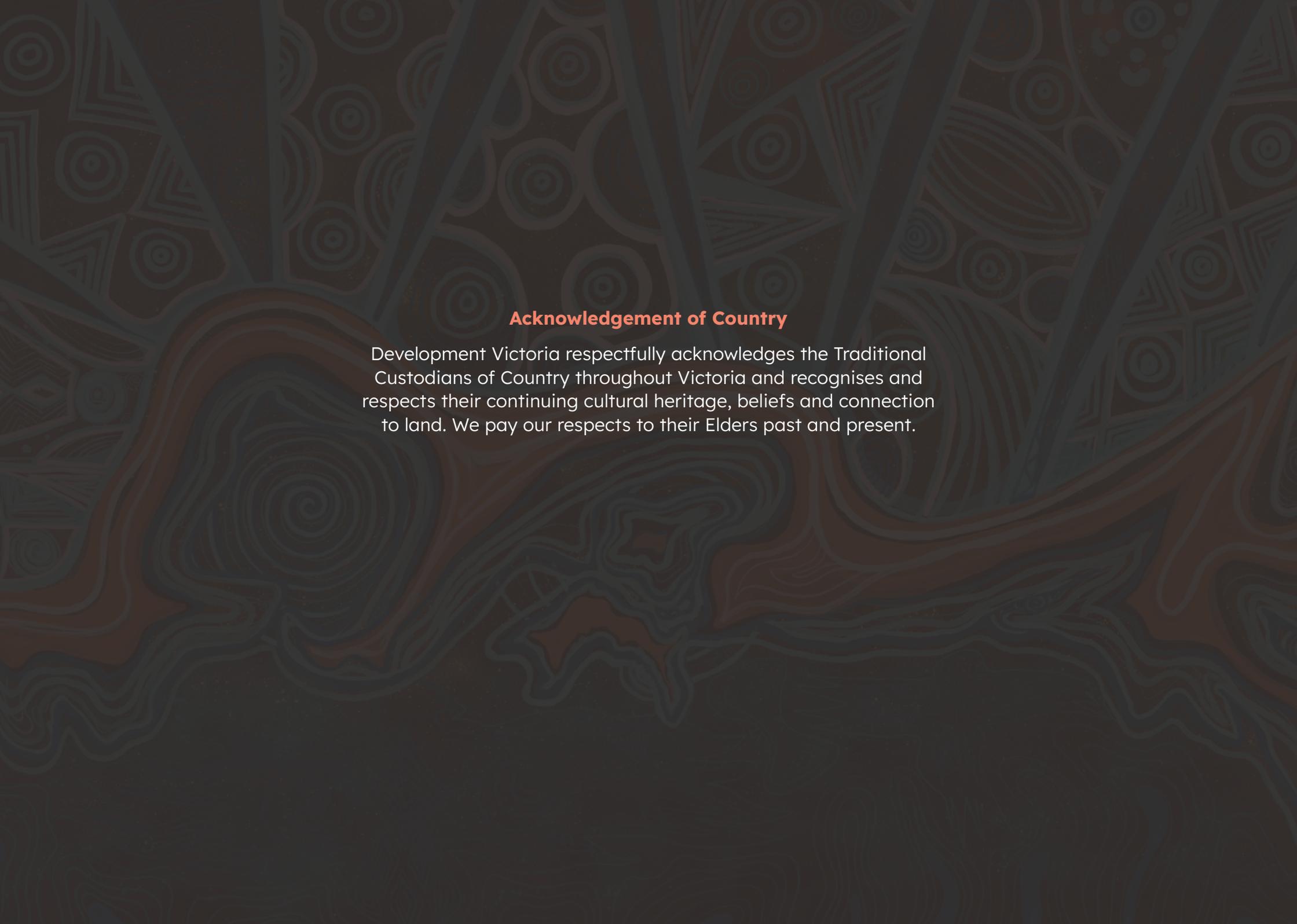


RECONCILIATION ACTION PLAN

INNOVATE

NOV 2023 – NOV 2025





Acknowledgement of Country

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.



Yinga Biik Birranga-ga

(Sing land and Country)

Steve Ulula Parker is a Boon Wurrung, Yorta Yorta and Erub artist. His artwork “Yinga Biik Birranga-ga” represents the Victorian coastline, including our two great bays Nairm / Port Phillip Bay and Murranbik / 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 Songlines. The Kulin creator spirits Bundjil the eagle and Waa the crow can be seen reflected in the warreeny / sea.

Contents

Our Vision for Reconciliation	5
Message from our CEO	6
Our business	7
Our Reconciliation Action Plan	9
Our First Peoples Working Group	10
Our journey	11
Relationships	18
Respect	22
Opportunities	26
Governance	29

Our Vision for Reconciliation

Our vision for reconciliation is to have trusted partnerships with First Peoples that guide the creation of places and communities that reflect the values, cultures and aspirations of Victorian Traditional Owners.

We commit to improving the cultural safety of our organisation to increasingly attract and retain First Peoples team members at every level of the organisation. We will continually elevate the capability of our team members to deeply listen to, understand, collaborate with and celebrate First Peoples' ways of knowing, being and doing.

We will seek out opportunities to partner with Traditional Owner groups for the Country on which we work, and we will give our people the tools and time to deliver the outcomes First Peoples communities are seeking. We will learn by listening and doing.

We will be responsive to the needs and preferences of these Traditional Owner groups and invite them to self-determine what successful partnerships and meaningful outcomes look like for them.



Message from the CEO

I am very pleased to introduce Development Victoria's Innovate Reconciliation Action Plan (RAP). At Development Victoria, we create places for people. Our vision is to help make Victoria a great place to live and this plan helps us ensure we deliver on this vision for Victoria's First Peoples.

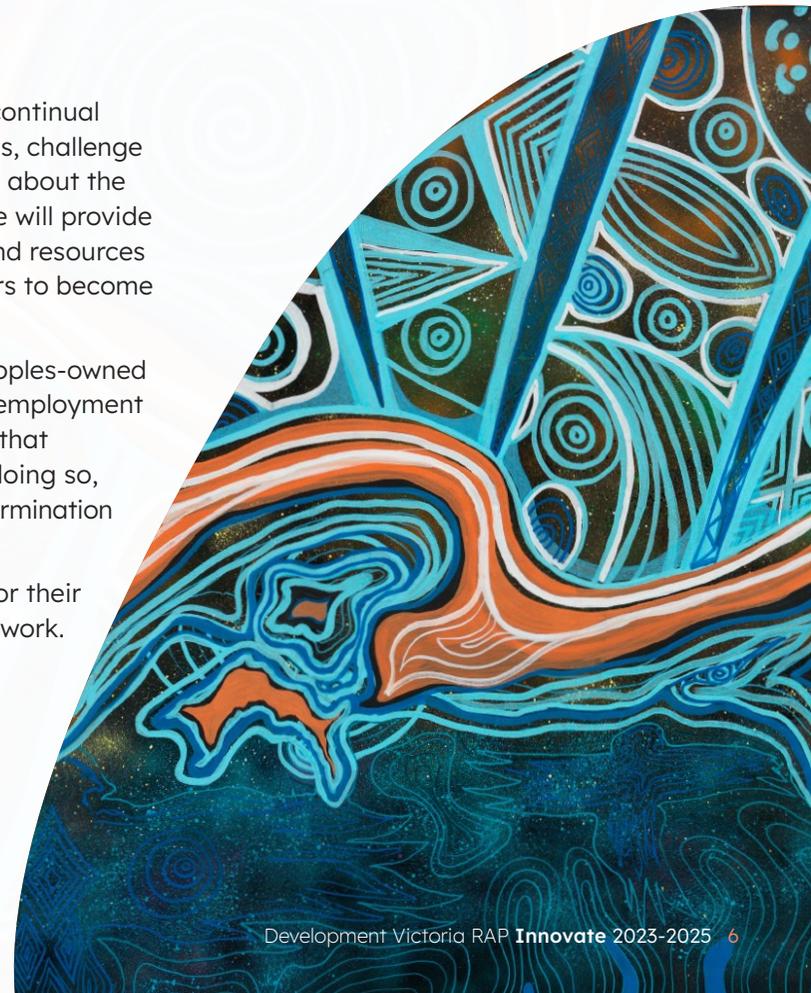
Like our first Reflect RAP, this Innovate RAP will serve as a roadmap, guiding our actions to support reconciliation efforts. It outlines specific initiatives to strengthen our partnerships with First Peoples' communities and businesses. Through stronger partnerships, cultural awareness initiatives, and opportunities for economic participation, we will strive to support self-determination and meaningful outcomes.

Central to our commitment is recognising the unique knowledge, perspectives, and contributions of the Traditional Owners of the lands on which we work. We will actively seek to integrate First Peoples cultures, histories, and languages into the places and communities we create and the ways of working and decision-making processes we practice.

We acknowledge that reconciliation is a continual journey to engage in honest conversations, challenge biases, and educate ourselves and others about the rich diversity of First Peoples' cultures. We will provide new and deeper learning opportunities and resources to empower our team and project partners to become agents of change.

We are committed to supporting First Peoples-owned businesses, promoting procurement and employment opportunities, and investing in initiatives that empower First Peoples communities. By doing so, we aim to contribute to economic self-determination and prosperity.

I thank the First Peoples working group for their continuing contribution to this important work.



Our business

Development Victoria is a government agency partnering with industry and communities to transform ambitious ideas into reality.

Our mission is to deliver government policy through affordable and sustainable property development, and capital works projects to achieve social and economic outcomes for the Victorian community.

We reimagine iconic places like the Melbourne Arts Precinct and State Basketball Centre to transform them for future generations. We develop entire precincts like Docklands and Fitzroy Gasworks, unlocking public land to create connected, sustainable places where people can live, work, play and thrive. We build homes close to jobs, services and transport – and we sell them to Victorians on average incomes so they too can have the security of a place to call home.

Development Victoria has five policy pillars that guide our decisions and projects:

1

Housing



Promoting and delivering housing diversity and affordable housing

2

Economic development



Delivering projects to drive economic development

3

Urban renewal



Planning and developing strategic urban renewal precincts

4

Value creation and capture



Pursuing value capture and creation opportunities

5

Social and economic infrastructure



Delivering social and economic infrastructure

SUSTAINABILITY: INTEGRATE + EMBED IN EVERYTHING WE DO

Collaborate, Innovate and Deliver are the core values that underpin all our work.

Development Victoria is a trusted government partner. We know we are stronger when we work together and collaborate across government and the private sector to achieve things that simply would not be possible alone. We build long-term relationships with the communities we work with, and together, we deliver places that make a genuine difference to the people of Victoria – all over Victoria.

People are why we do what we do. Development Victoria makes every decision by considering the value we can bring to all Victorian people – regardless of age, income, background or location. Our team of more than 350 people is made up of innovative thinkers who are passionate about making great places for people.

Our team is predominantly based at our head office in Melbourne CBD, in addition to regional offices in Geelong, Ballarat and Morwell and a site office established for the Melbourne Arts Precinct Transformation. As at late 2023, Development Victoria has one team member who identifies as an Aboriginal and/or Torres Strait Islander person.



Our Reconciliation Action Plan

Development Victoria acknowledges that all the work we do is on First Peoples' Country. We recognise our responsibility as a landowner, developer and agency of the State Government of Victoria to play a central role in the reconciliation process with Traditional Owners and First Peoples in Victoria.

Our first Reflect RAP supported us in making progress towards reconciliation through relationship building with Traditional Owner groups across Victoria, developing the capability of our team to respectfully engage with First Peoples' communities and enhancing internal processes, including procurement and employment. But there is more for us to do.

Developing an Innovate RAP will help us to raise the level of our commitment to genuine partnerships with Traditional Owners, to embedding new ways of working, and to enhancing our capability to support meaningful outcomes.

We will seek partnerships with Traditional Owners on their terms and will be guided by their decisions on whether they want to be involved in our projects, and how they wish to engage.

We will elevate learning and development opportunities to help our team deepen their knowledge of the Traditional Owners for the Country on which they are working, to develop a deeper appreciation for the different Traditional Owner groups' unique knowledges, cultures and aspirations for their Country.

We are committed to genuinely enhancing cultural safety within our organisation to increase the representation of Aboriginal and Torres Strait Islander peoples across all levels of our team.

Social procurement will continue to be a focus to help address the inequity of social and economic outcomes for First Peoples. Our Innovate RAP will support us in raising the number and impact of the business opportunities we implement to procure First Peoples' businesses directly and indirectly.

Across our business, we will continue to empower our employees to participate in events and activities, including National Reconciliation Week, NAIDOC Week, and internally curated events, which will help to further foster an environment of diversity, respect and celebration of First Peoples cultures.

Our First Peoples Working Group

This RAP was developed by our First Peoples Working Group, which was established in early 2019 as part of a broader organisational commitment to diversity and inclusion within our organisation, and reflected in the places and communities we create.

The Working Group comprises people from across the organisation, and one member identifies as an Aboriginal and/or Torres Strait Islander person.

The primary purpose of this Working Group is to:

- Support the development and implementation of the RAP.
- Advocate within projects and divisions for First Peoples partnership opportunities, like engaging with Traditional Owner groups, embedding First Peoples cultures in design, Aboriginal housing and procuring from Aboriginal-owned businesses.
- Organise key events and educational resources detailed in the RAP.

Membership of the working group is refreshed every year. The Working Group Executive Sponsor and Chair will provide progress reports on RAP activities to the Executive Team quarterly and provide updates to the Board of Directors and broader Senior Leadership Team as required.

Executive Sponsor:
Ronan Mellan,
Senior Development
Director (Precincts)

Chair:
Jessica Cheers,
Senior Manager, First
Peoples Partnerships
(Legal & Advisory)

Janneke Newson
*- Yamatji and
Awabakal.*
Director, First
Peoples Partnerships
(Legal & Advisory)

Stephanie Fakhry,
Assistant
Development
Manager (Precincts)

Mark Hayden,
Development
Director (Precincts)

Kirsten Bevin,
Senior Design
Manager (Precincts)

Michael Stanley,
Assistant
Development
Manager (Precincts)

Nina Michaelides,
Senior Project
Manager, Design
(Housing)

Laura Gordon,
Senior
Communications &
Engagement Advisor
(Corporate Affairs &
Engagement)

Kane Goldsworthy,
Project Manager,
Civic Infrastructure

Samantha Smith,
Sustainability
Manager (Legal &
Advisory)

Lexie Forbes,
Senior Manager
(Legal & Advisory)

David Andrewartha,
Senior Legal Counsel
(Legal & Advisory)

Peta Calvert,
Executive Manager
(Office of the CEO)

Our Journey

In 2019, Development Victoria released its first 'Reflect' Reconciliation Action Plan and our vision as an organisation then was:

“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 team members, and we aim for this vision to be shared by our partners in government and the private sector.”

We started by looking inwards - at our policies, practices at that time, and by investing in the cultural awareness of our team. As a result, we have grown in maturity as an organisation and are now increasingly starting to look outwards.

Development Victoria currently works with seven of Victoria’s 11 Registered Aboriginal Parties. In 2022, we commenced a process of lessons learned, engaging with a number of the groups with whom we had recently completed projects. The purpose of this engagement was to understand what worked for them, what didn’t, and what a successful partnership should look like in future.



Our Journey

The outcome of this was to inform a renewed organisational commitment to:

Take a more strategic, coordinated, transparent and proactive approach to fostering partnerships with Traditional Owner groups at an organisation-wide level and backing this commitment with resources, including skilled and experienced people within our business and dedicated funding for Traditional Owner groups.

Continually elevate the capability of our team to deeply listen to, understand, collaborate with and celebrate First Peoples' ways of knowing, being and doing.

Seek more opportunities to partner with Traditional Owner groups earlier and throughout the project lifecycle, from project inception to procurement, design, delivery and legacy.

Transform our organisation's ways of working and give our people the tools and time to deliver the outcomes First Peoples communities are seeking.

Fundamentally, our approach is focussed on forming and investing in lasting relationships that seek to realise self-determination aspirations as early as possible across all of the Country we work on.

Highlights to date

Cultural Awareness

Building the cultural safety of our business has been a key focus of our Reflect RAP. This is being achieved by delivering Aboriginal Cultural Awareness Training to all team members through an Aboriginal-owned business. This training is now provided quarterly for new starters on an ongoing basis and is supplemented by an e-Learning module available on-demand to all team members, as well as a content library of resources including cultural competency learning materials, Country profiles, key agreements, project case studies, various guidelines and legal documentation.

Increasingly we are seeing our teams expand their cultural learning through tailored training provided by Traditional Owner groups on Country. These immersive experiences build our team's understanding of local cultures, knowledges and protocols at a deeper level.

Increasing representation and celebration of First Peoples cultures in projects

The high profile of many of our projects provides us with a unique platform to celebrate First Peoples cultures in a way that reaches and educates broad audiences. Our relationships with some Traditional Owner groups have enabled us to showcase First Peoples storytelling, designs, languages and more on projects such as the Geelong Arts Centre, the Fitzroy Gasworks development and Galkangu Bendigo GovHub. (See Case Studies).

Strategic Partnership with Aboriginal Housing Victoria (AHV)

In November 2021, we agreed a Strategic Partnership with Aboriginal Housing Victoria (AHV). The intent of the strategic partnership is to allow us to work with AHV to achieve the shared objective of increasing the housing supply for Aboriginal and Torres Strait Islander people in Victoria. At a minimum, this partnership is proposed to allow both parties to leverage each others' expertise, promote education and awareness to strengthen capability and trust within the housing sector, and ultimately, strategically and efficiently increase the supply of suitable housing for First Peoples across Victoria.

Leveraging procurement

We have started our journey to increasingly procure from Aboriginal-owned businesses through a partnership with Kinaway Aboriginal Chamber of Commerce and sponsorship of its 2022 Awards. This partnership aims to support:

- Enhanced relationships with and understanding of Kinaway member businesses
- Streamlined engagement through the appointment of a Portfolio Relationship Manager
- Increased information and training focussed on procurement from Aboriginal businesses (both directly and through the social procurement commitments of our contractors)
- Improved data collection and reporting on Aboriginal business engagement.

The partnership is only in its very early stages but is part of our longer-term plans to transform our ways of working from business as usual.

CASE STUDY 1

Geelong Arts Centre

Since 2020, Development Victoria has been fortunate to work with the Wadawurrung Traditional Owners Aboriginal Corporation on the Geelong Arts Centre's Little Malop Street Redevelopment, expanding the capacity of Geelong Arts Centre, providing a 550-seat theatre, a 250-seat theatre, an atrium, more dining options, a new Box Office, and new back-of-house and administration facilities.

Alongside Creative Victoria, Geelong Arts Centre, ARM Architects and other key stakeholders, Development Victoria worked closely with the Wadawurrung Traditional Owners Aboriginal Corporation and other Geelong-based First Peoples to deliver on their self-determination aspirations, including design input, and economic development opportunities through procurement and employment.

Through a co-design process, narrative themes were embedded in every level of the building, comprising reflections of Country and cultures.

Amplifying the voices of the local First Nations community, the team have worked closely with Wadawurrung artist Kait James, and local First Nations artists Tarryn Love, Gerard Black and Mick Ryan whose works are embedded prominently as part of the fabric of the new Geelong Arts Centre in the theatres, façade, café mural and soundscapes.

Other built form aspects influenced by the partnership include the welcome area internal foyer carpet which reflects the local Moonah Forest, the landscape design, material and colour scheme selections.

A key outcome of this relationship has been a growing understanding of and respect for Wadawurrung cultural practices, their history and the work that they do caring for Country.



Artwork by Kait James (Wadawurrung)
- Dry your dishes on my culture.
Photo by Peter Foster.

CASE STUDY 2

Galkangu - Bendigo GovHub

Since 2017, Development Victoria has been working with the Dja Dja Wurrung Clans Aboriginal Corporation, known as DJAARA, on the Galkangu - Bendigo GovHub project. Galkangu is a Dja Dja Wurrung word meaning 'build together, we make together, make things happen together, more connected to Country.' This name was chosen after extensive consultation with Dja Dja Wurrung Elders.

The Galkangu - Bendigo GovHub project comprised the design, construction and fit-out of a new state-of-the-art office building to centralise the delivery of a range of government services and accommodate up to 1,000 local Council and Victorian Government workers from various departments. It will act as a one-stop-shop for people needing state or local government services or advice.

The project objective was to encourage regional economic growth, support employment and strengthen Bendigo's Civic Precinct, but an additional benefit has been the opportunity for Development Victoria and its consultants and contractors to establish long term relationships and a growing understanding of the Dja Dja Wurrung culture and ways of working.



Copyright© 2021 Murrupuk Art by Natasha Carter.
This artwork is reproduced with permission.

CASE STUDY 2

Galkangu - Bendigo GovHub

DJAARA's business enterprise arm, DJANDAK (meaning 'Dja Dja Wurrung Country'), formed a Traditional Owner Working Group (Wartaka) of Elders and knowledge holders who identified several cultural priorities for Galkangu, which combined the aspirations of respect, recognition, reconciliation and self-determination.

The subsequent co-design process produced a visual representation in the built form of a continuing culture, inviting a vision for the future through the ongoing partnership between DJAARA and the State Government. It allows the broader community to gain an appreciation of Aboriginal philosophy and perspectives. Each design feature is rich in symbolism, messaging and narrative. Features work together to instil a sense of shared responsibility for governing and managing society and Country into the future, utilising First Peoples systems thinking alongside Western systems.

Three artists were commissioned whose works are embedded prominently in the façade, at the building's entrance way and within a main meeting room table.

Dja Dja Wurrung language is featured throughout the building including the building name itself, prominently within the foyer at the public customer service area and for the naming of the meeting rooms and other spaces, such as the courtyards.

An interactive multimedia application (App), called *Galkangu - building with Djaara*, will explain and bring to life some of the design features including a language game with pronunciations, an augmented reality experience with a soundscape and artist interviews.



LEARNINGS

Minimising impact on Registered Aboriginal Parties –

Development Victoria upholds self-determination as the highest-order principle guiding our engagement with First Peoples. For our work on Country, self-determination will always begin with Registered Aboriginal Parties, and we recognise the challenging demands we can place on their limited time and resources.

Our ability to collaborate with Traditional Owners to embed their cultures, stories, and languages within our projects and places is dependent on Registered Aboriginal Parties' internal resourcing and capacity to work with us, so we have committed to continue engaging with these groups to explore ways to support them with time, resources, funding and other innovative models where possible to allow us to deliver meaningful outcomes together, for their communities.

Dedicated resources

We are grateful to our volunteer working group members who have progressed our Reflect RAP above and beyond their day-to-day roles and responsibilities. To take us to the next level, we are investing in dedicated, experienced resources to champion First Peoples partnerships, lead the implementation of key activities outlined in this Innovate RAP and be accountable for outcomes. From 2023, this team will comprise three roles: including a Director of First Peoples Partnerships reporting directly to the Group Head, Legal and Advisory.

Refreshed governance

For our Reflect RAP, we benefitted from having a senior leader as Working Group Chair to provide strategic guidance and advocacy at the highest level of the organisation. As Development Victoria expands the number, complexity and scale of initiatives outlined in this Innovate RAP compared with the Reflect RAP, we require a closer level of administrative control from the working group Chair. As a result, we have separated the roles of Executive Sponsor (dedicated to strategic guidance and advocacy) and Chair (day-to-day management of the RAP implementation plan).

Relationships

People are why we do what we do. We know we are stronger when we work together, and when we build relationships to achieve things that simply would not be possible alone. Building strong relationships with First Peoples is no different.

Development Victoria recognises that every day we are living and working on First Peoples' Country, and that strong and trusting relationships with First Peoples, particularly the Traditional Owner groups for the Country on which we are working, is critical to us understanding their needs and aspirations and reflecting these aspirations in the places and communities we create.

We are committed to taking a more coordinated, transparent and proactive approach to fostering partnerships with First Peoples at an organisation-wide level and aspire to be responsive to the needs and preferences of Traditional Owner groups, inviting them to self-determine what successful partnerships and meaningful outcomes look like for them.



Relationships



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2024	Director, First Peoples Partnerships
	Continue to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2024	Senior Manager, First Peoples Partnerships
	Establish relationships with every Traditional Owner group for the Country on which we work. Agree on an established way of working with each Traditional Owner group driven by their preferences, needs and resource profile.	November 2023	Director, First Peoples Partnerships
	Meet and communicate monthly with Aboriginal and Torres Strait Islander organisations, including Aboriginal Housing Victoria and Kinaway Chamber of Commerce, to strengthen these existing relationships.	February 2024	Director, First Peoples Partnerships
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	May 2024, 2025	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024, 2025	Director, First Peoples Partnerships
	Organise at least one NRW event each year.	May 2024, 2025	RAP Working Group Chair
	Register all Development Victoria's NRW events on Reconciliation Australia's NRW website .	May 2024, 2025	RAP Working Group Chair

Relationships



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	January 2024	Senior Manager, First Peoples Partnerships
	Communicate our commitment to reconciliation publicly.	Feb, June, July, August 2024, 2025	RAP Working Group Chair
	Provide a copy of the RAP as part of the standard induction process for all new employees.	December 2023	Senior Manager, First Peoples Partnerships
	Explore opportunities to positively influence Development Victoria's external stakeholders to drive reconciliation outcomes, including providing platforms for First Peoples voices at events and project milestones.	March 2024	Chief Executive
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2023	Director, First Peoples Partnerships
4. Promote positive race relations through anti-discrimination strategies.	Review Development Victoria's People & Culture policies and procedures to identify existing and future anti-discrimination provisions and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. This review should include: <ul style="list-style-type: none"> - Recruitment, Promotion and Selection Policy - Complaints Resolution Policy & Procedure - General Leave Policy & Procedure - Workplace Behaviour Policy - Flexible Work Arrangement Policy. 	May 2024, 2025	Executive Director, People Culture & Transformation
	Engage with Aboriginal and Torres Strait Islander team members and advisors to help support the review of policies and procedures.	May 2024, 2025	Executive Director, People Culture & Transformation
	Communicate Development Victoria's People & Culture policies and procedures related to anti-discrimination, outlining key changes following the review of these documents.	May 2024, 2025	Executive Director, People Culture & Transformation
	Develop, implement and communicate an anti-discrimination policy for our organisation.	May 2024, 2025	Executive Director, People Culture & Transformation

Relationships



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>5. Build a more strategic, coordinated, transparent and proactive approach to fostering partnerships with Traditional Owner groups at an organisation-wide level.</p>	<p>Establish a well-resourced, skilled team with accountability for fostering Traditional Owner and other key relationships, coordinating Development Victoria’s project-level engagement with each group and maintaining a repository of internal resources to support working with each group.</p>	<p>January 2024</p>	<p>Group Head, Legal & Advisory</p>
	<p>Explore and implement models to proactively and meaningfully fund/resource Traditional Owner groups for the knowledge, skills and value they bring to work on Country and to support them in building internal capacity.</p>	<p>June 2024</p>	<p>Director, First Peoples Partnerships</p>
	<p>Provide each Traditional Owner group visibility of current and pipeline projects, timelines, pathways and decision-making requirements.</p>	<p>January 2025</p>	<p>Director, First Peoples Partnerships</p>
	<p>Regularly review relationships with Traditional Owner groups for the Country on which we work – frequency to be determined by the preference of each Traditional Owner group.</p>	<p>November 2024, 2025</p>	<p>Director, First Peoples Partnerships</p>

Respect

Inclusion of and respect for First Peoples' cultures, histories, knowledge and rights is critical to both Development Victoria's team and the work we do. Our vision is to help make Victoria a great place to live. To successfully deliver on this vision, we must reflect the diversity of our community as an organisation and in the places we create.

To support this learning journey, we continue to engage Aboriginal-owned businesses and Registered Aboriginal Parties to support cultural learning at both a Victoria-wide and Country-specific level. Over the next two years of our Reconciliation Action Plan, we will continually invest in elevating our organisation's cultural safety and our team members' capability to deeply listen to, understand, collaborate with and celebrate First Peoples' ways of knowing, being and doing.



Respect



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within Development Victoria.	November 2023	Senior Manager, First Peoples Partnerships
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on developing and implementing our cultural learning strategy.	November 2023	Senior Manager, First Peoples Partnerships
	Develop, implement, and communicate a formal cultural learning strategy document for our Development Victoria team.	March 2024 (review March 2025)	Senior Manager, First Peoples Partnerships
	Create a tracking register to record and monitor the implementation of the cultural learning strategy.	November 2023	Senior Manager, First Peoples Partnerships
	Provide opportunities for our RAP Working Group members, People & Culture managers and other key leaders to participate in formal and structured cultural learning.	April 2024, 2025	RAP Working Group Chair
	Expand Country-specific cultural competency training provided by local Traditional Owner groups or their delegates to project teams working on Country.	March 2024	Senior Manager, First Peoples Partnerships
	Develop and share a library of resources to educate team members on each of the Traditional Owner groups for the Country on which Development Victoria works. These resources should include cultural protocols, legal context, key contacts, and Country Plan aspirations for each Traditional Owner group.	March 2024	Senior Manager, First Peoples Partnerships
	Investigate appropriateness and/or appetite for secondments, co-location or other models to increase 'both ways' understanding.	July 2024	Director, First Peoples Partnerships

Respect



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2024	Senior Manager, First Peoples Partnerships
	Develop, implement and communicate a cultural protocol document, including Welcome to Country and Acknowledgement of Country protocols.	January 2024 (review January 2025)	Senior Manager, First Peoples Partnerships
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including key project milestones.	July 2024	Director, First Peoples Partnerships
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2023	Chief Executive
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Provide financial or in-kind support to Aboriginal or Torres Strait Islander organisations to deliver NAIDOC Week events.	July 2024, 2025	RAP Working Group Chair
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Working Group Chair
	Review People & Culture policies and procedures to remove potential barriers to team members participating in NAIDOC Week.	December 2023	Executive Director, People, Culture & Transformation
	Members of the Senior Leadership Team to attend an external NAIDOC Week event.	July 2023 & 2024	RAP Working Group Chair
	Promote and encourage participation in external NAIDOC events for all team members.	July 2023 & 2024	RAP Working Group Chair

Respect



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Develop a cultural heritage management framework for Development Victoria	Review and reset our existing cultural heritage management approach informed by independent advice on cultural heritage best practices.	July 2024	Group Head, Legal & Advisory
	Develop procedures to monitor and ensure that cultural heritage management requirements are implemented and that Development Victoria upholds its obligations under the Aboriginal Heritage Act 2006 and regulations.	July 2024	Group Head, Legal & Advisory
	Provide training to project teams to ensure respectful implementation of cultural heritage management procedures.	November 2024 & 2025	Director, First Peoples Partnerships
	Document and share learnings from engagement with Traditional Owner groups to inform the continual improvement of cultural heritage management practices.	April 2024, 2025	Senior Manager, First Peoples Partnerships
10. Incorporate appropriate recognition of First Peoples cultures into the planning, design and delivery of our projects	Where self-determined by local Traditional Owner groups, leverage our projects to celebrate First Peoples' ways of knowing, being and doing, acknowledging that Traditional Knowledge continues to be a living cultural practice.	April 2024, 2025	Director, First Peoples Partnerships
	Drawing on First Peoples advisors and Traditional Owner groups, define and operationalise best practice approaches to First Peoples engagement and design translation during the design phase of projects.	March 2024	Senior Manager, First Peoples Partnerships
	Where permitted by local Traditional Owner groups, use available media channels to celebrate the contributions of Aboriginal and Torres Strait Islander communities in our projects.	Jun 2024, 2025	Executive Director, Corporate Affairs & Engagement

Opportunities

Supporting First Peoples' employment and business growth are key pillars of the Victorian State Government's Aboriginal Employment and Economic Strategy, *Yuma Yirramboi (Invest in Tomorrow)*. This strategy makes it clear that greater economic participation and wealth creation for First Peoples is integral to better social and wellbeing outcomes.

Procurement is a key function of our business to realise our objectives, so direct and indirect procurement from Aboriginal-owned businesses is a key lever with which we can support the advancement of wealth creation opportunities and lasting social benefits for Victoria's First Peoples.



Opportunities



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build an understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	December 2023, 2024	Executive Director, People, Culture & Transformation
	Endorse and embed fully into our Talent Management program the Department of Transport & Planning-led initiatives targeted at improving employment outcomes for Aboriginal and Torres Strait Islander team members across the portfolio, including: <ul style="list-style-type: none"> • Invite Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy. • Identify factors that impact on Aboriginal and Torres Strait Islander team members' attraction, retention and career progression. • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	January 2025	Executive Director, People, Culture & Transformation
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates, including First Peoples media channels/networks.	February 2024	Executive Director, People, Culture & Transformation
	Explore Department of Transport & Planning portfolio-wide measures to expand or enhance their employment pathway program to attract and contribute to the professional development of more First Peoples candidates.	March 2024	Executive Director, People, Culture & Transformation

Opportunities



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Undertake an opportunity analysis to align planned corporate and project spend with the capacity and capability of the Aboriginal-owned business sector to develop a medium to long term pipeline of procurement opportunities.	November 2023	Senior Manager, First Peoples Partnerships
	Use the opportunity analysis to develop and implement an Aboriginal and Torres Strait Islander procurement strategy and communicate opportunities to the team.	June 2024	Senior Manager, First Peoples Partnerships
	Investigate approaches to improve our monitoring and reporting of direct and indirect procurement of Aboriginal and Torres Strait Islander suppliers.	June 2024	Senior Manager, First Peoples Partnerships
	Investigate Supply Nation membership.	June 2024	Senior Manager, First Peoples Partnerships
	Continue to be a member of Kinaway Aboriginal Chamber of Commerce.	December 2023 & 2024	Senior Manager, First Peoples Partnerships
	Provide team members with information on how to procure from Kinaway businesses and the importance of identifying procurement opportunities early in the project lifecycle.	June 2024 & 2025	Senior Manager, First Peoples Partnerships
	Provide opportunities for team members to attend Kinaway events to improve understanding and improve capability in engaging with Aboriginal and Torres Strait Islander businesses.	July 2024, 2025	Senior Manager, First Peoples Partnerships
	Review and enhance procurement training of team members with the objective of improving the evaluation of bidder responses to the First Peoples social procurement framework criteria.	May 2024	Senior Manager, First Peoples Partnerships
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2024	Chief Executive
	Explore, pilot and communicate lessons learned on new models of achieving social procurement outcomes to increase our suppliers' procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	April 2024	Senior Manager, First Peoples Partnerships
Review and enhance procurement training of team members with the objective of improving the evaluation of bidder responses to the First Peoples social procurement framework criteria.	April 2025	Senior Manager, First Peoples Partnerships	

Governance

We are committed to implementing strong governance that will enable us to further advance our journey of reconciliation in the most meaningful way.

Our governance has an emphasis on accountability and ensuring that a range of people from all parts of Development Victoria take on the responsibility for fulfilling our RAP commitments. As part of this approach, we are committed to regular reporting and ensuring the timely achievement of deliverables.



Governance



Deliverables exclusive to Development Victoria are shown in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2023, 2024	RAP Working Group Chair
	Review and update the Terms of Reference for the RWG.	January 2024	RAP Working Group Chair
	RWG to meet monthly to drive and monitor RAP implementation.	November 2023	RAP Working Group Chair
2. Provide appropriate support for the effective implementation of RAP commitments.	Define budget and resource needs for implementation of RAP deliverables.	May 2024, 2025	RAP Working Group Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2023	RAP Working Group Chair
	Appoint and maintain an internal RAP Champion from Development Victoria's senior leadership team.	December 2023	Chief Executive
	Engage our senior leaders and other team members in the delivery of RAP commitments.	November 2023 &, 2024	Chief Executive
	Explore ways to embed key RAP actions in the performance expectations of all team members.	Senior Manager, First Peoples Partnerships	Executive Director, People, Culture & Transformation

Governance



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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that Development Victoria's primary and secondary contact details are current.	June annually	RAP Working Group Chair
	Contact Reconciliation Australia to request a unique link for Development Victoria to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Working Group Chair
	Publicly report our RAP achievements, challenges and learnings annually.	July 2024, 2025	RAP Working Group Chair
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	RAP Working Group Chair
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	Senior Manager, First Peoples Partnerships

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Geelong Arts Centre

Dry your dishes on my culture.

Artwork by Kait James (Wadawurrung) Photo by Peter Foster. (Page 14)

RECONCILIATION ACTION PLAN

INNOVATE

NOV 2023 – NOV 2025

To contact Development Victoria on any aspect of this RAP:

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