

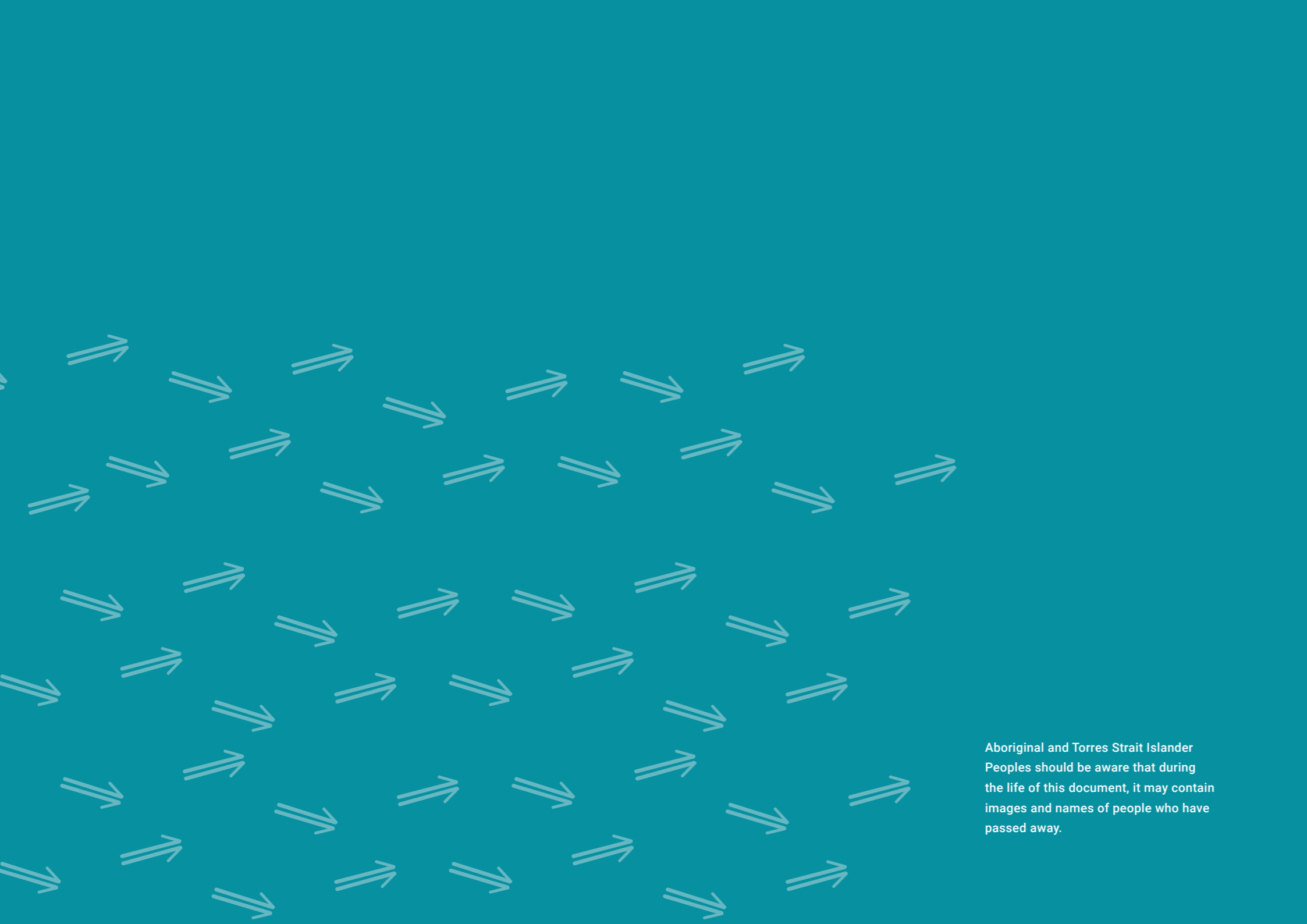


# Innovate Reconciliation Action Plan

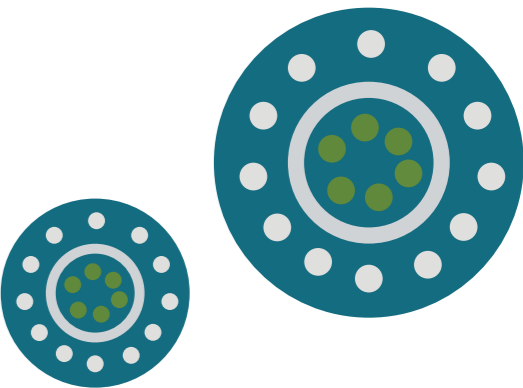
June 2022 - June 2024

DRAFT





Aboriginal and Torres Strait Islander Peoples should be aware that during the life of this document, it may contain images and names of people who have passed away.



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## Acknowledgement of Country

AlburyCity acknowledges the Wiradjuri people as the Traditional Custodians of the land in which we live and work and we pay our respects to Elders past, present and future for they hold the memories, culture, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community.

**Right: Artist/s** Peter Ingram. **Title** Guguburra's.  
**Project** Yindyamarra Sculpture Walk.  
**Photographer** Jeremy Weirauch.



## The Artwork

This artwork represents our paths intertwining and moving forward as “one” community in Albury. “Mudyigang Ganhiimali” is the name of the artwork and it means “Elder Leading”. This artwork is named this because, in order to move forward as “one” whole community we must seek the knowledge and guidance from our Elders to lead us all in the same direction of “togetherness, unity an reconciliation. The mountains not only depict the mountains surrounding the Albury area, it also is a representation of our local Elders here, who push us all together as a united community. In the centre of this artwork you will see a gathering of community members. The Kangaroo tracks represent the notion of only successfully moving forward in life as one whole community (Kangaroo’s cannot jump backwards).



## The Artist

My name is Teisha Maksymow-McGuinness and I am a proud Wiradjuri/ Yuin Nation Women from Albury. I am very proud to have been chosen as AlburyCity’s RAP artist to sharing my ideas and contemporary artworks with community. I have created an art piece that reflects our communities continued connection to one another. I wanted to showcase a piece that shows our communities continued progression of reconciliation by blending our Aboriginal ‘old ways’ with today’s society in a joint effort from Aboriginal and Non-Aboriginal and Torres Strait Islander communities. To show how our community entrusts and seeks advice from our local Elders in a continued effort for reconciliation and moving forward together as one whole community without division. I am very humbled to be a part of this project moving forward in reconciliation with our wider community. It is about moving forward together in a safe and accepting space.



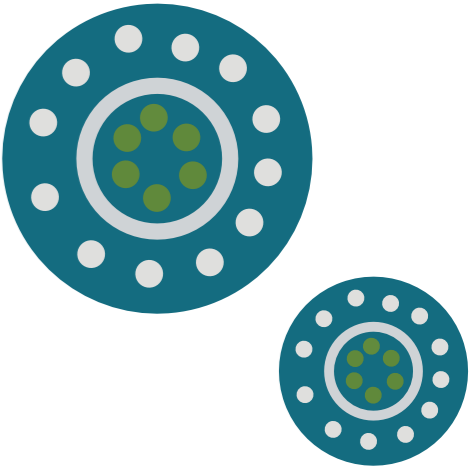
# Our Vision for Reconciliation

## AlburyCity’s vision for Reconciliation

**A community that walks together, working in partnership toward a proud and thriving future where Aboriginal and Torres Strait Islander peoples are empowered through recognition, opportunity and self-determination.**

**We are one community where respect and awareness of Aboriginal and Torres Strait Islander history and culture is at the forefront of all that we do.**

AlburyCity’s reconciliation vision statement recognises and respects Aboriginal and Torres Strait Islander peoples and values their diversity. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the country on which we live and operate, now called Australia. We acknowledge the special relationship and connection that Aboriginal and Torres Strait Islander peoples have with lands, places and cultures. The vision for reconciliation is our commitment to creating mutual relationships and sustainable opportunities for Aboriginal and Torres Strait Islander peoples.



*From left to right: Mark Dodd, Rebecca Bates, Nerida Lindholm, Keaton Johnson, Khesan Kilby, Nerilee Kerslake, Allister Brockley (front centre)*

# Joint message from Mayor and CEO

We are pleased to be able to present AlburyCity's Reconciliation Action Plan (RAP) for 2022-2024. This is the Council's first RAP and it reaffirms AlburyCity's commitment to reconciliation with Aboriginal and Torres Strait Islander people of our City and region.

AlburyCity already has a long and proud history of strong relationships, engagement and initiatives with Aboriginal and Torres Strait Islander people in our community, and this RAP will be yet another step forward for our City in progressing meaningful reconciliation with First Nations people.

Our City is defined by the relationships formed in our community and we can only thrive when all members of our community feel welcomed, acknowledged and supported. This RAP is AlburyCity's formal commitment to reconciliation with the Aboriginal and Torres Strait Islander community. It is both a practical and a symbolic measure to advance real change

through a suitably place-based, localised and culturally centred action plan.

To truly reconcile as a City, we must acknowledge and address the historical and current injustices of the Aboriginal and Torres Strait Islander community. Our City's history with Aboriginal and Torres Strait Islander people is complicated, but we do not need to be defined by this history, we can change this through positive and transformational action, with a clear focus on respect, relationships and opportunities, as articulated in this RAP.

Albury has the fortune of being a hub for Aboriginal and Torres Strait Islander culture and people, both for the Traditional Owners; the Wiradjuri People, as well as for all Aboriginal and Torres Strait Islander people that call Albury their home. By reconciling our community, we can ensure the health, wellbeing, success and cohesion of Albury is shared with everyone.

We thank all our Councillors, employees, community and in particular the Aboriginal and Torres Strait Islander people of our local community for their participation and commitment to this important plan. Their participation has ensured it truly reflects a localised and place-based commitment to reconciliation built on the voices of Aboriginal and Torres Strait Islander Albury community members

We are proud as leaders of our great City, to take the next step towards a stronger community through this RAP, acknowledging the past, but providing real and practical actions to celebrate and showcase our strong and unique Aboriginal and Torres Strait Islander culture as well as empower Aboriginal and Torres Strait Islander people. We are excited to formally start our reconciliation journey and look forward to seeing the beneficial outcomes of this RAP and the positive change it promises for our entire community.



Kylie King, Mayor



Frank Zaknich, CEO

**Right: Artist/s** Leonie McIntosh. **Title** Wiradjuri Woman. **Project** Yindyamarra Sculpture Walk. **Photographer** Jeremy Weirauch.





# Message from CEO of Reconciliation Australia

Reconciliation Australia commends Albury City Council on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Albury City Council to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Albury City Council will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program’s framework of

relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Albury City Council is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Albury City Council’s readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

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



*Karen Mundine, Chief Executive Officer  
Reconciliation Australia*

**Left:** Artist/s Michael Quinn. **Title** Family Gathering. **Project** Yindyamarra Sculpture Walk. **Photographer** Jeremy Weirauch.

# Message from Aboriginal Community Development Officer

AlburyCity is excited to join the cohort of other NSW Councils and organisations who have committed to embracing positive and meaningful change through the development and implementation of a Reconciliation Action Plan (RAP).

Albury is proud to be the home of many different Aboriginal and Torres Strait Islander people from the Traditional Custodians of the land and waters - the Wiradjuri Nation and other Aboriginal and Torres Strait Islander Nations and their people that have settled in Albury.

Despite this being AlburyCity's first RAP, we are delighted that Reconciliation Australia has recognised the significant work the Council has already done with the local Aboriginal and Torres Strait Islander community and recommended that we undertake an Innovate RAP to reflect where we currently are on our Reconciliation journey.

The development of our RAP have been driven by the same sense of commitment to our Aboriginal and

Torres Strait Islander community with strong and broad-based representation in our RAP working group. We have also sought to ensure that the RAP is driven through the voices of the Albury Aboriginal and Torres Strait Islander community by conducting extensive community consultations with key Aboriginal and Torres Strait Islander stakeholders and groups.

This is a strategic document involving all departments within AlburyCity. Implementing a RAP across such a large and diverse organisation presents challenges but AlburyCity have been inundated with support from across the organisation to commit and embed initiatives into our organisational practice.

I am proud that AlburyCity's commitment to reconciliation can take the next step forward through the implementation of this formal plan. Supporting our work to strengthen our relationships, respect and opportunities with all members of the City's Aboriginal and Torres Strait Islander community.



Mark Dodd  
Aboriginal Community Development Officer



Khesan Kilby  
Aboriginal Community Development Trainee

Right: Harmony Day, 2008. Dancer: Benji.



# Our Services

## Who we are?

### AlburyCity Overview

AlburyCity works with the Albury community and facilitates a thriving, resilient and liveable city that is full of opportunities. We consistently deliver best-in-class leadership, services, facilities and experiences to ensure Albury is a great place to live, work and invest, today and into the future.

Our Council has developed a good foundation for a RAP through the development of an Aboriginal and Torres Strait Islander Protocols document and a draft Aboriginal Employment Strategy.

AlburyCity has developed a clear and overarching 'Commitment to the Aboriginal and Torres Strait Islander community of Albury' with key principles and goals including:

### Principles

- The right of all Aboriginal and Torres Strait Islander people to empowerment and self-determination<sup>1</sup>;
- The promotion of local Aboriginal and Torres Strait Islander cultural heritage in a way that is significant and respected and desired by the Aboriginal and Torres Strait Islander people;
- The protection of traditional and contemporary sites and artefacts;
- Recognition and support for the Aboriginal Advisory Committee in its role of adviser to AlburyCity Councillors and our people on programs and activities, related to Aboriginal and Torres Strait Islander people and cultures; and
- Recognition of Aboriginal and Torres Strait Islander Elders and workers as key facilitators of consultation with the Aboriginal and Torres Strait Islander community, leading to positive ongoing relationships that enhance the capacity of AlburyCity, Aboriginal and Torres Strait Islander people and the community, to work together towards a better future.

### Goals

- To work towards an ongoing employment strategy and the development and adoption of policies and procedures for all of our people to respect cultural differences;
- To support activities that work towards the process of reconciliation and enhance opportunities for Aboriginal and Torres Strait Islander Australians;
- To work in partnership with Aboriginal and Torres Strait Islander and Non- Aboriginal and Torres Strait Islander community in joint projects such as Wonga Wetlands Wiradjuri Interpretative Camp and Mungabareena Aboriginal Place; and
- To Identify in consultation with Aboriginal and Torres Strait Islander community, cultural sites and artefacts related to traditional and contemporary Aboriginal and Torres Strait Islander Culture.

<sup>1</sup> Self-determination is an 'on going process of choice' to ensure that Aboriginal and Torres Strait Islander communities are able to meet their social, cultural and economic needs and that these are led by Aboriginal and Torres Strait Islander voices.

### Council Insights

The below information provides additional insights in relation to our Council.

### Our Employees

- Total number of AlburyCity employees that will be influenced by the RAP – 586.
- There is no comprehensive view on the numbers of Aboriginal and Torres Strait Islander employees at ACC, however at least 6 employees took a NAIDOC day in 2020 as Cultural leave.

### Our Geographic Reach

AlburyCity has a regional reach and is located in the Riverina region of New South Wales. The region's Traditional Owners are the Wiradjuri. Albury was a resettlement area in the 1970's which resulted in many Aboriginal and Torres Strait Islander people, particularly from Western NSW, relocating to the region. Around 2.6% of the 90,000 people living in the region identify as Aboriginal and/or Torres Strait Islander people.

## Our Sphere of Influence



AlburyCity is the key point of contact for all local community services.



Employs an Aboriginal Community Development Officer to oversee and support the activities of the local A&TSI community.



Regular engagement with local community working parties.



Council have actively taken steps towards bringing awareness and support to the needs and aspirations of the local A&TSI community.



Well positioned to interact with other key stakeholders in diverse industries - education, youth, hospitality, employment, health etc.

# Aboriginal and Torres Strait Islander Community

**Albury and its region's Traditional Owners are the Wiradjuri people. They are the largest Aboriginal Traditional Owner group in NSW and their nation covers the 'land of the three rivers', with plains running north and south to the west of the Blue Mountains.**

The Albury area was known as Bungambrawatha, or 'Homeland', by the Wiradjuri people. In 1824, Wiradjuri warriors, led by Windradyne, fought a war against the British in the Bathurst district, ending in an extermination campaign that massacred Aboriginal and Torres Strait Islander men, Women and children, in particular the Faithfull Massacre and the Dora Dora Massacre.

Robert Brown was the first European settler in Albury and constructed the first colonial dwelling around 1836. He operated a store servicing all the European travellers in the area until his departure from Albury in 1845. His relationship with the local Aboriginal and Torres Strait Islander people is unclear, however he had a local Wiradjuri man called 'Jemmy' under servitude to him, with a 'breastplate' for Jemmy located at the University of Melbourne<sup>2</sup> indicative of this relationship.

Despite this unclear and potentially problematic history of Albury's European founder with the local Aboriginal and Torres Strait Islander people, the main meeting room at AlburyCity, the 'Robert Brown Room', is the preferred space for community gatherings. It is seen by both Aboriginal and Torres Strait Islander and Non- Aboriginal and Torres Strait Islander community members, as neutral and safe ground. It is in this

spirit of reconciliation and partnership between the Aboriginal and Torres Strait Islander and Non-Aboriginal and Torres Strait Islander communities of Albury that our RAP development workshops were held in this room.

In 1838, the Assistant Surveyor General decided that 'Albury' sounded more familiar to the British settlers' ears and formalised the name change.

With the rise of British settlement in the area, Aboriginal and Torres Strait Islander people left and were driven away from the area and by the 1860s there were few Aboriginal and Torres Strait Islander families living in Albury. Tangambalanga, near Wodonga, became a significant Aboriginal Reserve for the area from 1862.

In 1906, John Mitchell a settler at Mungabareena, began the process of compiling the first Wiradjuri language dictionary.

Albury was chosen as part of the *Families Resettlement Scheme* in 1972 that created new mainstream communities for Aboriginal and Torres Strait Islander people from around Australia, particularly Western NSW. Due to its cross-border connections, its location as a key regional capital and the economic

opportunities available, it provided a pathway for improved economic and wellbeing outcomes for Aboriginal and Torres Strait Islander people. This migration of Aboriginal and Torres Strait Islander communities has resulted in the Aboriginal and Torres Strait Islander population of Albury to be a 'mixed mob' with a diverse and rich Aboriginal and Torres Strait Islander culture (Albury City- Wiradjuri talkback, 2020).

In 1979 and 1980, mandatory archaeological surveys were conducted in the area and uncovered 27 Wiradjuri campsites and 29 scarred trees identified around Thurgoona Park and North Albury. This discovery once again reinforced the deep and significant connection the Wiradjuri people have had to the Country in the area.

Albury has a strong Aboriginal and Torres Strait Islander community, with around 1,384 (2.8%) of the people in the Albury region identifying as Aboriginal and Torres Strait Islander.<sup>3</sup> These community members are further supported by a wide range of Aboriginal run and managed organisations including the Albury and District Local Aboriginal Land Council, Albury Wodonga Aboriginal Health Service, Mungabareena Aboriginal Corporation, Woomera Aboriginal Corporation and the Koori Kindermanna Preschool.

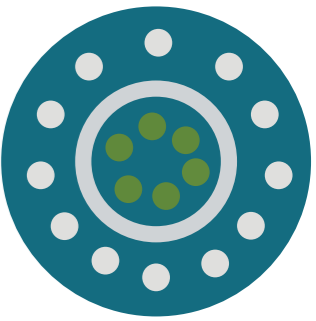
<sup>3</sup> Australian Bureau of Statistics, 2016

The Albury region has long been an important meeting place and hub for lots of different Aboriginal and Torres Strait Islander clans. The Wiradjuri people were frequently joined by many other hunting groups who would travel hundreds of kilometres to gather near the river. Today, meeting at Albury remains an important tradition and serves to reinforce Albury as an important hub for Aboriginal and Torres Strait Islander people and cultures.

AlburyCity will continue constructive joint conversations with the local Aboriginal and Torres Strait Islander community on planning and implementation of initiatives and projects. Such as, the Wonga Wetlands Visitor Education and Experience Centre Project, the Wagirra Trail, the Yindyamarra Sculpture Walk and the management of the Mungabareena Aboriginal Reserve. AlburyCity also supports significant Aboriginal and Torres Strait Islander dates, such as, NAIDOC Week Celebrations, Reconciliation Week Celebrations and Sorry Day. To help with the growing administrative demands to meet project desired outcomes that help benefit the health and wellbeing of the local Aboriginal and Torres Strait Islander people, AlburyCity has employed a Trainee Aboriginal Community Development Officer.



Auntie Mavis Hampton



## AlburyCity - Case Studies

### The Wagirra Team

**AlburyCity is committed to offering ongoing employment and education opportunities to our Aboriginal and Torres Strait Islander community through a dedicated Wagirra Team. The Wagirra Team is a unique long-term initiative between AlburyCity and the local Albury and Wodonga Aboriginal and Torres Strait Islander community. The Wagirra Trail delivered by the Wagirra Team reconnected the community to Aboriginal and Torres Strait Islander culture and heritage, which also provided sustainable and meaningful employment opportunities for local Aboriginal and Torres Strait Islander people.**



Wagirra Trail Map

*From left to right: Uncle Noel Stewart, Toby Ardler, Keanau Wighton, Richard Sievers, Uncle Clarke Murray, Shane Charles, Uncle Tunny Murray*



### The Project

The project connects the Albury community, local Aboriginal and Torres Strait Islander groups and visitors to the region both physically and metaphorically with the Murray River and its surrounds. At the heart of the project is the construction of more than 70 kilometres of shared use path to ultimately connect Wonga Wetlands to the Hume Weir along the Murray River built by an Aboriginal and Torres Strait Islander crew. The Aboriginal and Torres Strait Islander crew have been responsible for the creation and construction of a number of different projects. These projects include the Wagirra Trail (approximately 30kms), Waterview Road Canoe Launch, Boat Ramps at various locations, major works to the Murray River banks at Noreiul Park and Kremur Street, Wiradjuri Campsite restoration, carp exclusion program at Norms Lagoon and Bird Hide and Nest box installation programs.

### Objectives

The Wagirra team was formed with the following objectives:

- Acceptance and understanding of Aboriginal and Torres Strait Islander people and culture by the wider Albury community as Traditional Owners and valuing their history, art and culture as an asset to the region
- Strengthening of identity and connection for Aboriginal and Torres Strait Islander employees through the relationship and knowledge of the land, river and heritage.
- Implementation of a key action from the Albury 2030 Community Strategic Plan – an enhanced river vista attracting tourism and promoting healthy lifestyles.
- Reinforcement of AlburyCity’s 2005 Aboriginal Reconciliation Statement and implementation of the policies and values of the Draft Aboriginal Employment Strategy.

### Benefits

The creation and continuation of the team allowed for the following benefits:

- Employment of trainees for a 3-year period;
- Nationally accredited training with trainees completing either Certificate III courses or above;
- Aboriginal and Torres Strait Islander community recognised for constructing key community infrastructure;
- Shift in attitude towards the Aboriginal and Torres Strait Islander community;
- Changed Aboriginal and Torres Strait Islander community attitudes towards Albury City Council, the Murray River, key Council infrastructure and employment;
- Great value for grant funding received, prior to becoming fully funded by Council and;
- Developing young Aboriginal and Torres Strait Islander people who can be leaders and mentors in their community.

### Impact

The Wagirra Team was established in 2010. The team’s structure has changed considerably since it began but it has maintained six full time employees. These positions are now fully funded by AlburyCity and are not grant funded positions. In the past, the Wagirra Team has sourced, and utilised various other funding methods including works for Crown Lands and Murray Local Land Services and Grants through the NSW Heritage Grants program, 20 Million Trees, Local Government NSW and the Office of Environment and Heritage.

The Wagirra Trail Project was a successful model of training and employment for Aboriginal and Torres Strait Islander people that can be replicated. Eight of the 12 Aboriginal and Torres Strait Islander Wagirra Trainees that have completed training in the project have gone onto further employment.

Project Participants	Employment type after leaving Wagirra	Training received through Wagirra Project
3	Mining	Earthmoving/Medium Rigid certificate
1	Concrete	Civil construction traineeship
1	Landscaping	Conservation & Land management traineeship
1	Construction (Dubai)	Conservation & Land management traineeship
1	Caravan Park Manager	Conservation & Land management traineeship
1	Bus Driver	Medium Rigid certificate

Table 1 Wagirra trainee participants training and employment table



# AlburyCity - Case Studies

## Yindyamarra Sculpture Walk

The Yindyamarra Sculpture Walk is an important element of the Wagirra Trail Project, providing important artistic work produced by local Aboriginal and Torres Strait Islander artists. The artwork brings Aboriginal and Torres Strait Islander culture to life and ensures that the world’s oldest living culture is available for all residents and visitors to enjoy.

“Yindyamarra  
Yindyamarra is a word from the Wiradjuri language meaning honour, be gentle, be polite and do slowly.”



**Left:** Artist/s Daniel Clegg, Robyn Heckenberg, John Murray, Aunty Edna Stewart, Aunty Muriel Williams. **Title** Teaming Life of Milawa Billa. **Project** Yindyamarra Sculpture Walk. **Photographer** Jeremy Weirauch.  
**Right:** Artist/s Ruth Davys. **Title** Bogong Moth Migration. **Project** Yindyamarra Sculpture Walk. **Photographer** Jeremy Weirauch.

The Project

The project enables the Albury community, local Aboriginal and Torres Strait Islander groups and visitors to the trail to engage further with Aboriginal and Torres Strait Islander culture. Fifteen emerging and established Aboriginal and Torres Strait Islander artists have installed sculptures that will be a permanent feature of the Wagirra Trail.

Following the Murray River, the Yindyamarra Sculpture Walk stretches from the Kremur Street boat ramp (off Padman Drive in West Albury) to Horseshoe Lagoon (accessed via the Riverina Highway).

Right: Yindyamarra Sculpture Walk map.



Featured Artwork

The featured artwork on the trail brings to life important elements of traditional Aboriginal and Torres Strait Islander culture from their totems, local environment, ways of life and important events.

Name of Artwork	Artist	Meaning of the Artwork
Reconciliation Shield	Tamara Murray	Reconciliation Shield represents bringing everyone together – to work together, walk together and live together; to make everything better, especially for the next generation.
Creature Seats	Goanna: Liam Campbell. Turtle: Sara Jackson Edwards. Snake: Raymond Jackson Edwards. Climbing goanna: Jaidyon Hampton.	Created through the mentorship of the Aboriginal Men’s Shed and the local community, the students sculptured these creatures to create a space for telling stories and celebrating animal life.
Googar	Darren Wighton	‘Googar’ is the Wiradjuri word for goanna. It is a larger-than-life depiction of the traditional small wooden toy goannas that Wiradjuri children would learn with.
Wiradjuri Woman	Leonie McIntosh	Based on the Possum Skin Cloak design burnt onto her nan’s cloak that was worn for the opening ceremony of the Melbourne Commonwealth Games.
Vertical Message Sticks	Carmel Taylor	The message sticks are a celebration of Carmel’s knowledge and connection with the natural history of the Murray.
Bogong Moth Migration	Ruth Davys	The Bogong moth is a creation of important cultural significance for Aboriginal and Torres Strait Islander Australians.
Maya Fish Trap	Uncle Tunny Murray, Darren Wighton and Andom Rendell	An over-proportioned sculpture of a funnel fish trap that was commonly used by the Wiradjuri people.
Goanna	Kianna Edwards	Representation of one of the key totems for the Wiradjuri Nation
The Bigger Picture	Katrina Weston	The picture frame represents movement and change for Aboriginal and Torres Strait Islander people who are evolving to adapt to the ever-changing environment.
Leaving Our Mark	Wagirra Team members	The Team members stories of their work on the Trail and their connection to country.
Teaming life of Milawa Billa	Yindyamarra Sculpture Walk Steering Committee – Daniel Clegg, Robyn Heckenberg, John Murray, Aunty Edna Stewart, and Aunty Muriel Williams	Brings together key elements of the natural environment of the Murray River. It tells the story of the health of the river.
Guguburra’s	Peter Ingram	This sculpture is an acknowledgement to our King of birds –Guguburra. Guguburra shows us a wonderful way to live our lives – with joy, balance and patience. The inspiration of the artwork was gifted as part of a story to the artist by a friend who has the Guguburra’s as their totem spirit.
Celebrate Together	Tamara Murray	Sends a strong message to all that All visitors stand, walk and dance on Wiradjuri country. This message is embedded with future generations to hold on to, and celebrate, Wiradjuri culture, as Ancestors have done and are still doing today.
Family Gathering	Michael Quinn	This sculpture represents the importance of the family group, staying together and staying connected to the land.



# AlburyCity - Case Studies

## Banjora Children's Centre

The Banjora Children's Centre is a not-for-profit 50-place early childhood service managed by AlburyCity. It provides care for children from six weeks of age through to five years. Though not a dedicated Aboriginal and Torres Strait Islander early childhood service, it has sought to instil local Aboriginal and Torres Strait Islander culture into the environment and everyday practices of the children and the team members.

### About Banjora Children's Centre

Banjora Children's Centre has been working progressively to integrate local Aboriginal and Torres Strait Islander culture into their program. Beginning with the incorporation of Aboriginal and Torres Strait Islander books and puzzles to provide a way for children to interact with Aboriginal and Torres Strait Islander culture. This has since extended to more Aboriginal and Torres Strait Islander toys and the presence of furnishings with Aboriginal and Torres Strait Islander designs. This combined with the display of Aboriginal and Torres Strait Island flags creates an environment reflective of and embracing Aboriginal and Torres Strait Islander culture.

Our people underwent cultural competency training through the Koori Curriculum to support their confidence and capacity.

Though predominately caring for Non- Aboriginal and Torres Strait Islander children, Banjora has ensured that local culture and awareness remains at the forefront when working with children and families.

The Centre has worked hard to develop suitable Acknowledgements of Country, with different levels of difficulty for each age group. Our people use these Acknowledgements of Country to openly discuss and explain Wiradjuri culture to the children and how to care for land and show respect.

Left: Banjora Children's Centre.

### The Banjora Children's Centre's Philosophy

The Centre's commitment to inclusion and celebration of Aboriginal and Torres Strait Islander culture and people is reinforced in their values as articulated below.

- Collaboration
- Play-based learning
- Children are capable
- Cultural awareness
- Sustainability



Aunty Muriel Williams & Aunty Edna Stewart

## Engagement with the Albury Aboriginal and Torres Strait Islander community

The centre has undertaken two key activities to strengthen their connection and engagement with the local Aboriginal and Torres Strait Islander community and Wiradjuri culture. These are the development of their own RAP and local Elder visits to teach culture, language and stories to the students.

Banjora has begun the process of developing their RAP, to formalise their commitment to reconciliation with the local Aboriginal and Torres Strait Islander community. They have been working closely with significant members of the Albury Aboriginal and Torres Strait Islander community including the Albury and District Local Aboriginal Land Council.

Local Elders, Aunty Edna and Aunty Muriel have been invited to come to the Centre and regularly share their Wiradjuri culture with children and teach language. This has provided a unique and important opportunity for Non-Aboriginal and Torres Strait Islander children, who would ordinarily not have this connection with the Aboriginal and Torres Strait Islander community to hear and learn from Elders.



To build on this foundation and formalise our commitment to reconciliation, we now seek to implement an actionable, clear and meaningful Reconciliation Action Plan (RAP).

Further, Albury and the surrounding region is experiencing significant investment through the Albury Wodonga Regional Deal which presents an exciting opportunity for transformational community initiatives. The commitment to a RAP will enable the Council to engage deeply with the Aboriginal and Torres Strait Islander community and create a long term mechanism for their involvement in local decision making. This will ultimately serve to strengthen self-determination for the Aboriginal and Torres Strait Islander community and improve reconciliation outcomes for Albury.

Left Top: Indigenous Circus, 2016.  
Left Bottom: Fruit Fly Circus.



# Our Reconciliation Action Plan

## RAP Development

### Why is AlburyCity creating a RAP?

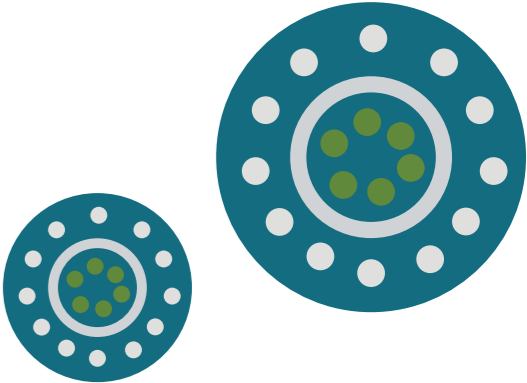
AlburyCity is uniquely placed to enable significant change and benefits for the local Aboriginal and Torres Strait Islander community. Complementing AlburyCity's Innovate RAP is the recently developed Aboriginal Community Strategic Plan which captures key strategic initiatives for the Albury Wodonga Regional Deal (AWRD). Both Plans provide key foundational pieces for furthering reconciliation in the region. This AWRD will help direct significant Government funding and initiatives toward Aboriginal and Torres Strait Islander focused areas.

Building on AlburyCity's existing reconciliation commitments will enable greater engagement with the Aboriginal and Torres Strait Islander community and focus on initiatives and actions that celebrate and respect the strengths of the Aboriginal and Torres Strait Islander community and support reconciliation. This will lead to better outcomes across health, wellbeing, education, culture and economic participation for Aboriginal and Torres Strait Islander people. It will also provide the opportunity to build stronger and valued relationships based on mutual respect for the benefit of everyone in the community.

### The RAP Development Process

To ensure that AlburyCity's Innovate RAP is place based, inclusive and builds upon the voices of the local Aboriginal and Torres Strait Islander community as well as being genuinely embraced by Council, the following process was followed during the development phase:

- To ensure the Elected Arm of Council were provided an opportunity to discuss the development phase, an information session was held with the Mayor and a number of Councillors, prior to broader consultation.
- Ensuring the Aboriginal and Torres Strait Islander community is part of the RAP co-design process to enable the RAP to reflect the community's strengths and aspirations and also ensure that the RAP resonates strongly to maximise the potential impact for Aboriginal and Torres Strait Islander people in Albury.
- Holding broader consultations with the Aboriginal and Torres Strait Islander community, including the Albury Wodonga Community Working Party and members of the external RAP Advisory Group.
- Participating in a comprehensive RAP Accelerator Workshops with relevant AlburyCity stakeholders and the RAP Working Group to ensure a collective vision for reconciliation is designed and a clear framework for the RAP is formulated.
- Displaying the RAP for public comment/feedback to ensure it meets the expectations of the community.



*Left. Artist/s Katrina Weston.  
Title The Bigger Picture. Project  
Yindyamarra Sculpture Walk.  
Photographer Jeremy Weirauch.*

# Our RAP Working Group

## The Working Group

The RAP Working Group is internal to AlburyCity and their primary role is to lead with the drafting and implementation of the final RAP. They are each committed to attending quarterly meetings to progress the drafting and implementation of AlburyCity’s Innovate RAP.

## Aboriginal and Torres Strait Islander representation

The RAP Aboriginal Advisory Group proudly consists of six members that identify as Aboriginal and Torres Strait Islander people. The RAP Working Group proudly consists of three members that identify as Aboriginal and Torres Strait Islander people.

## Internal RAP champions

Our RAP champions include the following:

- Our CEO - Frank Zaknich.
- Our community leads – Mark Dodd, Rebecca Bates & Simona Coad.



The external RAP Advisory Group

The RAP Advisory Group is external to AlburyCity. Their primary responsibility is to ensure that the RAP is informed by Aboriginal and Torres Strait Islander voices and embraced by the local community. This group will be regularly consulted throughout the RAP development process and through its implementation to ensure the Council's actions remain guided by important Aboriginal and Torres Strait Islander community voices.

Diann Tremain

Local Wiradjuri Elder

Has historical knowledge of past projects and initiatives in the Albury region.

Davina Jackson

Aboriginal Worker - YES Unlimited

Involved in local governance groups, committees and networks. Also possesses project management skills.

Catherine Coysh

Project Manager - Albury Wodonga Aboriginal Health Service

Part of the Youth sub-committee in Wodonga as well as the Albury Wodonga NAIDOC committee.

Tyrell Ingram

Chairperson - Albury and District Local Aboriginal Land Council

Involved in local governance groups, committees and networks. Also has education and youth insights.

Valda Murray

Family Support Officer – Mungabareena Aboriginal Corporation

Has deep community development skills along with insights on local family needs.

Sam Kirby

Community Solution Broker with Aboriginal Affairs VIC Northern Region

Insights into Aboriginal Affairs as well as the Native Title Act and land claim processes.

Right. Artist/s Tamara Murray. Title Celebrate Together Walk with us on Wiradjuri Country. Project Yindyamarra Sculpture Walk. Photographer Jeremy Weirauch.





Respect

This pillar focuses on strengthening the community’s understanding and respect towards Aboriginal and Torres Strait Islander culture, history and experiences. Without respect, it is not possible to foster a united and equitable community. Albury has a rich diversity of Aboriginal and Torres Strait Islander cultures and ensuring that each of these has a voice and an outlet for expression and truth-telling is important for social cohesion and healing.

Action	Ref	Innovate Deliverables	Responsibility	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Res-1	Conduct a review of cultural learning needs within our organisation.	Service Leader People & Culture	July 2022
	Res-2	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Service Leader People & Culture	August 2022
	Res-3	Promote ongoing cultural competency training by embedding this into AlburyCity’s training calendar.	Service Leader People & Culture	December 2022
	Res-4	Work with the Local Traditional Owners to establish a healing process in response to past mistreatment of First Nations’ people.	Service Leader Community & Place	June 2023
	Res-5	Develop, implement and communicate a cultural learning strategy for all team members.	Service Leader People & Culture	July 2023
	Res-6	Provide opportunities for RAP Working Group members, HR managers and other key leadership team members to participate in formal and structured cultural learning.	Service Leader People & Culture	September 2023



Action	Ref	Innovate Deliverables	Responsibility	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Res-7	Increase visibility of Aboriginal and Torres Strait Islander cultures within our local area, by supporting greater representation of Aboriginal and Torres Strait Islander voices and stories at the Write Around the Murray festival.	Service Leader Community & Place	September 2022 September 2023
	Res-8	Increase team members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Service Leader Community & Place	September 2022
	Res-9	Acknowledge cultural history by reviewing the naming of local assets.	Service Leader Assets, Sustainability & Environment	March 2023
	Res-10	Increase visibility of Aboriginal and Torres Strait Islander cultures within our local area, by investigating options for Acknowledgement of Country and Aboriginal and Torres Strait Islander artwork at the Albury Wodonga Airport.	Service Leader Business & Lifestyle	May 2023
	Res-11	Advocate for further cultural awareness in the school curriculum with the Aboriginal Education Consultative Group.	Service Leader Community & Place	March 2024
	Res-12	Increase visibility of Aboriginal and Torres Strait Islander cultures within our local area, by Implementing traditional Wiradjuri language names for streets and formal Acknowledgement of Country signs on highway entrance to AlburyCity with relevant service leaders, in consultation with local Wiradjuri people.	Service Leader Assets, Sustainability & Environment	March 2024



Action	Ref	Innovate Deliverables	Responsibility	Timeline
	Res-13	Library Museum to digitise the local Wiradjuri peoples' history, to help preserve and maintain their unique cultural identity for future generation to share with others and support future local keeping places for cultural artefacts.	Service Leader Community & Place	June 2024
	Res-14	Implement the City-wide Aboriginal Cultural Heritage Study management recommendations that inform land use planning including the identified training of relevant Council teams on Aboriginal heritage assessment and information management City Development.	Service Leader City Development	July 2024
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Res-15	Incorporate Aboriginal & Torres Strait Islander flags as part of all team member email signatures.	Service Leader Engagement	August 2022
	Res-16	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Service Leader Community & Place	June 2023 June 2024
	Res-17	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Service Leader Community & Place	June 2023 June 2024
	Res-18	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Service Leader Community & Place / Service Leader Engagement	June 2024
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Res-19	Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.	Service Leader People & Culture	June 2022
	Res-20	RAP Working Group to participate in an external NAIDOC Week event.	Aboriginal Community Development Officer	First week in July 2022 and 2023
	Res-21	Promote and encourage participation in external NAIDOC events to all team members.	CEO / Service Leader Engagement / Service Leader Community & Place	First week in July 2022 and 2023



## Relationships





## Relationships

This pillar focuses on building strong relationships between Aboriginal and Torres Strait Islander and Non-Aboriginal and Torres Strait Islander members of our community. This is essential to support the long-term success of our local community by paving the way for fostering meaningful relationships through a partnership approach for developing and delivering these initiatives and activities.

Actions	Ref	Innovate Deliverables	Responsibility	Timeline
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Rel-1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Service Leader Community & Place	July 2022
	Rel-2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Service Leader Community & Place	December 2022
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Rel-3	Host a National Reconciliation Week Celebration community flag raising event.	Service Leader Community & Place	May 2023 and 2024
	Rel-4	Circulate Reconciliation Australia's NRW resources and reconciliation materials to team members.	Service Leader Community & Place	May 2023 and 2024
	Rel-5	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	CEO & Executive Team	May - 3 June 2023 and 2024
	Rel-6	RAP Working Group members to participate in an external National Reconciliation Week event.	RAP Champion	May - June 2023 and 2024
	Rel-7	Organise at least one National Reconciliation Week event each year.	Service Leader Community & Place	May - June 2023 and 2024
	Rel-8	Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week Website.	Service Leader Community & Place	May 2023 and 2024



Actions	Ref	Innovate Deliverables	Responsibility	Timeline
<b>Promote reconciliation through our sphere of influence.</b>	Rel-9	Communicate our commitment to reconciliation publicly.	Service Leader Engagement	July 2022
	Rel-10	Implement strategies to engage our team members in reconciliation.	Service Leader Community & Place / Service Leader Engagement	August 2022
	Rel-11	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Albury City Council	August 2022
	Rel-12	Collaborate with RAP networks and other like-minded organisations to develop ways to advance reconciliation.	Service Leader Community & Place	August 2022
	Rel-13	Encourage major local suppliers and partners to also create a RAP.	Service Leader Strategy & Service Leader Performance	January 2023
<b>Promote positive race relations through anti-discrimination strategies.</b>	Rel-14	Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Service Leader People & Culture	September 2022
	Rel-15	Educate senior leaders and managers on the effects of racism.	Service Leader People & Culture	September 2022
	Rel-16	Develop, implement and communicate an anti-discrimination policy for our organisation.	Service Leader People & Culture	March 2023
	Rel-17	Conduct a review of HR policies and procedures to identify existing anti- discrimination provisions, and future needs.	Service Leader People & Culture	March 2023



# Opportunities



## Opportunities

This pillar focuses on providing equal opportunities for Aboriginal and Torres Strait Islander participation to help Close-the-Gap that exists between Aboriginal and Torres Strait Islander and Non- Aboriginal and Torres Strait Islander people. By providing opportunities and removing existing barriers that may prevent Aboriginal and Torres Strait Islander engagement, the Council can support Aboriginal and Torres Strait Islander community members through increased economic and social participation.

Action	Ref	Innovate Deliverables	Responsibility	Timeline
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	O-1	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Service Leader People & Culture	July 2022
	O-2	Provide youth pathway opportunities by offering work experience with the Council and mentor support.	Service Leader People & Culture	July 2022
	O-3	Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	Service Leader People & Culture	August 2022
	O-4	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Service Leader People & Culture	August 2022
	O-5	Employ an Aboriginal Curator to work at the Library Museum.	Service Leader People & Culture	September 2022
	O-6	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Service Leader People & Culture	December 2022
	O-7	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Service Leader People & Culture	January 2023
	O-8	Implement job readiness programs in the local community and support for Aboriginal and Torres Strait Islander businesses.	Service Leader People & Culture	June 2023
	O-9	Increase the percentage of Aboriginal and Torres Strait Islander team members employed in our workforce.	Service Leader Community & Place	June 2024

Left: Harmony Day 2008. Didgeridoo: Andrew.



Action	Ref	Innovate Deliverables	Responsibility	Timeline
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	O-10	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Service Leader Strategy & Performance	June 2024
	O-11	Investigate Supply Nation membership.	Service Leader Strategy & Performance	June 2024
	O-12	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members.	Service Leader Strategy & Performance	June 2024
	O-13	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Service Leader Strategy & Performance	June 2024
Advocate on behalf of the Local Aboriginal and Torres Strait Islander people to improve service delivery, to help improve health and wellbeing outcomes.	O-14	Review procurement policy to update Local Benefit criteria to further encourage Aboriginal and Torres Strait Islander businesses and employment.	Service Leader Strategy and Performance	April 2023
	O-15	Engage service providers to support more Aboriginal and Torres Strait Islander focused programs.	Service Leader Community & Place.	June 2023 and June 2024
	O-16	Expanding mental health options that are available in the community.	Service Leader Community & Place	January 2024

**Right. Artist/s** Darren Wighton. **Title** Googar. **Project** Yindyamarra Sculpture Walk. **Photographer** Jeremy Weirauch.





## Governance

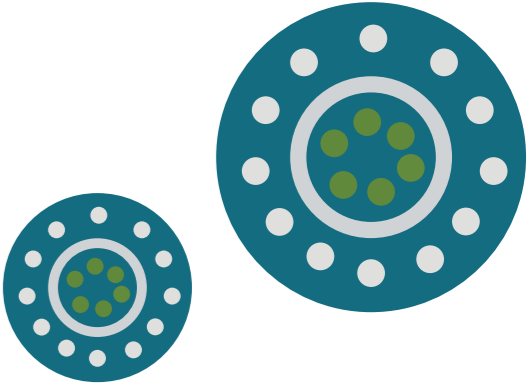
This pillar focuses on ensuring that effective governance and reporting is established and maintained throughout the entire reconciliation journey.

Action	Ref	Innovate Deliverables	Responsibility	Timeline
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	G-1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	RAP Champion	July 2022, October 2022, January 2023, April 2023, July 2023, October 2023, January 2024, April 2024.
	G-2	Investigate the possibility of establishing an Aboriginal Advisory Committee.	Service Leader Community & Place	August 2022
	G-3	Apply a Terms of Reference for the RWG.	Aboriginal Community Development Officer	July 2022
	G-4	Meet at least four times per year to drive and monitor RAP implementation.	Aboriginal Community Development Officer	July 2022, October 2022, January 2023, April 2023, July 2023, October 2023, January 2024, April 2024.
Provide appropriate support for effective implementation of RAP commitments.	G-5	Embed resources needed for RAP implementation.	Service Leader People & Culture	July 2022
	G-6	Embed key RAP actions in performance expectations of senior management and all team members.	Service Leader People & Culture	August 2022
	G-7	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Service Leader Strategy & Performance	August 2022
	G-8	Maintain an internal RAP Champion from senior management.	CEO	June 2024
	G-9	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	CEO	June 2024



Action	Ref	Innovate Deliverables	Responsibility	Timeline
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	G-10	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Service Leader Community & Place	September, 2022, September, 2023
	G-11	Report RAP progress to all team members and senior leaders quarterly.	Service Leader Community & Place	July 2022, October 2022, January 2023, April 2023, July 2023, October 2023, January 2024, April 2024.
	G-12	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Service Leader Strategy & Performance	December 2022, 2023
	G-13	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.	Service Leader Community & Place	July 2022, 2023
	G-14	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Service Leader Community & Place	August 2022, 2023
	G-15	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Service Leader Community & Place	June 2024
Continue our reconciliation journey by developing our next RAP.	G-16	Register via Reconciliation Australia's website to begin developing our next RAP.	Service Leader Community & Place	September 2023

For enquiries, please contact the AlburyCity Aboriginal Community Development Officer on 02-6023 8752 or email [mdodd@alburycity.nsw.gov.au](mailto:mdodd@alburycity.nsw.gov.au)



## Mapping with local and International frameworks

**The United Nations’ Declaration on the Rights of Aboriginal and Torres Strait Islander Peoples (UNDRIP) and the National Agreement on Closing-the-Gap (CTG) are two key frameworks that seek to acknowledge these impacts and barriers and support actions to address these.**

The UNDRIP defines the individual and collective rights of Aboriginal and Torres Strait Islander peoples and provides a universal framework of minimum standards for the survival, dignity and well-being of all Aboriginal and Torres Strait Islander peoples globally. It provides a blueprint for self-determination for all Aboriginal and Torres Strait Islander peoples.

CTG has 17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people. The progress against the targets will help all parties to the National Agreement understand how their efforts are contributing to progress over the next ten years to Close-the-Gap that exists in life outcomes for Aboriginal and Torres Strait Islander people.

By aligning the Council’s RAP with these two key frameworks, the Council can understand and adjust how their actions and commitments through the RAP contributes to both the international and national standards set by the UNDRIP and CTG respectively.

*Left: Murray Art Museum Albury (MAMA) Opening. Date: 2 October 2015. Photographer James Gallimore.*



## Respect

This pillar focuses on strengthening the community's understanding and respect towards Aboriginal and Torres Strait Islander culture, history and experiences. With the out respect, it is not possible to foster a united and equitable community. The Respect pillar directly contributes to the Closing-the-Gap targets of 14 (People enjoy high levels of emotional wellbeing) & 15 (People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters). This pillar can also be directly be mapped to the UNDRIP articles under the Education, Information and Employment, Foundational Principles and Culture, Language and Spirituality.

Ref	Innovate Deliverables		
Res-1			
Res-2			
Res-3			
Res-4			
Res-5			
Res-6			
Res-7			
Res-8			
Res-9			
Res-10			
Res-11			
Res-12			
Res-13			
Res-14			
Res-15			
Res-16			
Res-17			
Res-18			
Res-19			
Res-20			
Res-21			

### Education, Information and Employment

Affirms the right of Aboriginal and Torres Strait Islander people to establish and control their own educational systems and institutions and provide it in a manner appropriate to their culture.

### Foundational Principles

Affirms both individual and collective human rights. Aboriginal and Torres Strait Islander people are to be treated equally and not subject to any form of discrimination. The right to self determination and autonomy over their institutions.

### Culture, Language and Spirituality

Provides the rights to control and protect heritage, ways of life and legacies. Can also set out certain State obligations to guide business activities with Aboriginal and Torres Strait Islander peoples.

#### KEY

- Education, Information and Employment - Articles: 14,16,17
- Foundational Principles - Articles 1,2,3,4,5,6,23
- Culture, Language and Spirituality - Articles: 18,11,12,13,15



## Relationships

This pillar focuses on building strong relationships between Aboriginal and Torres Strait Islander and Non- Aboriginal and Torres Strait Islander members of our community. This is essential to support the long-term success of our local community. The Relationships pillar directly contributes to Closing-the- Gap target 14 (People enjoy high levels of emotional wellbeing) & 16 (Cultures and languages are strong, supported and flourishing). This pillar can also be directly mapped to the UNDRIP articles under the Participatory Development, Economic and Social Rights, Foundational Principles and Culture, Language and Spirituality.

Ref	Innovate Deliverables	
Rel-1		
Rel-2		
Rel-3		
Rel-4		
Rel-5		
Rel-6		
Rel-7		
Rel-8		
Rel-9		
Rel-10		
Rel-11		
Rel-12		
Rel-13		
Rel-14		
Rel-15		
Rel-16		
Rel-17		

### Foundational Principles

Affirms both individual and collective human rights. Aboriginal and Torres Strait Islander people are to be treated equally and not subject to any form of discrimination. The right to self determination and autonomy over their institutions.

### Culture, Language and Spirituality

Provides the rights to control and protect heritage, ways of life and legacies. Can also set out certain State obligations to guide business activities with Aboriginal and Torres Strait Islander people.

#### KEY

- Foundational Principles - Articles 1,2,3,4,5,6,23
- Culture, Language and Spirituality - Articles: 18,11,12,13,15



## Opportunities

This pillar focuses on providing equal opportunities for Aboriginal and Torres Strait Islander people to help Close-the-Gap that exist in comparison to Non- Aboriginal and Torres Strait Islander people. The Opportunity pillar directly contributes to the Closing-the-Gap targets 7 (Youth are engaged in employment or education) and 8 (Strong economic participation and development of people and their communities). These Closing-the-Gap targets are focused on providing opportunity for Aboriginal and Torres Strait Islander people through employment. This pillar can also be directly be mapped to the UNDRIP articles under the Education, Information and Employment and Foundational Principles.

Ref	Innovate Deliverables	
0-1		
0-2		
0-3		
0-4		
0-5		
0-6		
0-7		
0-8		
0-9		
0-10		
0-11		
0-12		
0-13		
0-14		
0-15		
0-16		

### Education, Information and Employment

Affirms the right of Aboriginal and Torres Strait Islander people to establish and control their own educational systems and institutions and provide it in a manner appropriate to their culture.

### Foundational Principles

Affirms both individual and collective human rights. Aboriginal and Torres Strait Islander people are to be treated equally and not subject to any form of discrimination. The right to self determination and autonomy over their institutions.

#### KEY

- Education, Information and Employment - Articles: 14,16,17
- Foundational Principles - Articles 1,2,3,4,5,6,23



## Governance

This pillar focuses on ensuring that effective governance and reporting is established and maintained throughout the entire reconciliation journey. This pillar ensures accountability and although not directly contributing to a Closing-the-Gap target it indirectly contributes to all of them. This pillar can also be directly be mapped to the UNDRIP articles under the Participatory Development and Foundational Principles.

Ref	Innovate Deliverables	
G-1		
G-2		
G-3		
G-4		
G-5		
G-6		
G-7		
G-8		
G-9		
G-10		
G-11		
G-12		
G-13		
G-14		
G-15		
G-16		

### Education, Information and Employment

Affirms the right of Aboriginal and Torres Strait Islander people to establish and control their own educational systems and institutions and provide it in a manner appropriate to their culture.

### Foundational Principles

Affirms both individual and collective human rights. Aboriginal and Torres Strait Islander people are to be treated equally and not subject to any form of discrimination. The right to self determination and autonomy over their institutions.

#### KEY

- Participatory Development, Economic and Social Rights - Articles: 18,19,20,21, 21,24,44
- Foundational Principles - Articles 1,2,3,4,5,6,23

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