australians by the City of Melbourne. This recognises the key leadership role of Council in developing initiatives aimed at advocating for and upholding these rights.

Reconciliation

12. To progress reconciliation, the resolution of 6 August 2002 Environment, Community and Cultural Development Committee sought the following actions:

“A 12 month discussion between the City of Melbourne, its constituents, ATSIC and the wider Indigenous community on how to advance reconciliation in the City of Melbourne [including] negotiating a land use agreement; identifying and acknowledging our pre-European history in the City of Melbourne; providing current and future staff and Councillors with the opportunity to participate in cross-cultural awareness training; increasing the involvement of Indigenous people in the delivery of services for and on behalf of the City of Melbourne; flying the Aboriginal and Torres Strait Islander Flags during important times such as NAIDOC Week; a strategy to advance representation by Indigenous Councillors.”

13. The Australian Council for Reconciliation has identified a number of key roles for local government in developing and sustaining reconciliation. These include four identified areas of activity;
 - 13.1. maintain leadership in the reconciliation process;
 - 13.2. strengthen corporate and community education towards reconciliation;
 - 13.3. value and recognise Aboriginal and Torres Strait Islander traditions in significant events and celebrations; and
 - 13.4. establish symbols of reconciliation.
14. To achieve these objectives strong links with other organisations are required. The City of Melbourne was recently approached by Reconciliation Victoria Inc regarding the possibility of exploring a partnership. Reconciliation Victoria Inc is a recently incorporated association, which has as its stated purpose:

“ . . . The primary aim of Reconciliation Victoria Inc is to encourage the active participation of all sectors of the Victorian Community in adopting the Council for Aboriginal Reconciliation Declaration Towards Reconciliation and to implement at state, regional and local level the national strategies to advance reconciliation as outlined in the Council for Aboriginal Reconciliation Roadmap for Reconciliation.”
15. This partnership approach is considered a timely and effective step towards achieving City of Melbourne’s objectives.

16. A key feature of the proposed Calendar of Events is the proposed agreement to a partnership with Reconciliation Victoria Inc. The proposed Calendar of Events has been developed on the basis of discussion with this group. The co-chairs of this group, Professor Eleanor Bourke and Dr Di Sisely, will attend the 4 March 2003 Environment Community and Cultural Development Committee meeting to speak to the objectives of the group and the proposed partnership.
17. A memorandum titled *Reconciliation Processes for the City of Melbourne – Key Dates/Calendar of Events* was distributed to Councillors and senior management on 10 February 2003 to provide more detailed information regarding the reconciliation process (Attachment 1).
18. Some activities require a 2003/04 budget allocation and Council could anticipate progressing these as identified in the table below. The full implementation of the program would require the appointment of a Reconciliation Officer. This has the advantage of providing a dedicated contact officer and ensures the increased representation of these interests within the City of Melbourne.

RECONCILIATION PROCESS – CALENDAR OF EVENTS			
Key Dates	Actions	Existing Budget 02/03	Estimated Budget 03/04
July 2003	Appoint a Reconciliation Officer (Band 5) to implement the following activities aimed at reconciliation.	Nil	\$62 000
March 2003	Development of a Partnership Agreement with Reconciliation Victoria Inc.	Can be progressed as part of the ongoing activities of officers in Community Services and Arts and Culture	Nil
March 2003 onwards	Reconvene the quarterly Aboriginal Consultative Group (ACG) and institute sitting fees for members	Nil	\$4 000
March 2003	Implement the Indigenous Mentorship program	\$28 000	\$28 000
May 2003 July 2003 November 2003	Develop 3 forums in conjunction with Reconciliation Victoria on reconciliation, to be hosted at the Melbourne Town Hall	Nil	\$15 000
October 2003	Engage with the Aboriginal Consultative Group and Reconciliation Victoria Inc. to review and update the Statement of Commitment to Indigenous Australians, and promote Council's renewed Statement across Local Government in conjunction with Reconciliation Victoria.	Nil	\$10 000

27 May 2003	Host a cultural gathering to consider land use agreements and protocols at the Melbourne Town Hall with the five Chairs of Victoria's Cultural Heritage Boards who represent the traditional owners of Victoria	\$15 000	\$15 000
June to September 2003	Investigate developing a partnership with the Victorian Cultural Heritage Boards following the May 2003 meeting	Nil	\$1 000
July 2003	Sponsor Reconciliation Victoria Inc. to develop a Kit for Local Reconciliation Groups	Nil	\$4 000
8 December 2003	Host a concert in the Treasury Gardens to acknowledge Human Rights Day in conjunction with Reconciliation Victoria Inc.		\$5 000
August to December 2003	Offer cultural awareness training to Councillors and senior City of Melbourne staff.	Nil	\$12 000
7 May 2003 21 May 2003 4 June 2003	Host three Melbourne Conversations arranged in conjunction with Indigenous section of the Melbourne Museum on 19th century Indigenous history	\$15 000	Nil
26 January 27 May – 3 June 3 June 2003 26 May 2003 6-13 July 2003	Indigenous flag displayed, as current practice, from the Melbourne Town Hall on the 5 key dates in the Indigenous calendar: <ul style="list-style-type: none"> • Survival Day; • National Reconciliation Week; • Mabo Day; • Sorry Day; and • NAIDOC Week 	\$5 000	\$5 000
August 2003 to July 2004	Assist in the documentation of oral histories and stories of Indigenous communities in the municipality	Nil	\$15 000
	TOTAL	\$63 000	\$176 000

Employment Strategy

19. At its 6 August 2002 meeting the Environment, Community and Cultural Development Committee resolved, in response to the report on Indigenous Programs in the City of Melbourne, that:

“Appropriate and respectful consultation [occur] with Indigenous spokespersons and organisations in relation to the development of an Indigenous Employment Strategy; [and] provide a report to the December 3 2002 meeting of the Environment, Community and Cultural Development Committee on the feasibility of the establishment of an Indigenous Unit within the City of Melbourne which would report to the Director City Assets and Services and to the Chair of the Aboriginal Consultative Group.”

20. On 4 September 2002 a special meeting of Council’s Aboriginal Consultative Group was convened to discuss the consultation and development of this report to Council and to seek nominations to a Steering Committee that would guide a feasibility study. Key Indigenous community members from the Indigenous Arts Advisory Panel, the Aboriginal Consultative Group and Indigenous organisations participated in this meeting.
21. A Steering Committee was nominated to support and oversee the feasibility study. This Steering Committee comprised:
- 21.1. Steve Walsh, Department of Infrastructure;
 - 21.2. Christian Thompson, Indigenous Arts Advisory Panel;
 - 21.3. Kelly Koumalatsos, Reconciliation Victoria Inc;
 - 21.4. Debby Walker, Aboriginal Affairs Victoria; and
 - 21.5. Janina Harding, City of Melbourne.
22. Expressions of Interest for conducting the study and preparing a report were sought from five Indigenous consultants. It was considered by the community to be crucial that the consultant was Indigenous and had networks within the Indigenous community. Three Expressions of Interest were received. The Steering Committee selected From Little Things Pty Ltd (Phil Egan, Principal Consultant).
23. From Little Things Pty Ltd was engaged to conduct the consultation and provide a scoping document that would include key findings, recommendations and tasks relating to the development of an Indigenous Employment Strategy, the establishment of an Indigenous Unit and processes for advancing reconciliation in the City of Melbourne.

Recommended Directions

24. From Little Things Pty Ltd’s report, *New Indigenous Mechanisms for the City of Melbourne*, identifies a range of issues, outlines the consultation process and findings of the study and recommends possible future directions (Attachment 2). The author, Phil Egan, has been invited to attend the 4 March 2003 Committee meeting. A considered response of the administration to each recommendation is outlined in Attachment 3.
25. A diverse range of views was expressed by Indigenous representatives during the consultation and the findings of the feasibility study and the particular model proposed were generally supported. There is clear support for adoption of an Indigenous Unit and an employment strategy as primary areas of activity. This is underpinned by the recognition that proper representation of Indigenous interests, within the culture and activity of the organisation will only occur where Indigenous people have a due presence and role within the organisation. It is broadly accepted and consultation confirms that policy commitments must be aligned with levels of participation, if the City of Melbourne is to genuinely reflect Indigenous interests.

26. *New Indigenous Mechanisms for the City of Melbourne* proposes the establishment of a new Division within the City Of Melbourne to be responsible for the development and progression of an Indigenous Employment Strategy and related activities. The cost of this approach is outlined in Option 1 below. Consideration by the administration suggests that adoption of all recommendations in the feasibility study exceed current Council capacity in the first instance.
27. In light of the significant costs involved an alternative approach to implementing the recommendations of this report has been developed and is also outlined (Option 2). This staged approach would allow for the progression of the recommendations but not require the significant internal restructuring involved in the first option in the first instance. In addition this approach reflects a recognition that the actions required involve several branches of Council and a strong emphasis upon cooperation and coordination will therefore be required.
28. Consistent with the direction outlined in the consultant's report, the Action Plan is proposed as an initial step upon which future initiatives may be built. It is accepted that the strategic objectives and tasks require both senior level scope and commitment and environmental support. It is therefore proposed that a senior officer be appointed to drive the implementation of the Action Plan. The Action Plan also seeks the examination and development of other activities designed to support change. The costings in the table below are indicative at this stage and include basic employment costs for 2003/04. They do not contain operational funds necessary to complete projects or establish positions within the organisation.

Option	Activity	Action required	Estimated cost 2003/04
Option One Implement recommendations in consultant's report	Establish Indigenous Division	Implement the activities in the consultant's report through the appointment of an Executive Manager Indigenous Policy and Development (Director), Program Manager, Indigenous Research and Development (Executive 1), Program Manager, Indigenous Employment and Training (Executive 1), and Personal Assistant (Band 5).	\$446 402
Option Two Adopt a staged approach to implementation of recommendations in consultant's report	Establish an Indigenous Program	Implement the identified activities in the Action Plan through the appointment of a Senior Officer (Band 7), and a Reconciliation Program Officer (Band 5) <i>Note: The Reconciliation Program Officer (Band 5) is costed (\$62,000) as part of the Calendar of Events (para 18).</i>	\$150 000
Option Three Status Quo	Maintain existing initiatives	Implement activities for which there are already funds allocated.	\$63 000

29. Other activities proposed within the Indigenous Program and outlined in the Action Plan include the improvement of resource support to Indigenous consultation mechanisms, training opportunities for all staff and promotion of equity principles in all activities of the City Of Melbourne such as social infrastructure, client services, and community planning and organisational initiatives.
30. Current Indigenous cultural activities will continue to be promoted, supported and implemented by Arts and Culture within City Projects.

31. Given the focus of the work on the development of an employment strategy, the Human Resources section of the City of Melbourne will have a key role in providing support and expertise to the senior officer once appointed and assist in the development of the Employment Strategy.

Action Plan for the progression of Indigenous interests

	Stage One: Development of an Indigenous Employment Strategy	2003/04 Budget Estimates
Aim	The aim of Council's Indigenous Employment Strategy should be to achieve the successful employment, training and retention of a number of Indigenous staff across all branches and management levels of the organisation.	
Required Actions	<ul style="list-style-type: none"> This Employment Strategy will require a dedicated driver who will relate to a range of staff and service areas within Council and who will support new Indigenous recruits. It is therefore recommended that a senior officer (Band 7) be appointed to undertake this role. That this officer be responsible for the development of an Indigenous employment recruitment and retention strategy which outlines the activities required to achieve these objectives. <p>This will include the development of a coordinated approach to attracting and sustaining internal and external support for the initiative.</p> <ul style="list-style-type: none"> The development of a mentoring program for Indigenous employees to ensure adequate support, in particular during the first year of implementation. The utilisation of traineeships will form a key component of the Strategy. The development of training sessions on Indigenous awareness. 	<p>\$86 000 (salary plus on costs)</p> <p>\$20 000</p> <p>\$10 000</p> <p>External funding- will be sought for this initiative. \$12 000</p>
	Stage 2: Other activities aimed at recognition of Indigenous interests	
Aim	Explore and resource the present and required mechanisms to facilitate the further recognition of Indigenous interests	
Required action/s	<ul style="list-style-type: none"> With the exception of IAAP (Indigenous Arts Advisory Panel), the Indigenous advisory groups experience issues relating to attendance and therefore perceived commitment. It is therefore recommended that sitting fees be instituted for members of all Indigenous advisory groups to Council. The senior officer will explore the strategies required to provide the Indigenous community with a focus on identity within the City of Melbourne and will allow for further cultural growth throughout Council's structures. Develop processes to manage the relationships required for effective support and further development of Indigenous issues within Council. 	<p>\$30 000</p> <p>\$20 000</p> <p>\$10 000</p> <p>\$188,000</p>

Summary

32. As identified, the Calendar of Events and Action Plan represent an important opportunity for the City of Melbourne to further the commitment to both reconciliation and Indigenous interests generally. Whilst these are separate initiatives with distinct objectives, it is important to recognise the interdependence of each and support opportunities afforded by co-locating related activities. There is a recognised need to provide organisational support to responsible officers if change objectives are to be achieved.
33. There has been significant progress in the recognition of Indigenous cultural activity. These activities will continue and develop as awareness objectives are achieved.
34. Many of the opportunities that have been identified relate to Council's existing community consultation, information, support and development activities. For this reason it is proposed to locate both initiatives within the City Assets and Services Division.

Sustainability

35. City Plan 2010 acknowledges its commitment to Indigenous Australians and to recognising the Boonerwung, Woiworung, Taungurong, Djajawurrung and Wathaurung peoples as the Kulin Nation and as the traditional people of City of Melbourne land.
36. A core strategic direction of City Plan is to "build relationships at the local to international level that consolidate Melbourne's Capital City role and promote social equity, environmental quality and economic prosperity".

Connected and Accessible City

37. The development of the partnership with Reconciliation Victoria is in accordance with the strategic direction of building of relationships at the local level that consolidate Melbourne's capital city role and promote social equity.

Innovative and Vital Business City

38. The proposed actions will support Melbourne's reputation as a smart, creative and progressive city.

Inclusive and Engaging City

39. The proposed actions directly and significantly contribute to creating "an environment that empowers and fosters community involvement and builds social and community networks". Understanding, welcoming and embracing all sectors of the community is important to enable all to participate fully in City life."

Environmentally Responsible City

40. There is little or no impact anticipated on environmental objectives, however all activities undertaken will consider minimising negative environmental impacts.

Consultation

41. Discussion with Reconciliation Victoria Inc has formed the basis of the proposed Calendar of Events.
42. Consultation for this report involved both formal group meetings and individual interviews.
43. The following people were involved in the development of the consultant's report:
 - Wal Saunders, Manager Indigenous Unit, Victorian College of the Arts: Member Indigenous Arts Advisory Panel (IAAP);
 - Grant Hansen, CEO, Songlines Music Aboriginal Corporation: Chair IAAP;

- Mark Dugay-Grist, Acting Manager Aboriginal Affairs Victoria: recently appointed Local Government Representative for 2006 Commonwealth Games;
- Margaret Gardiner, Kulin Nation, Member Aboriginal Consultative Group(ACG);
- Dean Stewart, Member ACG;
- Carolyn Briggs, Member ACG;
- Caroline Martin, Member ACG;
- Kutcha Edwards, Member IAAP;
- Sarah Bond, Member IAAP;
- Kelly Koumalatsos, Member IAAP;
- Christian Thompson, Member IAAP;
- Lisa Bellear, Artist;
- Kim Kruger, General Manager, Illbijeri Aboriginal and Torres Strait Islander Theatre Cooperative Ltd.;
- Bev Murray, Aboriginal Housing Board;
- Warren Mundine, Deputy Mayor, City of Dubbo; and
- Steve Ryan, Chairperson Indigenous Working Group, City of Dubbo.

Government Relations

44. Council will seek to engage Aboriginal Affairs Victoria and the Aboriginal and Torres Strait Islander Commission in order to assist in the implementation of the Calendar of Events and Action Plan.
45. The Local Government Act outlines the role of Council and the Chief Executive Officer. The latter has responsibility for the effective operation of the Administration including determining staffing and reporting arrangements.

Recommendation

46. That the Environment, Community and Cultural Development Committee:
 - 46.1. approve, in principle, the proposed Calendar of Events containing initiatives aimed at supporting Council's commitment to reconciliation, including the proposed partnership with Reconciliation Victoria Inc (which will be the subject of a further report to Committee), and updating and reaffirming the Statement of Commitment to Reconciliation;
 - 46.2. undertake the actions in the proposed Calendar of Events, already approved for funding in the 2002/03 budget, and refer the remaining proposed Calendar of Events estimated at \$176,000 to the 2003/04 budget process for consideration;
 - 46.3. approve in principle the proposed Indigenous program as outlined as Option 2 in this report and the related Action Plan, estimated at \$188,000, and refer to the 2003/04 budget process for consideration;
 - 46.4. note the consultant's report contained in Attachment 2; and
 - 46.5. note that this decision is being made by the Committee under delegation from the Council and is subject to the referral notice process.



MEMORANDUM

Date 10 February 2003

To Lord Mayor
Deputy Lord Mayor
Councillors
Corporate Management Team

From Kerry Thompson Director City Assets and Services

Subject **RECONCILIATION PROCESSES FOR THE CITY OF MELBOURNE – KEY DATES / CALENDAR OF EVENTS**

PURPOSE

The purpose of this memorandum is to advise Councillors on aims, proposed actions and timelines regarding the formal commencement of reconciliation processes between the City of Melbourne and Indigenous communities.

This advice is in response to the ECCD resolution of 4 February 2003 that “ *the Environment, Community and Cultural Development Committee seek advice on dates so that this Committee can agree to commence the reconciliation discussion/consultation by Friday 14 February 2003.*”

BACKGROUND

ECCD Recommendation August 2002

The August 2002 meeting of the ECCD Committee recommended that respectful consultation occur with Indigenous spokespeople and, on this basis, that a report be provided to the December 2002 Committee meeting on the feasibility of developing an Indigenous Employment Strategy, establishing an Indigenous Unit, and structuring the processes for a 12-month discussion on reconciliation.

A Steering Committee comprising key Indigenous spokespeople was established to oversee this process and an Indigenous consultant, Phil Egan, was engaged to conduct the consultation and prepare a Scoping Document for Council.

Deferral of Report to ECCD

The complexity of the issues and ensuring the consultation was sufficiently thorough led to this report being deferred from December 2002 to February 2003. Despite concerted effort the report was not ready for the February meeting and a commitment has been made to ECCD Committee to include the report on the March agenda.

FOCUS OF THIS MEMORANDUM

In response to the discussion at the February ECCD meeting, this memorandum actions one of the three aspects of the recommendation arising from the August 2002 ECCD Committee meeting, namely a calendar of events to advance reconciliation

The relevant part of the August 2002 resolution refers to a “*12 month discussion between the City of Melbourne, its constituents, ATSIC and the wider Indigenous community on how to advance reconciliation in the City of Melbourne [including] negotiating a land use agreement; identifying and acknowledging our pre-European history in the City of Melbourne; providing current and future staff and Councillors with the opportunity to participate in cross-cultural awareness training; increasing the involvement of Indigenous people in the delivery of services for and on behalf of the City of Melbourne; flying the Aboriginal and Torres Strait Islander Flags during important times such as NAIDOC Week; a strategy to advance representation by Indigenous Councillors...*”

RECONCILIATION ISSUES

The Council has identified four key roles for local government in developing and sustaining reconciliation for Aboriginal Reconciliation:

- Maintain leadership for the reconciliation process;
- Strengthen education towards reconciliation;
- Value Aboriginal and Torres Strait Islander ceremonies in significant events and celebrations;
- Establish symbols of reconciliation.

Council has endorsed its own *Statement of Commitment to Indigenous Australians*. This *Statement* was re-affirmed at the August 2002 ECCD meeting. The full text of the *Statement* is provided as an attachment to this memorandum.

In preparing the following calendar of events and key dates for the reconciliation process, a number of issues were considered and organisations contacted. These included;

- Council's Aboriginal Consultative Group
- Reconciliation Victoria
- Cultural Heritage Boards of Victoria
- Current Council Commitments
- Proposed Council Initiatives in 2003

The proposed calendar of events is provided below. The budget implications of the proposed calendar of events will be considered in the ECCD report in March 2003.

Reconciliation Process – Calendar of Events	
Actions	Key Dates
Agreement with Reconciliation Victoria	March 2003
Reconvene the quarterly Aboriginal Consultative Group (ACG) and institute sitting fees for members	March 2003 onwards
Implement the Indigenous Mentorship program (included in the Mid-Year Budget)	March 2003
Develop 3 forums in conjunction with Reconciliation Victoria on reconciliation, to be hosted at the Melbourne Town Hall	May 2003 July 2003 November 2003
Engage with the Aboriginal Consultative Group and Reconciliation Victoria to review and update the <i>Statement of Commitment to Indigenous Australians</i> , and promote Council's renewed <i>Statement</i> across Local Government in conjunction with Reconciliation Victoria.	October 2003
Host a cultural gathering at the Melbourne Town Hall with the 5 Chairs of Victoria's Cultural Heritage Boards to consider land use agreements and protocols	27 May 2003
Investigate developing a partnership with the Victorian Cultural Heritage Boards, following the May 2003 meeting	June to September 2003
Sponsor Reconciliation Victoria to develop a Kit for Local Reconciliation Groups	July 2003
Host a concert in the Treasury Gardens to acknowledge Human Rights Day in conjunction with Reconciliation Victoria	8 December 2003
Offer cultural awareness training to Councillors and senior City of Melbourne staff.	August to December 2003
Host 3 <i>Melbourne Conversations</i> arranged in conjunction with Indigenous section of the Melbourne Museum on 19 th century Indigenous history	7 May 2003 21 May 2003 4 June 2003
Indigenous flag displayed, as current practice, from the Melbourne Town Hall on the 5 key dates in the Indigenous calendar; <ul style="list-style-type: none"> • Survival Day; • National Reconciliation Week; • Mabo Day; • Sorry Day; and • NAIDOC Week 	26 January 27 May – 3 June 2003 3 June 2003 26 May 2003 6-13 July 2003
Assist in the documentation of the oral histories and stories of Indigenous communities in the municipality	August 2003 to July 2004

SUMMARY

The City of Melbourne is committed to proactive leadership in indigenous development. In order to build upon previous work - and to progress reconciliation beyond statements to action - new discussions, new partnerships, new projects are required.

The completion of the calendar of events will further progress Council's commitment to reconciliation, as detailed at the August ECCD meeting. The report to the March 2003 ECCD will provide details on all aspects of the August 2002 ECCD resolution above

Kerry Thompson

Director City Assets and Services

Telephone 9658 8536

Facsimile 9658 8436

E-mail kertho@melbourne.vic.gov.au

CoM Reference #1013516/2

Scoping Paper
New Indigenous Mechanisms
at the
City of Melbourne

From Little Things

Mr. Phil H. Egan
3 Angelo Court

Mildura VIC 3500

0438 344 156
egan@onthe.net.au
ABN 468 125 83796

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Introduction

The City of Melbourne has adopted a proactive stance in the support of Reconciliation, Indigenous culture and Indigenous community issues for a number of years now. Council has further demonstrated this stance by providing an opportunity for a scoping document for Council determination on the issues of:

- The development and adoption of an Indigenous Employment Strategy for Council;
- The establishment of an Indigenous Unit; and
- Recommendations regarding processes for a twelve month discussion to progress Reconciliation.

A report on Indigenous programs and initiatives in the Melbourne City Council was presented to Council's Environment, Community and Cultural Development Committee in early August 2002.

A motion was moved to “*approve appropriate and respectful consultation with Indigenous spokespersons and organisations in relation to the development of an Indigenous Employment Strategy ... and to provide a report to the Environment, Community and Cultural Development Committee on the feasibility of the establishment of an Indigenous Division within the City of Melbourne, which would report to the Director City Assets & Services and to the Chair of the Aboriginal Consultative Group*”.

This report addresses the key requirements of the project brief and makes clear and concise recommendations from its findings through its research and consultative methodology.

Background

Melbourne City Council has a productive track record in the delivery of innovations, in driving organisational change and in the use of a participatory management approach with the Indigenous community. A number of Indigenous advisory committees are currently in place.

Aboriginal Consultative Group (ACG)

Melbourne City Council established the ACG in 1997, following the momentum of its Aboriginal Reconciliation Initiative. The purpose of the ACG has been to provide professional and strategic advice to Council on issues affecting Indigenous Australians, and guidance in relation to the implementation of strategies to achieve the objectives of the *Statement of Commitment to Indigenous Australians*.

The ACG's membership includes Indigenous community members, Councillors and Council staff. The ACG receives direction from Council's Community Services branch, but is actually coordinated and resourced by the Arts and Culture branch.

Indigenous Advisory Forum (IAF)

The Community Services Branch established the IAF in 1999. Its purpose has been to provide advice to Council on issues of social and community concern for Indigenous Australians. This includes Indigenous people living, visiting, working or studying within the City of Melbourne. IAF members include Indigenous and non-Indigenous health service providers and outreach workers. The IAF is coordinated and resourced by the Community Services Branch.

Indigenous Arts Advisory Panel (IAAP)

The IAAP was established in 1999 to support Council's newly introduced Indigenous Arts Grants Program. The Panel consists of Indigenous artists and people allied to the arts. In addition, an Indigenous Arts Program Manager position was established to support IAAP. The Arts and Culture Branch coordinates and resources IAAP.

Project Brief

Melbourne City Council identified the following issues that led to the development of this project brief:

- The IAF and ACG experience issues relating to attendance and therefore perceived commitment. This is largely due to the inability of these groups to influence decision making at a high level within Council and to see their issues resolved and recommendations implemented;
- Resources for the Indigenous programs are committed through the Annual Business and Budget planning process. There is limited capacity to implement recommendations and disillusionment occurs for many Indigenous people;
- Council's current employment rate of identified Aboriginal and Torres Strait Islander people is less than 1% and to date there has been no development of specific strategies to redress this situation;
- The Indigenous Arts Program Manager is the only designated Indigenous position and consequently is frequently called upon to provide advice to Council and diverse areas of Council's administration on an array of matters that are not related to the arts; and
- Staffing and budgets dedicated to Indigenous programs and activities are currently split between the Community Services and Arts and Culture branches.

Role of Local Government

The Melbourne City Council's *City Plan 2010* states that "*triple bottom line accountability means taking responsibility for achieving social, environmental and economic improvements through all our endeavours and reporting on them openly and transparently.*"

One aspect of triple bottom line accountability is that of social equity "*...making decisions that lead to greater physical, cultural and financial access and equity in services and justice, strengthening cultural heritage and the bonds between people and increasing their ability to become involved in community life.*"

The *Toomnangi* study, commissioned by the Municipal Association of Victoria (MAV) and prepared by the Indigenous Interagency Coordination Committee for Local Government (IICCLG) as a resource for councils, agencies and the wider community of Victoria, states that "*developing relationships between councils and Indigenous communities is an evolving process that requires time and commitment by all participants.*"

Methodology

Project Methodology

From Little Things' methodology involved an open and inclusive communication process, both with the project's steering committee and identified internal and external stakeholders.

Due to the project's tight timeframes and the nature of the consultations varied from formal and informal interviews and discussions. Selected interviews were conducted with key Melbourne City Council staff, other Victorian and interstate council representatives, Indigenous and non-Indigenous community members, in assisting *From Little Things* develop the recommendations.

Consultations

This report was developed through consultation with:

The following Indigenous stakeholders:

- Wal Saunders – Manager, Indigenous Unit, Victorian College of the Arts; Member IAAP;
- Grant Hanson – CEO, Songlines Music Aboriginal Corporation; Chair IAAP;
- Mark Dugay-Grist - Acting Manager Aboriginal Affairs Victoria; recently appointed Local Government Representative for the Commonwealth Games;

- Kutcha Edwards - Member IAAP;
- Sarah Bond - Member IAAP;
- Kelly Koumalatsos - Member IAAP;
- Christian Thompson - Member IAAP;
- Carolyn Briggs – Member ACG;
- Caroline Martin - Member ACG;
- Dean Stewart - Member ACG;
- Margaret Gardiner – Member ACG’
- Lisa Bellear – Artist
- Kim Kruger – General Manager, Ilbijerri Aboriginal and Torres Strait Islander Theatre Co-operative Limited;
- Bev Murray - Aboriginal Housing Board
- Warren Mundine - Deputy Mayor, City of Dubbo;
- Steve Ryan - Chairperson, Indigenous Working Group, City of Dubbo.

The following identified City of Melbourne directors, managers and staff:

- Rob Adams - Director, City Projects, Arts & Culture
- Kerry Thompson - Director, City Assets & Services
- Morris Bellamy - Manager, Arts & Culture
- Alan Kalms - Manager, Human Resources
- Denise Shearer - Manager, Social Planning & Projects
- Jane Crawley - Team Leader, Cultural Development.
- Janina Harding - Program Manager, Indigenous Arts

Research

The following documents and information sources were utilised in the formation of the report's findings and recommendations:

- Toomnangi - Indigenous communities and Local Government - A Victorian Study. 2002
- City Plan - Melbourne City Council, Municipal Strategic Statement. 1999.
- City Plan - Melbourne City Council, Towards a Thriving and Sustainable City. 2010.
- Corporate Plan - Melbourne City Council. 1999 - 2002.
- Melbourne City Council. Environmental Indicators For Metropolitan Melbourne. Bulletin 5. 09/2002.
- Diversity at Work. Indigenous Employment. Information Package. 2002.
- Diversity at Work. Report and Recommendations for the Recruitment and Retention of Indigenous Jobseekers to the City of Port Phillip. 2002.
- The National Strategy to Sustain Reconciliation. 2000.
- The Australian Declaration Towards Reconciliation. 2000.
- Northern Territory Public Sector Aboriginal Employment and Career Development Strategy. 1997/98.
- Brisbane City Council. Working for the Council. Employment Opportunities. Indigenous Employment Policy. 2002.
- ICAAC Indigenous Australian Employment and Training Strategy. Undated.
- City of Whitehorse. Aboriginal Reconciliation Policy and Action Plan. 2002 - 2005.
- City of Moreland. Moreland Reconciliation Policy and Action Plan. 2001 - 2004.
- Wur-cum barra - the Victorian Public Sector Indigenous Employment Strategy. 2002
- Wur-cum barra Conference - the Victorian Public Sector Indigenous Employment Strategy. Conference and Workshop Notes. 10/2002; and
- YES - Youth Employment Strategy.

Project Principles

The feasibility assessments for the planned new Indigenous mechanisms or developments for the Melbourne City Council are of a sensitive nature and at a critical time in the establishment of proactive, sustainable and credible programs.

The sensitivity is largely due to the proposals centred around a marginal community group with a high and important profile. The timing for action and change in these areas are critical due to the strong will of the Melbourne City Council and the Indigenous community who are inspired by the strong growth in other sectors of the community.

In order for the City of Melbourne's Indigenous mechanisms to succeed, and to therefore giving the Melbourne City Council a strong leadership position in this area, a commitment is needed to the following principles:

1. An integrated approach in the developmental stages of the proposed changes is vital to ensure solid foundations, to maximise program co-ordination and to provide real opportunity for success;
2. A medium to long-term approach to policy and program planning. Melbourne City Council adopts three to five year strategic planning cycles with built-in action plans and evaluations;
3. Multiple layers of activity creating intended overlap and spread of the Indigenous issues and programs across council to avoid Indigenous programs operating in isolation;
4. Council and management commitment to ensure that the new initiatives are sustainable, the driving force ought to come from council, executive and senior management levels;
5. Staff empowerment. Melbourne City Council will make a conscious effort to empower Indigenous and non-Indigenous staff to successfully plan, implement and manage their programs; and
6. Council makes a firm commitment to participation in race relations and human rights accredited training to be delivered to all tiers of council personnel as part of their ongoing councillor and staff development.

City of Melbourne Context

Melbourne City Council sees and portrays itself as a local government leader stating on its web site that "*Melbourne is one of the most significant cities of the world, which has hosted the Olympic Games*". The eyes of the world community will be again on Melbourne when the city will host the Commonwealth Games in 2006.

As a leader Melbourne City Council commits to the demonstration of creativity and initiatives ... "*for the wellbeing and development of all*".

Melbourne City Council is committed to proactive Indigenous developments and actions to demonstrate leadership based on sound Reconciliation principles and invites ... "*Indigenous Australians into a full participation in the life of the City*" ... "*to redress their serious social and economic disadvantage*".

This is a unique opportunity. It is time to embrace 'change' within Melbourne City Council's operations and to demonstrate human rights leadership in an effort to correct Indigenous staff under-representation throughout council and thus service, knowledge and operational gaps for Indigenous people.

In a modern society, the level to which communities and governments care for the most marginalised members of society is often quoted as the measure of its greatness.

Melbourne City Council acknowledges that Indigenous communities have ... "*strived to retain their culture and identity through the period of non-indigenous settlement, for more than two centuries*."

Melbourne City Council also makes strong statements of commitment to the Indigenous community with regard to *Recognition and Reconciliation*. Apart for a successful Indigenous Arts program there has been limited progress underpinning these statements.

Melbourne City Council, in its *Statement of Commitment to Indigenous Australians* says:

- *The Council of the City of Melbourne acknowledges that Indigenous Australians were the first people of this land and have strived to retain their culture and identity through the period of non-indigenous settlement, for more than two centuries.*
- *The Council of the City of Melbourne acknowledges and respects the customs and traditions of Indigenous Australians and their special relationship with the land.*
- *The Council of the City of Melbourne acknowledges the right of Indigenous Australians to live according to their own values and customs, subject to Australian law.*
- *The Council recognises the valuable contribution to Victoria made by Koorie people and will work towards a future of mutual respect and harmony.*
- *The Council recognises the value of the diversity and strength of Indigenous cultures to the heritage of all Australians.*
- *The Council of the City of Melbourne recognises that family life is the core of Aboriginal community life and that these family relationships, linkages and obligations involve particular sets of social and cultural obligations.*

Indigenous Australians are widely regarded as belonging to communities with a unique culture and ancestry that can be traced back 70 thousand years. Their unique culture, life style, beliefs and mythology have generated significant interest, largely by the international community.

Should this interest and acknowledgment be reflected 'at home'? The active empowerment of Indigenous groups and professionals will allow Melbourne City Council to lead from the front and provide itself with mechanisms to do so. The recommended mechanisms have significant

potential benefits leading to organisational learning and growth through a whole-of-organisation approach.

There will be a cost associated with the implementation of the proposed new mechanisms. For Melbourne City Council to decide not to enhance its Indigenous mechanisms and thereby build on the success and reputation of an Indigenous Arts program and environmental initiative, may incur unwanted risks such as the:

- Continuation of existing social and economic imbalances;
- Continuous requirement of Indigenous program consultants and advisers with Melbourne City Council missing the opportunity of sustainable organisational learning;
- Potential for significant public and media exposure and embarrassment due to lagging behind the successful initiatives of other organisations or states; and
- The stagnation or widening of the current gap between Melbourne City Council's policy, vision and Statement of Commitment and the service delivery.

It has been clearly demonstrated in other sectors of corporate and community organisations that Indigenous developments have been strong and effective, when they are afforded sufficient power, authority and resources to facilitate change.

Melbourne City Council can boost its profile and image, locally and internationally, but more importantly its continual organisational learning, its operation and services if it accepts this report's recommendations and embraces and drives the associated program and change.

Project Recommendations

Indigenous Division

For Melbourne City Council to:

1. Adopt and provide the resources for the development of an Indigenous Division to be headed by an Executive Manager, Indigenous Policy and Developments and supported by a Personal Assistant and a Program Manager, Indigenous Research and Development.
2. Employ A Program Manager, Indigenous Employment and Training and a Program Manager, Indigenous Sustainable Policy and Planning over the next three years. will flow on in the current and next budget cycles. (Please refer to the charts No 1 & 2 below).
3. Facilitate, through its current Indigenous advisory mechanisms, the ACG, the IAF and IAAP, the development of position descriptions and work plans for the establishment of the new division.
4. Maintain the position of the current Indigenous Arts program and its advisory mechanism, the Indigenous Arts Advisory Panel, within the Arts and Culture Branch, in view of the new developments.
5. Review the current Indigenous advisory mechanisms, through the Executive Manager, Indigenous Policy and Developments, and propose the implementation of a more effective and sustainable relationship with its key Indigenous stakeholders within six months.

Membership of the new Indigenous advisory mechanisms should reflect a program orientation ie. employment & training, Reconciliation, social services, land and culture and community representation.

Development of an Indigenous Employment Strategy for Council

For Melbourne City Council to:

6. Endorse the appointment of a Program Manager, Indigenous Employment and Training within the Human Resources branch.
7. Further develop, through the Program Manager, Indigenous Employment and Training, its employment strategy and the feasibility of the attached draft strategic plan "Indigenous Employment Program" (Chart No 5), including recruitment support, promotion and training options.

8. Refine and implement the Employment Strategy as outlined in the draft strategic plan (Chart No.5), through the Executive Manager, Indigenous Policy and Developments, in conjunction with the Human Resources branch.
9. Recruit the first Indigenous trainees and generalist employment / graduates within the first year of program implementation.
10. For a five year period, draft recruitment targets of a total of 35 trainees are set, for both trainees and generalist employment / graduates, with initial targets of Council retaining 15 of these staff over the same period.

Recommendations regarding processes for a twelve month discussion to progress Reconciliation

For Melbourne City Council to:

11. Reaffirm its commitment to reconciliation through the announcement of its new Indigenous mechanisms.

12. Develop a cultural protection and land management protocol with traditional landowners of Melbourne City Council sites.

Review and update Land Management Agreement as per legislative developments and community trends in the second year of implementation.

13. Develop civic protocols to recognise and acknowledge traditional landowners and community leaders / elders.

Trial the new cultural protocols & strategies with i.e. local and state receptions in the second year of implementation.

Extend the trials to all receptions i.e. interstate heads and international visitors in the third year of implementation.

14. Develop and deliver accredited cultural awareness and race relations / human rights training.

Deliver the course to councillors, executive, management and selected, targeted staff as soon as practical.

Deliver the course to all staff with the aim of a 90% participation rate by year five.

Deliver the course or components of it, as part of Council's induction program to new employees.

Chart 1: Indigenous Division - Organisational Chart



Division / Positions Establishment:

Existing Position(s)

Immediate

Within Year 1

Within Year 2 to 3

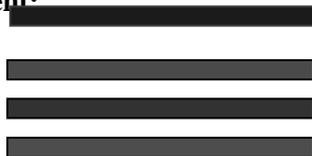


Chart 2: City of Melbourne Corporate Management Chart

Indigenous Director Position, Portfolio Managers and Team Leaders

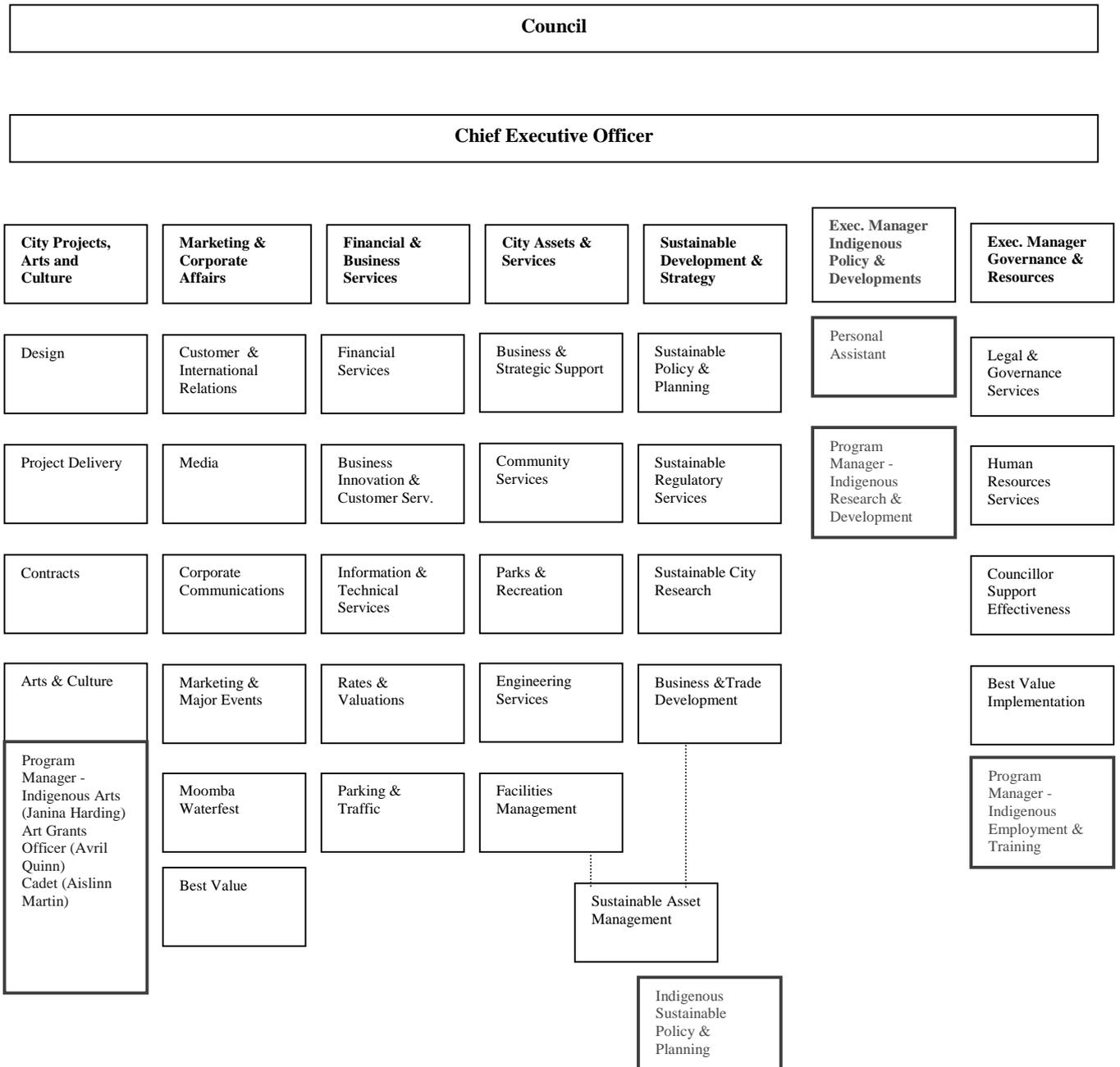


Chart 3: Reconciliation - Draft 5 Year Strategy

	Year 1	2003	Year 2	2004	Year 3	2005	Year 4	2006	Year 5	2007
Areas	Activities	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Activity	Targets
A. Reconciliation	1. Activity Council develops and announces a 'Statement of Commitment' to reconciliation Link to Indigenous Communication Strategy	'Statement incl. Strategies and action plans, incl. 2 to 4.	1. Activity							
	2. Activity Develop a cultural protection / land management protocol with traditional land owners of MCC site		2. Activity Review and update Land Management Agreement as per legislative developments and community trends							
	3. Activity Develop civic protocols to recognise and acknowledge traditional land owners and community leaders / elders		3. Activity Trial of cultural protocols & strategies with i.e. local and state receptions		3. Activity Extension of trials to all receptions i.e. interstate heads and international visitors	Protocols & strategies are fully tested and operational	Ongoing		Ongoing	
	4. Activity Develop (identification and accreditation) and delivery cultural awareness and race relations / human rights training	01-06 Develop and accredit customised course 07-12 market and deliver	4. Activity Course delivery to councillors, executive, management and staff Commence delivery of electives	Delivery of course core modules to 60% of all staff	4. Activity Course delivery to all staff	Delivery of course core modules to 90% of all staff	4. Activity Course delivery core modules and electives to staff	Deliver core modules to all new staff Continue delivery of electives (set targets)	4. Activity Course delivery core modules and electives to staff	Deliver core modules to all new staff Continue delivery of electives (set targets)
New Initiates (Year 2 to 5)										

Chart 4: Indigenous Division - Draft 5 Year Strategy

	Year 1	2003	Year 2	2004	Year 3	2005	Year 4	2006	Year 5	2007
	Activities	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Activity	Targets
B. Indigenous Unit	1. Activity Establish Indigenous Division through appointment of position of Executive Manager - Indigenous Policy and Developments	Executive Manager appointed	Consolidate unit. Review newly established position and roles & responsibilities	Review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 2 nd review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 3 rd review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 4 th review conducted
	2. Activity Executive Manager to develop and appoint other key Indigenous positions	50% of positions appointed	Ongoing	100% of positions appointed	Ongoing		Ongoing		Ongoing	
	4. Activity (In case MCC appoints at less than Executive Manager level, develop R&R for paid P/T mentor, external adviser position) Develop 1 year trial contract for mentor, external adviser position		Review R&R and contractual arrangements Extend reviewed contract or develop alternative options		Contract arrangements for this position are continued and / or become part of Indigenous councillor's portfolio		Ongoing		Ongoing	
	5. Activity Research effectiveness (interstate) and model for MCC for an identified councillor position		Develop profile and portfolios. Develop communication and application plan for prospective Indigenous councillors.		Ongoing		Ongoing		Ongoing	
D. Other Issues Communication Strategy (CS)	6. Activity Engage consultant (internal or external) for CS development (internal and external focus). Commence CS rollout		CS rollout - Stage I & link to new Indigenous position of Relationships and Communication	Determined by evaluation of CS	Strategy rollout - Stage II	Evaluation of CS	Ongoing if required	Evaluation of CS	Ongoing	Evaluation of CS

Chart 5: Indigenous Employment Program - Draft 5 Year Strategy

	Year 1	2003	Year 2	2004	Year 3	2005	Year 4	2006	Year 5	2007
	Activities	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Activity	Targets
C. Employment Strategy	1. Activity Develop position description for Program Manager, Indigenous Employment & Training	PD developed by 01/03								
	2. Activity Appoint above Program Manager position	Position recruited by 03/03								
	3. Activity Program Manager refines MCC employment strategy and feasible 5-year strategy and reviews draft targets. Determine training options / provider and recruitment and promotion support requirements Commence implementation	05/03 05/03 07/03	3. Activity Program Manager conducts review of strategy, training provision and targets	Maintain quality recruitment, training and support program	3. Activity Program Manager conducts review of strategy, training provision and targets		3. Activity Program Manager conducts review of strategy, training provision and targets		3. Activity Program Manager conducts review of strategy, training provision and targets	
	4. Activity Review and refine draft set target for (1) traineeship program and (2) generalist employment / graduates	06/03	4. Activity Program Manager to identify trainees pathways to alternative employment		4. Activity Program Manager to support trainees that aren't retained		4. Activity Program Manager to support trainees that aren't retained		4. Activity Program Manager to support trainees that aren't retained	
	5. Activity Recruit first employees: (1) Trainees (2) Generalist / graduates	3 staff 0 staff	5. Activity Recruit (1) Trainees (2) Generalist / graduates	6 staff 2 staff	5. Activity Recruit (1) Trainees (2) Generalist / graduates	6 staff 2 staff	5. Activity Recruit employees: Trainees Graduates	6 person 2 person	5. Activity Recruit employees: Trainees Graduates	6 person 2 person (Total trainees / graduates Y 1-5: 35)
New Initiates (Year 2 to 5)			6. Activity Retain above trainees	3 positions	Retain above trainees	4 positions	Retain above trainees	4 positions	Retain above trainees	4 positions (Total retained positions Y 1- 5: 15)

Project Findings

Reconciliation

The Aim of the Melbourne City Council's Reconciliation Policy and Program

The aim of the Melbourne City Council's Reconciliation policy and program is to make Reconciliation real and tangible. Melbourne City Council will actively engage in program oriented developments that firmly demonstrated an active involvement in and commitment to Reconciliation with the whole community at a level which goes beyond flying the flag and acknowledging Indigenous history at public speeches at important times of the Indigenous calendar.

Issues and Rationale

An improved Reconciliation policy and program finds its justification in the recognition of Indigenous Australians as the traditional owners of the Melbourne City Council land and in adoption and implementation of human rights principles and practices. In other words, a comprehensive Reconciliation program will address current imbalance and the lack of real opportunities for Indigenous Australians today.

The adoption of an integrated Indigenous development program has the potential to create significant benefits to Melbourne City Council staff, council and more importantly the overall service delivery to the community will be enhanced. One best practice example of a culturally appropriate program was implemented at the Royal Women's Hospital:

The Royal Women's Hospital has undertaken many programs to change the way the hospital does business with Aboriginal people. There has been no mention of it being a Reconciliation project, but a change that needed to happen if Aboriginal people were to use the service.

This has won awards in the hospital for training and has lead onto the hospital executive to do racism awareness training. We are now finding dates to do training with the Board of Management at Royal Women Hospital and the Consumer Advisory Committee.

Lisa Thorpe, Reconciliation Discussion Paper. 2002.

Findings

The following findings of this report, along with the other recommended developments, have the potential to break new ground in the process of Reconciliation for the Indigenous and wider community of the Melbourne precinct.

- To develop an integrated *Statement of Commitment to Reconciliation* that underpins Melbourne City Council's direction in all areas of council business for the next period of strategic planning.¹
- To develop of a cultural land management agreement with traditional land owners of Melbourne City Council site;
- To develop cultural, civic protocols to recognise and acknowledge traditional land owners and community leaders and elders; and
- To identify or develop accredited race relations and human rights courses that would be appropriate and flexible to deliver to councillors, management and staff of Melbourne City Council.

Non-Aboriginal workers who have the experience of working with Aboriginal people will readily acknowledge that it is not easy. Much of the challenge lies in the upheaval of one's own values and beliefs, often causing stress, anger, confusion, and guilt. What one considers the 'norms' of society will be challenged and overturned by the behaviours and attitudes you may experience / observe among Aboriginal individuals, families and communities. It is important to develop a practice framework to inform your work, to enable you to put things in some sort of perspective of the broader human experience.

Lisa Thorpe, Reconciliation Discussion Paper. 2002.

¹ CoM can benchmark a *Statement of Commitment* document with already developed and widely acknowledged documents produced by Whitehorse Council, the City of Moreland, the City of Port Phillip and other councils (*Toomnangi* study, 2002).

Indigenous Employment Program

The Aim of an Indigenous Employment Program

The aim of an Indigenous employment program at the Melbourne City Council is to achieve the successful employment, training and retention of a number of Indigenous staff across the branches and management layers of the organisation.

Issues and Rationale

Council's current employment rate of identified Aboriginal and Torres Strait Islander people is less than 1% and to date there has been no development of specific strategies to redress this situation.

Other councils in Victoria and interstate implemented an Indigenous employment programs. These program were implemented to address the lack of:

- Indigenous Council employees providing culturally sensitive and appropriate service delivery;
- Local economic development opportunities within councils' precinct;
- Democratic representation at Local Government level by members of the Indigenous community; and
- Management expertise and thus the protection of known and future sites of Indigenous cultural significance.

A successful employment program for Indigenous staff has the potential to provide the following benefits and incentives:

- For line managers:
Mentoring and coaching and the development of Indigenous advocates.
- For staff:
Increased cultural awareness and professional development through the successful completion of accredited training.
- For executive staff:
An integrated, long-term commitment to Indigenous development contributes to the social fabric of Melbourne, it assists with the development of young Indigenous Australians, it addresses institutional racism and fosters understanding, tolerance and triple bottom line outcomes.

Findings

The development of the employment program heightened the need for a dedicated driver for this program. Ideally a person, that can relate well to the widest range of staff and service areas within council. As recommended this position should be at the Program Manager level within the Human Resources branch.

Another key role of such a position also is to support the new Indigenous recruits and to play an advocacy role. The provision of advocacy training is seen as crucial to the success of this position and the program if the person doesn't bring the experience of being an advocate into the position.

While support from the top of Melbourne City Council will be crucial to ensure short-term and long-term success, it is vital that in particular with this initiative, the decision making process and the ownership is driven to the lowest management level, where the potential trainees / recruits will be supervised and supported.

One of this aspect is that when positions for trainees are identified it is crucial that trainee positions are being identified through an expression of interest approach by supervisors or managers. Training sessions on Indigenous awareness, possible issues and practical support should be run as 'information sessions' prior to this process and continuously throughout the program.

An employment strategy should be underpinned by realistic expectations. Consideration has to be given to employees and trainees leaving council and moving on for numerous reasons and how a best-practice selection process and support can maximise retention rates and also develop pathways support for Indigenous trainees that are not retained.

Further, the Program Manager, Employment and Training, supported by the Executive Manager should develop a mentoring program for all Indigenous employees to ensure adequate and appropriate peer support, in particular during the year of implementing the new mechanisms and during the first year of a new trainees commencing employment. As part of such a program the Melbourne City Council may consider the inclusion of a coaching program.

Development of an Indigenous Unit

Aim for the Indigenous Unit

The aim of the Indigenous division at the Melbourne City Council is to drive the Indigenous developments. This will entail driving the new mechanisms, both from a management perspective and through a conscious effort that empowers Indigenous and non-Indigenous staff to manage well researched pilot and best-practice programs, services and support mechanisms to the community.

Issues and Rationale

*Recognise the power that comes as part of the heritage of the 'dominant culture'.
People from the 'dominant culture' hold the power and if we are going to
dismantle racism and work towards Reconciliation in this country it will demand a
shift in power.*

Lisa Thorpe & Chris Twining 'Without Prejudice.' Reconciliation Discussion
Paper. 2002.

The Indigenous division will provide the Indigenous community with a focus of identity within the Melbourne City Council and a demonstrated commitment to Indigenous developments. It also will allow for further cultural and knowledge growth throughout the structures of Council. It also provides a strong sense of identity to the Melbourne City Council and its service recipients by giving Council a balanced service structure to the whole community in a diverse and culturally appropriate manner and in the pursuit of Council's triple bottom line targets.

Findings

The key ingredient for the successful of a new Indigenous division and therefore sustainable programs, is the importance and high profile afforded to the senior position as discussed in the above leadership and governance section.

It is vital that Melbourne City Council considers the creation of a significant senior position at the Executive Manager's level and to further strengthen this position through the establishment of an Indigenous unit.

Rob Adams, the Director - City Projects, Arts & Culture cited an example of council's success in enhancing Council's performance with regard to sustainability. The allocation of sufficient funding and staff led to the successful establishment of an environmental, sustainable development unit and associated programs at the Melbourne City Council. The unit originally consisted of four staff.

Council should retain the current arrangements and levels of Indigenous advisory committees to support the new senior position and the establishment of the division until their roles have been review as per recommendation no 4.

One of the primary roles for the head of the division will be to manage the interface relationships required for effective support and further development of Indigenous issues within Council. To gather internal management and councillor support to optimise the chance for sustainable, long-term success.

Summary of Recommendations from “New Indigenous Mechanisms at the City of Melbourne” and Management Response

	Year 1	2003	Year 2	2004	Year 3	2005	Year 4	2006	Year 5	2007	Management
	Activities	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Response
B. Indigenous Unit	1. Activity Establish Indigenous Division through appointment of position of Executive Manager - Indigenous Policy and Developments	Executive Manager appointed	Consolidate unit. Review newly established position and roles & responsibilities	Review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 2 nd review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 3 rd review conducted	Consolidate unit. Review position and roles & responsibilities	Recommendations addressed. 4 th review conducted	An alternative approach to the development of an Employment Strategy has been proposed.
	2. Activity Executive Manager to develop and appoint other key Indigenous positions	50% of positions appointed	Ongoing	100% of positions appointed	Ongoing		Ongoing		Ongoing		The appointment of a senior officer position is proposed.
	4. Activity (In case MCC appoints at less than Executive Manager level, develop R&R for paid P/T mentor, external adviser position) Develop 1 year trial contract for mentor, external adviser position		Review R&R and contractual arrangements Extend reviewed contract or develop alternative options		Contract arrangements for this position are continued and / or become part of Liability Advisory Committee. The		Ongoing		Ongoing		A mentoring program will be implemented as a part of the Indigenous Employment Strategy.
	5. Activity Research effectiveness (interstate) and model for MCC for an identified councillor position		Develop profile and portfolios. Develop communication and application plan for prospective Indigenous councillors.		Ongoing		Ongoing		Ongoing		The Senior Officer could undertake this research if supported by the Aboriginal Consultative Group.
D. Other Issues Communication Strategy (CS)	6. Activity Engage consultant (internal or external) for CS development (internal and external focus). Commence CS rollout		CS rollout - Stage I & link to new Indigenous position of Relationships and Communication	Determined by evaluation of CS	Strategy rollout - Stage II	Evaluation of CS	Ongoing if required	Evaluation of CS	Ongoing	Evaluation of CS	This will take place as a part of the implementation of the proposed Employment Strategy.

Summary of Recommendations from “New Indigenous Mechanisms at the City of Melbourne” and Management Response

	Year 1	2003	Year 2	2004	Year 3	2005	Year 4	2006	Year 5	2007	Management Response
	Activities	Targets	Activity	Targets	Activity	Targets	Activity	Targets	Activity	Targets	
C. Employment Strategy	1. Activity Develop position description for Program Manager, Indigenous Employment & Training	PD developed by 01/03									This would be undertaken in the recruitment process.
	2. Activity Appoint above Program Manager position	Position recruited by 03/03									
	3. Activity Program Manager refines MCC employment strategy and feasible 5-year strategy and reviews draft targets. Determine training options / provider and recruitment and promotion support requirements Commence implementation	05/03 05/03 07/03	3. Activity Program Manager conducts review of strategy, training provision and targets	Maintain quality recruitment, training and support program	3. Activity Program Manager conducts review of strategy, training provision and targets		3. Activity Program Manager conducts review of strategy, training provision and targets		3. Activity Program Manager conducts review of strategy, training provision and targets		This will take place as a part of the implementation of the proposed Employment Strategy.
	4. Activity Review and refine draft set target for (1) traineeship program and (2) generalist employment / graduates	06/03	4. Activity Program Manager to identify trainees pathways to alternative employment		4. Activity Program Manager to support trainees that aren't retained		4. Activity Program Manager to support trainees that aren't retained		4. Activity Program Manager to support trainees that aren't retained		This will take place as a part of the implementation of the proposed Employment Strategy.
	5. Activity Recruit first employees: (1) Trainees (2) Generalist / graduates	3 staff 0 staff	5. Activity Recruit (1) Trainees (2) Generalist / graduates	6 staff 2 staff	5. Activity Recruit (1) Trainees (2) Generalist / graduates	6 staff 2 staff	5. Activity Recruit employees: Trainees Graduates	6 person 2 person	5. Activity Recruit employees: Trainees Graduates	6 person 2 person (Total trainees / graduates Y 1-5: 35)	This will take place as a part of the implementation of the proposed Employment Strategy.
New Initiates (Year 2 to 5)			6. Activity Retain above trainees	3 positions	Retain above trainees	4 positions	Retain above trainees	4 positions	Retain above trainees	4 positions (Total retained positions Y 1- 5: 15)	This would be evaluated as part of the implementation of the Indigenous Employment Strategy.

Acknowledgment Wording

(Approved at Council Committee Meeting, 9th May, 2000)

Words that will be used by the Lord Mayor, Councillors and City of Melbourne staff to open statutory meetings and other appropriate occasions.

“ Welcome to the City of Melbourne. We respectfully acknowledge that we are meeting on the traditional land of the Kulin Nation. This special place is now known by its European name of Melbourne. Today, Melbourne is one of the great multicultural cities of the world, a significant meeting place. For the Boonerwung, Woiworung, Taungurong, Djajawurrung and the Wathaurung which make up the Kulin Nation, Melbourne has always been an important meeting place and location for events of social, educational, sporting and cultural significance.

Pronunciation

Boonerwung	pronounced	<i>Boon – wer - rung</i>
Woiworung	pronounced	<i>Woi – wer - rung</i>
Taungurong	pronounced	<i>Ton – ger - rong</i>
Djajawurrung	pronounced	<i>Ja – ja – wer - rung</i>
Wathaurung	pronounced	<i>Wather - rung</i>

FINANCE ATTACHMENT

**REPORT ON THE PROGRESS OF RECONCILIATION AND INDIGENOUS
INTERESTS AT THE CITY OF MELBOURNE**

The financial implications are detailed in the report.

Funding requirements will be subject to Council's 2003/04 process.

Joe Groher
Manager Financial Services

LEGAL ATTACHMENT

REPORT ON THE PROGRESS OF RECONCILIATION AND INDIGENOUS INTERESTS AT THE CITY OF MELBOURNE

Division 3 of the *Native Title Act* (Cth) 1993 ('Act') establishes an ability for any party to voluntarily negotiate and enter into an Indigenous Land Use Agreement.

Indigenous Land Use Agreements are of various kinds as described in the Act and can cover various issues detailed in the Act including any aspect of native title rights and interests in an area.

The Act lays down requirements as to what can be contained in such agreement and who can and, in some cases, must be a party to it.

Legal advice will be provided as necessary in regards to the matters in the Calender of Events and the proposed partnership with Reconciliation Victoria Inc.

Alison Lyon
Manager Governance Services