



RECONCILIATION ACTION PLAN

REFLECT

Development Victoria

MAY 2021 - MAY 2022



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Development Victoria respectfully acknowledges the Traditional Custodians of Country throughout Victoria and recognises and respects their continuing cultural heritage, beliefs and connection to land.

We pay our respects to their Elders past and present.

Development Victoria also acknowledges Aboriginal and Torres Strait Islander peoples as First Australians. We celebrate and commit ourselves to respecting their diverse and rich histories and cultures.



Yinga Biik Birranga-ga

(Sing land and Country)

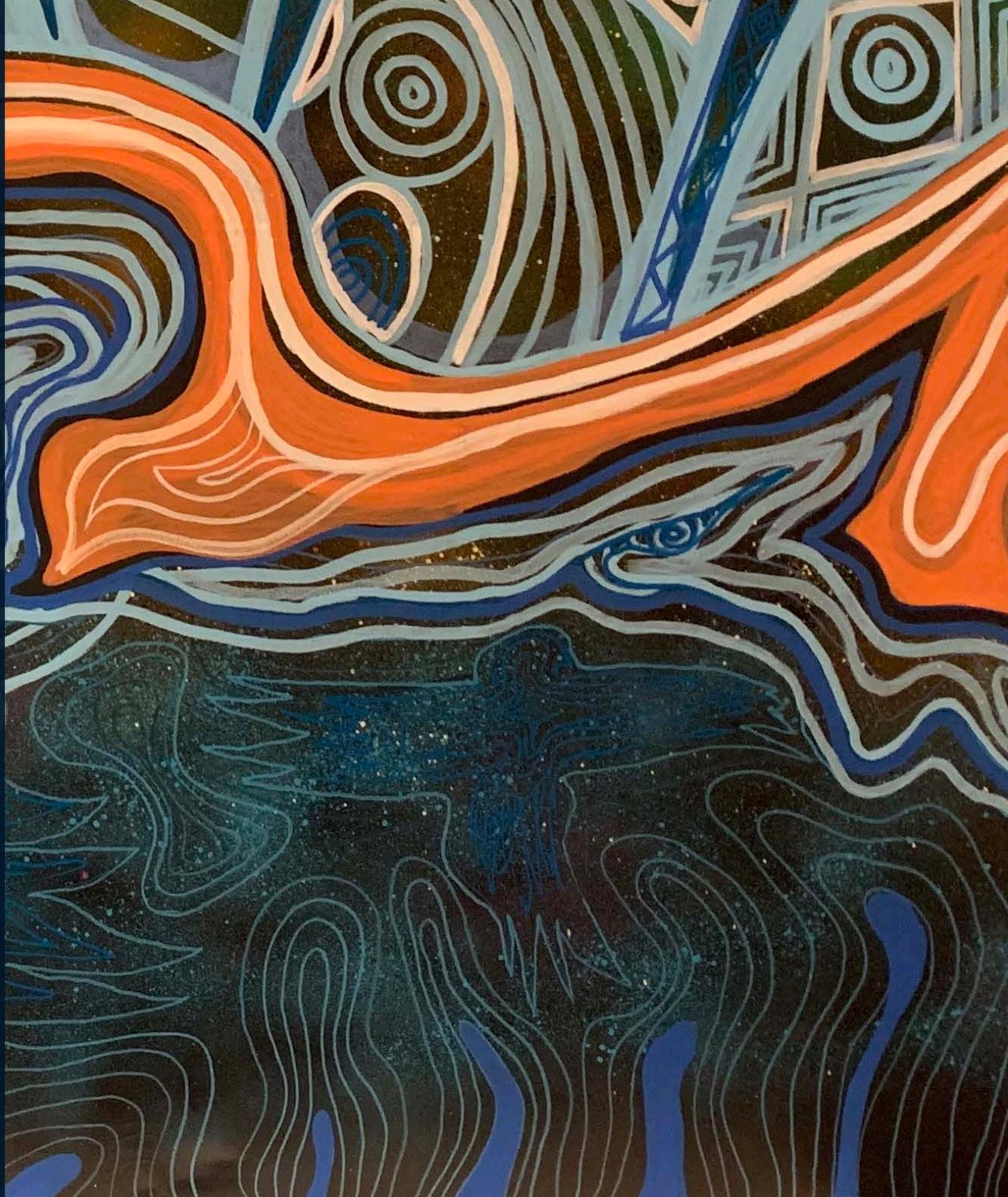
Steve Ulula Parker is a Boon Wurrung, Yorta Yorta and Erub artist living on Millowl / Phillip Island. His artwork "Yinga Biik Birranga-ga" represents the Victorian coastline, including our two great bays Nairm / Port Phillip Bay and Murrانبik / Western Port Bay, rendered in warm ochre. The circle motifs in the artwork represent the meeting places and campfires of Victoria's 40+ Aboriginal language groups, each connected with song lines. The Kulin creator spirits Bundjil the eagle and Waa the crow can be seen reflected in the warreeny / sea.

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RECONCILIATION ACTION PLAN

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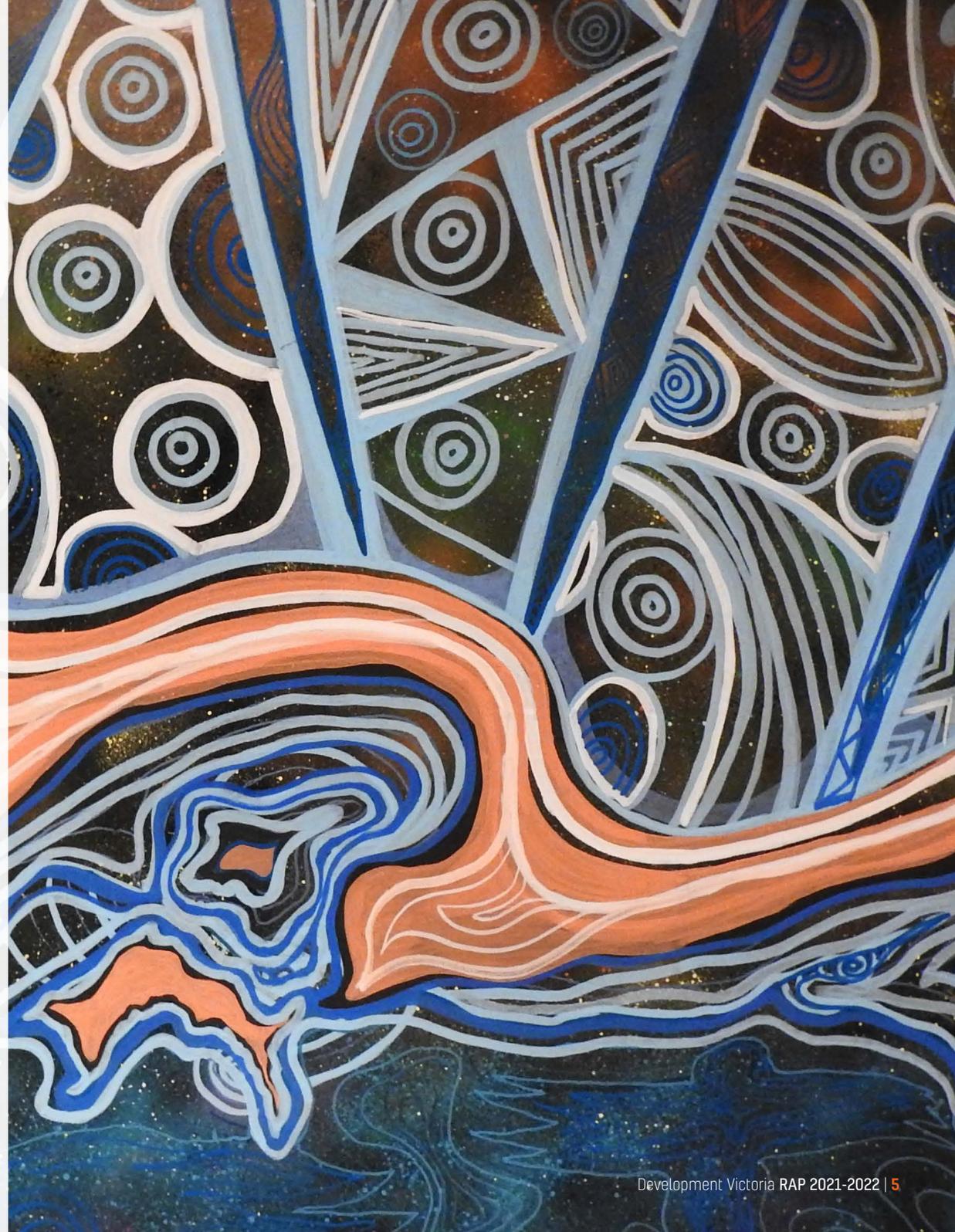


OUR VISION FOR RECONCILIATION

Development Victoria's vision for reconciliation in Australia is a united and just society in which Aboriginal and Torres Strait Islander peoples, their histories and cultures are acknowledged and understood. We commit to actively working towards this vision of reconciliation.

Our journey towards reconciliation draws upon our organisational values - collaborate, innovate and deliver. Across our work, we seek to foster respectful, meaningful and enduring relationships with Traditional Owners of Victoria. We strive for improved social and economic outcomes and we aim to deliver on solutions towards reconciliation.

Our vision is upheld by all employees and we aim for this vision to be shared by our partners in government and the private sector.



MESSAGE FROM OUR CEO

I am very pleased to introduce Development Victoria's first Reconciliation Action Plan (RAP), Reflect.

As the Victorian State Government's land development agency, we have a critical role in land use, development and precinct creation. Our value proposition is to deliver on government policy through affordable and sustainable property development and capital works projects to achieve social and economic outcomes for the Victorian community.

While Development Victoria has enjoyed an engaged, positive and mature relationship with Traditional Owner groups on our projects, we have lacked a formalised framework to guide the business.

Considering the work that the Victorian Government has done to progress a Treaty process, Development Victoria is ready to begin a journey of our own to reconciliation.

Passionate staff at Development Victoria convened a working group to set this journey into motion. We have already implemented an Acknowledgment of Country policy, celebrated 2019 & 2020 National Reconciliation Weeks, sought local Aboriginal businesses to engage with, and begun a roll out of cultural safety and awareness training.

The first RAP Reflect is a process that will take Development Victoria a year to complete. To reflect is to evaluate where we are, and where we want to go.

Some of the Development Victoria's notable projects involving Traditional Owner groups include Melbourne Park, the Melbourne Arts Precinct Transformation, Riverwalk, Docklands, and the Bendigo and Ballarat GovHubs.

Conversations reflecting on these projects acknowledge that our engagement has been one way. We have consulted, listened and respected the views of Traditional Owners on a project-by-project basis, but we also understand that to advance our cultural awareness and actions, we must do more to give back to the Traditional Owners of the land.

I would like to thank the Board for their endorsement of our journey, especially to Chair James Mackenzie for leading from the front on this important endeavour.



Angela Skandarajah
CEO, Development Victoria

OUR BUSINESS

Development Victoria is an entity of the Victorian State Government and has a responsibility to ensure that it undertakes property development, urban renewal and civic project management activities in a way that leads the Victorian Government's civic, urban renewal and property development objectives.

Development Victoria unlocks latent public value held in surplus and underutilised government-owned land across the state in both metropolitan and regional areas.

THE DEVELOPMENT VICTORIA VISION:

To expertly and responsibly manage the design and delivery of major civic projects, property development and urban renewal projects on behalf of the Victorian Government, in the interests of the Victorian community.

To be recognised across the Victorian Government and within the development and infrastructure sector as a centre of excellence with top tier skills, expertise and commercial acumen.

To be an employer of choice for talented professionals across the public and private sectors.

DEVELOPMENT VICTORIA HAS FIVE POLICY PILLARS THAT GUIDE OUR DECISIONS AND PROJECTS:



1. Housing

Support the delivery of social and affordable communities for Victorians



2. Economic Development

Delivering projects to drive economic activity and job creation



3. Urban Renewal

Revitalising key metropolitan and regional centres through strategic planning and creation of urban precincts



4. Value Creation and Capture

Influence the nature and direction of infrastructure investments that harness the greatest value capture and creation opportunities.



5. Social and Economic Infrastructure

Generating public value through the delivery of recreational, cultural and economic infrastructure projects.

Development Victoria currently employs approximately 200 staff, predominantly at their head office in Melbourne CBD, with site offices established for the Melbourne Park, Melbourne Arts Precinct Transformation, State Netball Hockey Centre (Parkville) and Geelong Arts Centre projects. Based on Development Victoria's "People Matters" Survey 2019 one employee identifies as an Aboriginal and/or Torres Strait Islander staff member.

OUR RECONCILIATION ACTION PLAN

Development Victoria recognises the need for commitment and action toward reconciliation across all levels of government and industry.

We acknowledge the lack of progress towards reconciliation through engagement, such as internal processes including procurement and employment, as well as at a site-specific scale, and relationship building with Traditional Owner groups across Victoria. We recognise the responsibility Development Victoria has as a landowner and developer to play a central role in the reconciliation process with Traditional Owners and First Peoples in Victoria.

Developing a RAP will contribute towards a more equitable, just and reconciled Australia. Our RAP supports Development Victoria's strategic focus on meaningful engagement with stakeholders, inclusivity of diverse communities, and delivering projects that are economically, environmentally and socially sustainable.

Our first RAP will help us to engage with Aboriginal and Torres Strait Islander peoples, develop new relationships with First Australian businesses and embed new initiatives across the organisation that support procurement and employment opportunities.

We will seek collaboration with Traditional Owners as we appreciate their unique position as Australia's First Peoples and recognise that diversity of cultures brings a valuable contribution to our projects. Our RAP will support continued genuine engagement with Traditional Owners and First Peoples of the land upon which we operate.

We will explore learning and development opportunities to help our staff and colleagues broaden their knowledge of Australia's cultural heritage and promote a shared understanding of the historic significance of its First Peoples, respect their cultural beliefs and teachings through their stories.

Across our business, we will empower our employees to participate in reconciliation events and activities including National Reconciliation Week, National Aboriginals and Islanders Day Observance Committee (NAIDOC) Week, and internally curated events, which will help to further foster an environment of diversity and respect.

Our RAP will help develop new and innovative business opportunities for Development Victoria and Aboriginal and Torres Strait Islander peoples and communities. We envisage that Aboriginal and Torres Strait Islander employment, social procurement and Traditional Owner engagement can be key focus areas of Development Victoria's reconciliation journey and help address the challenges of unemployment and social exclusion.

Our RAP outlines practical action within our sphere of influence. This RAP is our first step on the journey of reconciliation.

RAP WORKING GROUP

This RAP was developed by our RAP Working Group, which was established in early 2019 in consultation with Development Victoria's Executive and Leadership Teams (ET & LT).

The RAP Working Group is comprised of representatives from the Human Resources, Property Development, Precincts, Corporate Affairs and Engagement and Advisory and Civic Project teams, including one member who identifies as an Aboriginal and/or Torres Strait Islander person.

Ronan Mellan	Senior Development Director (Precincts Creation)
Dale Campisi	Senior Communications Advisor (Corp Affairs & Engagement)
Louise Frost	Development Manager (Precincts Delivery)
Lexie Forbes	Assistant Development Manager (Advisory Services)
Claire Vickery	HR Manager (Human Resources)
Scottie Ugle	Assistant Development Manager (Urban Development)
Serpil Tekin	Group Assistant (Advisory & Acquisitions)
Julie Browning	Executive Director (Corporate Affairs and Engagement)
Elizabeth Cook	Development Manager (Commercial Delivery)

The working group will oversee the progress of the plan and provide quarterly updates to Development Victoria's ET & LT and Board of Directors. They will champion the RAP with the support of Development Victoria's CEO, Angela Skandarajah.

Membership of the working group will be turned over by half every year. A quarterly report will be made to the ET on activities, direction and resolutions made by the working group. The RAP Chair is also automatically a member of the Development Victoria Diversity and Inclusion Working Group which is chaired by our Chief Executive.



OUR PARTNERSHIPS/CURRENT ACTIVITIES

Community Partnerships

- **MELBOURNE ARTS PRECINCT TRANSFORMATION (MAPT) PROJECT -** Development Victoria is currently developing relationships with the Wurundjeri Land Council, Bunurong Land Council, Boon Wurrung Foundation and the University of Melbourne's Wilin Centre through the Melbourne Arts Precinct Transformation (MAPT) Traditional Owner engagement process. Meaningful engagement will inform the proposed design of the public realm and master plan for the revitalisation of the Arts Precinct at Southbank, Melbourne.
- **RIVERWALK PROJECT -** Development Victoria is working with the Wadawurrung Land Council as part of the Riverwalk project, helping to name a public park within Riverwalk.
- **WURUNDJERI WALKING TRAIL -** Development Victoria has been working with the Wurundjeri Land Council on the Docklands - Wurundjeri Walking Trail. The walking trail includes collateral, including a map, as well as an App which includes geo-tagged locations and audio recordings for each stop.
- **DJA DJA WURRUNG IN THE DESIGN OF THE BENDIGO GOVHUB -** Development Victoria is currently developing relationships with the Dja Dja Wurrung in the design of The Bendigo GovHub with the aim of ensuring that Traditional Owner rights are respected and reflected. We note that a Recognition settlement agreement is in place. The Bendigo GovHub is a new government office to be located on the site of the current City of Greater Bendigo main office. The City and a range of State Government departments and agencies will be co-located in the new building, making it home for up to 1,000 employees.
- **THE DELIVERY OF THE WILLIAM BARAK BRIDGE** is named after 'William Barak - [c. 1824 - 15 August 1903], recognising his position as the last traditional Ngurungaeta (Elder) of the Wurundjeri. Barak became an influential spokesman for Aboriginal social justice and important informer of Wurundjeri cultural lore. The public art soundscape on the bridge includes voices of Indigenous peoples from 53 Commonwealth countries. Each individual voice contributes a distinctive singing style, with specific melodic and rhythmic ornamentation shaped over centuries of cultural tradition. A visual element is also included as a calligraphic motif travelling the length of the soundscape. Its arcs and tendrils frame the mingling voices, unrolling in syncopation with the dynamic variations within the soundscape. The changing inflection and gesture of line is derived from the ornamental systems of many cultures around the world.
- **THE PRINCES PIER RESTORATION PROJECT** recognises the Traditional Owners through 'physical story boards' and 'digital content' displayed at the renovated kiosk.
- **THE TANDERRUM BRIDGE PROJECT** was opened through a Smoking Ceremony held by Uncle Colin Hunter in 2016. The naming competition for the bridge included Aunty Joy Wandin Murphy on the evaluation panel. The bridge was named Tanderrum after the Welcoming Ceremony by the people of the Kulin nations, featuring song, dance and cultural exchange, and providing safe passage for visitors on Country.



Cultural Awareness and Engagement

RAP WORKING GROUP

Established in April 2019, members represent a cross section of the business and diverse responsibilities.

2019 NATIONAL RECONCILIATION WEEK

RAP Working Group hosted an afternoon tea catered from Mabu Mabu a Torres Strait Islander owned and run business with an emphasis on using fresh, seasonal and native ingredients.

ABORIGINAL CULTURAL AWARENESS TRAINING

Training program run by Karen Milward, a Yorta Yorta woman.

Participation to date:

June 2019 - Melbourne Arts Precinct Transformation project team members;

January 2020 - Corporate Affairs & Engagement team

February 2020 - Development Victoria Executive Team and RAP Working Group

2019 NAIDOC WEEK

RAP Working Group members and Development Victoria staff attended the Flag Raising Ceremony at Federation Square.

2020 NATIONAL RECONCILIATION WEEK

RAP Working Group members attended online National Reconciliation Week Address and shared with Development Victoria staff online resources, films, music and literature to access throughout the week.

Stakeholder and Relationships

- Developed a First Peoples Engagement Plan in March 2019 for the Melbourne Arts Precinct Transformation project.
- Compiled a database of Registered Aboriginal Parties across Development Victoria's active projects to identify Aboriginal and Torres Strait Islander stakeholders and organisations.

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1</p> <p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</p>	<p>May 2021</p>	<p>- Executive Director, Corporate Affairs & Engagement - Senior Communications & Engagement Advisor</p>
	<p>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>October 2021</p>	<p>- Senior Communications & Engagement Advisor - Development Manager</p>
	<p>Develop a template for Traditional Owner engagement to be embedded within Project Management Framework and aligned with Aboriginal Victoria's Engagement Guidelines</p>	<p>July 2021</p>	<p>- Senior Communications & Engagement Advisor - Development Manager</p>
<p>2</p> <p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	<p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</p>	<p>May 2021</p>	<p>DV Human Resources Director</p>
	<p>RAP Working Group members to participate in an external NRW event.</p>	<p>27 May-3 June 2021</p>	<p>RAP Working Group Chair</p>
	<p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>	<p>27 May-3 June 2021</p>	<p>RAP Working Group Chair</p>
<p>3</p> <p>Promote reconciliation through our sphere of influence</p>	<p>Communicate our commitment to reconciliation to all staff.</p>	<p>May 2021</p>	<p>RAP Working Group Chair & DV Communications Manager</p>
	<p>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</p>	<p>May 2021</p>	<p>- Assistant Development Manager - Senior Communications & Engagement Advisor - RAP Working Group Chair</p>
	<p>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</p>	<p>May 2021</p>	<p>- Assistant Development Manager - Development Manager</p>
<p>4</p> <p>Promote positive race relations through anti-discrimination strategies</p>	<p>Research best practice and policies in areas of race relations and anti-discrimination.</p>	<p>September 2021</p>	<p>Human Resources Manager</p>
	<p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>May 2021</p>	<p>Human Resources Manager</p>

RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>5</p> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, languages and rights within our organisation</p>	<p>July 2021</p>	<p>- Group Assistant - Assistant Development Manager</p>
	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>July 2021</p>	<p>Human Resources Manager</p>
	<p>Develop a cultural awareness induction program for new starters to DV.</p>	<p>July 2021</p>	<p>Human Resources Manager</p>
<p>6</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</p>	<p>May 2021</p>	<p>- Assistant Development Manager - Group Assistant</p>
	<p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>May 2021</p>	<p>Human Resources Manager</p>
<p>7</p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p>	<p>4 July 2021</p>	<p>Communications Manager</p>
	<p>Introduce our staff to NAIDOC Week by promoting external events in our local area.</p>	<p>4 July 2021</p>	<p>Communications Manager</p>
	<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>4 July 2021</p>	<p>RAP Working Group Chair</p>

OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>8</p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p>	<p>October 2021</p>	<p>- Human Resources Manager - Human Resources Director</p>
	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p>	<p>May 2021</p>	<p>Human Resources Manager</p>
<p>9</p> <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Implement the DV Social Procurement Framework Policy Objective Opportunities for Victorian Aboriginal people.</p>	<p>October 2021</p>	<p>Senior Procurement and Contract Manger</p>
	<p>Investigate Supply Nation membership as a resource to develop a procurement strategy that supports supplier diversity.</p>	<p>May 2021</p>	<p>Senior Procurement and Contract Manger</p>
	<p>Develop a business case for procurement with Aboriginal and Torres Strait Islander organisations to create business opportunities and secure long-term economic participation.</p>	<p>August 2021</p>	<p>Senior Procurement and Contract Manger</p>

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>10</p> <p>Maintain an effective Reflect RAP Working Group (RWG) to drive governance of the RAP.</p>	Maintain RWG to govern RAP implementation.	April 2022	RAP Working Group Chair
	Review and update a Terms of Reference for the RWG.	May 2021	RAP Working Group Chair
	Maintain & broaden Aboriginal and Torres Strait Islander representation on the RWG.	January 2022	RAP Working Group Chair
<p>11</p> <p>Provide appropriate support for effective implementation of RAP commitments.</p>	Review and Define resource needs for RAP implementation.	January 2022	<ul style="list-style-type: none"> - Group Assistant - RAP Working Group Chair
	Continue to engage senior leaders in the delivery of RAP commitments.	January 2022	<ul style="list-style-type: none"> - Assistant Development Manager - RAP Working Group Chair
	Review and Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2022	<ul style="list-style-type: none"> - Group Assistant - Development Manager
<p>12</p> <p>Build accountability and transparency through reporting RAP achievements, challenges</p>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	RAP Working Group Chair
<p>13</p> <p>Continue our reconciliation journey by developing our next RAP.</p>	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2022	RAP Working Group Chair

APPENDIX 1

Examples of Partnerships and current activities



William Barak Bridge, constructed in 2005 and featuring the sound installation “Proximities”.



Site for a future park at the Riverwalk development in Werribee.

Development Victoria is working with Wadawurrung, the Wathaurung Aboriginal Corporation to identify a culturally appropriate name.

RECONCILIATION ACTION PLAN

REFLECT



TO CONTACT DEVELOPMENT VICTORIA
ON ANY ASPECT OF THIS RAP:

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