

Marrageil Strategy

Strategic Plan 2024 – 2031

Action Plan

TIMEFRAME FOR ACTIONS

- Short term 1–3 years
- Medium 3–5 years
- Long 5-7 years
- Ongoing

BUDGET ESTIMATION

Existing

Council can adopt these actions within the current proposed budgets

\$

<\$20k. Low-cost action

\$\$

\$20k-\$100k Council should plan for budget beyond the current proposed budget.

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Lift the social connection, health and wellbeing of First Nations peoples	1. Work with Aboriginal Victorians to evolve safe forums for sharing experiences and truth-telling including topics such as history, principles and values of First Nations peoples.	Facilitate and coordinate local forums between Traditional Owners, Aboriginal organisations, and local councils to enable the establishment of local cultural-awareness and cultural-safety training programs and priorities.	Ongoing	People & Culture First Nations Unit Yarra Plenty Regional Libraries	Existing
		Leverage local government forums across the state to share best practice examples of Aboriginal self-determination in action.	Short	People & Culture First Nations Unit	Existing
		Enhance First Nations representation at the Banyule Youth Summit, including through targeted consultation and engagement.	Ongoing	Youth Services	Existing
	2. Develop best practice with working with Aboriginal communities to deliver shared health and wellbeing outcomes. Ensuring all health and wellbeing services provided to Aboriginal people are culturally safe and free from racism.	Continue to develop best practice case studies of local government working with Aboriginal communities that deliver shared health and wellbeing outcomes.	Short	First Nations Unit	Existing
		Ensure the Municipal Public Health and Wellbeing Plan involves Aboriginal community members and partners with Aboriginal organisations.	Short	Community Impact	Existing
		Ensure all health and wellbeing services provided to Aboriginal people are culturally safe and free from racism.	Ongoing	First Nations Unit	Existing
		Continue to review processes, practices and data collection within the Maternal Child Health Unit.	Short	Family & Community Services	Existing
		Provide ongoing support of Barrbunin Beek to become self-determining through a formal partnership agreement.	Medium	First Nations Unit	Existing
		Investigate the opportunity for Banyule in partnership with Wurundjeri Woi-wurrung Elders to host Welcome Baby to Country ceremonies.	Short	Family & Community Services	\$
		Identify partnership opportunities between Aboriginal Community Controlled Organisations and Banyule.	Ongoing	First Nations Unit	Existing
		Explore opportunities to create a formal partnership agreement and best practice guide with Aboriginal Housing Victoria.	Short	First Nations Unit	\$
		Develop and deliver Aboriginal and Torres Strait Islander youth initiatives with a focus on strengthening cultural identity, leadership and empowerment with leaders from the Aboriginal community.	Medium	Youth Services	\$
		Support First Nations specific mental health initiatives locally.	Short	First Nations Unit	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Lift the social connection, health and wellbeing of First Nations peoples	3. Increase awareness of Traditional Owner's, the Wurundjeri Woi-Wurrung people and other local Aboriginal and Torres Strait Islander communities.	Increase the visibility of First Nations branding and information on Banyule website.	Short	Advocacy, Communication, Engagement & Performance	Existing
		Seek permission and Include the Wurundjeri Woi-wurrung name on all Council correspondence and platforms.	Medium	Advocacy, Communication, Engagement & Performance	Existing
		Develop and design cultural impact assessments for all Council business.	Medium	Governance & Integrity	\$
		Encourage and support local sporting clubs host First Nations activities and events.	Short	Healthy & Active Communities	Existing
		Work with Wurundjeri Woi-wurrung to identify and celebrating culture, history and heritage.	Short	Parks & Natural Environment	Existing
		In partnership with Wurundjeri Woi-wurrung, design and install a Stolen Generations Marker.	Medium	First Nations Unit	\$
	4. Support Barrbunin Beek Aboriginal Gathering Place as the local space for First Nations residents and users.	Council Maternal Child Health business unit to grow the partnership with Barrbunin Beek to deliver services.	Short	Family & Community Services	Existing
		Council Sport & Recreation business unit to grow partnership with Barrbunin Beek to deliver services.	Short	Healthy & Active Communities	Existing
		Council Sport and Rec business unit to continue to identify other partners to deliver Sport & Rec programs with First Nations community.	Short	Healthy & Active Communities	Existing
		Invest in a formal relationship with Barrbunin Beek beyond the auspice agreement.	Medium	First Nations Unit	\$
		Ongoingly scope Barrbunin Beek's facilities to ensure they are fit for purpose to serve the community.	Ongoing	First Nations Unit	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Put Caring for Country principles at the centre.	5. Enhance the relationship with the Wurundjeri Woi-Wurrung Corporation's, Narrap, land management team	Grow the relationship with the Narrap Indigenous rangers and increase levels of engagement beyond the current agreement.	Medium	Parks & Natural Environment	\$
		Host two opportunities 'relationship building' opportunities with the Narrap Indigenous rangers and the Council bushland crew to exchange ideas and knowledge.	Short	Parks & Natural Environment	Existing
		Invest in voluntary cultural assessment mapping with the Wurundjeri Corporation.	Medium	City Development	Existing
		Proactively engage with the Narrap team twice per year on the Yarra Strategic Plan.	Ongoing	City Development	Existing
		Investigate funding a Narrap ranger position in collaboration with neighboring councils.	Medium	Parks & Natural Environment	\$
		Identify and facilitate interpretation of Aboriginal culture, history and heritage in place-making, public art, streetscape planting and urban design projects.	Short	City Development	Existing
		Identify ways to engage the Narrap Team to inform Council's land management practices and where possible identify where the Narrap Team can maintain assets.	Medium	Parks & Natural Environment	Existing
		6. Embed Caring for Country principles across all of Council core business	Support and promote the Wurundjeri Woi-wurrung Country-Plan within Council and the wider community.	Short	First Nations Unit
	Incorporate Caring for Country values / principles into Council parks/rangers work plans.		Medium	Parks & Natural Environment	Existing
	Provide guidance and support for local research on cultural heritage matters, including research on the cultural significance of different parts of Country in Banyule.		Medium	City Development	Existing
	Design and develop Truth-telling signage and installations across Banyule.		Short	Advocacy, Communication, Engagement & Performance	\$
	Embed Caring for Country values and principles in environmental sustainability policies and plans particularly understanding impact of Council owned fleet vehicles.		Medium	First Nations Unit Environment	Existing
	Work together with Wurundjeri Woi-wurrung to establish ways to embed connection to Country and First Nations history into our community infrastructure planning.		Medium	First Nations Unit	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Put Caring for Country principles at the centre.	7. Increase education to the community about Traditional knowledge of land management practices and native / Indigenous plants	Implement annual Banyule community, cultural walks, to increase On Country education.	Short	Parks & Natural Environment	Existing
		Embed traditional Wurundjeri Woi-Wurrung land management practices into Council's biodiversity conservation activities.	Medium	Parks & Natural Environment	Existing
		Embed First Nations principles in Council landscape design and planning initiatives.	Medium	City Development	Existing
		Increase the planting of Indigenous plants/trees across Banyule.	Medium	Parks & Natural Environment	Existing
		Assess most appropriate location for Indigenous gardens in the public realm and for major projects to influence future works.	Short	Environment Team	\$
		Explore opportunities and resourcing required to enable community school groups to heal Country through replanting trees and vegetation in Council projects.	Short	Parks & Natural Environment	Existing
		Create and distribute native / Indigenous planting guidelines to support biodiversity.	Short	Parks & Natural Environment	Existing
		Draft and include the Kulin Nation seasons within the Banyule Banner.	Short	Advocacy, Communication, Engagement & Performance	Existing
		Scope and implement annual First Nations cultural learning program for the community.	Short	First Nations Unit	\$
		Conduct research and report on findings into the cultural heritage within the Bolin Bolin area in Banyule.	Short	City Development	\$

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Celebrate and share Aboriginal history, heritage and culture.	8. Implement Cultural Awareness training and education programs across Banyule.	Implement end to end cultural awareness and cultural-safety training for all <ul style="list-style-type: none"> • Councillors • Directors and senior management (is this right?) • All other Council staff • Volunteers 	Medium	People & Culture Governance & Integrity	\$\$
		Work with Traditional Owners, Aboriginal organisations and local councils to resource and develop content for codesigned cultural awareness and cultural-safety training programs to offer to the whole community.	Short	First Nations Unit	Existing
		Deliver events during days / weeks of significance including National Reconciliation Week and NAIDOC Week in partnership with Barrbunin Beek and Yarra Plenty Regional Libraries.	Ongoing	First Nations Unit	Existing
		Review and strengthen cultural safety guidelines and requirements in existing organisational policies.	Short	People & Culture First Nations Unit	Existing
9. Increase opportunities for Traditional Owners and other First Nations-led storytelling and history experienced in Banyule.		Work with Traditional Owners, Aboriginal organisations, and the Aboriginal community to understand what's required to reflect and celebrate Victorian Aboriginal culture across local council operations and libraries.	Short	First Nations Unit	Existing
		Develop and implement a First Nations language and naming policy.	Short	First Nations Unit	Existing
		Design and program a designated First Nations gallery at Ivanhoe Library & Cultural Hub.	Medium	Arts & Culture	\$
		Investigate and implement dual naming for all Council buildings with Woi-wurrung language.	Medium	Advocacy, Communication, Engagement & Performance	\$
		Develop an Aboriginal Cultural Heritage Strategy.	Long	City Development	\$\$
		Undertake a mapping exercise to identify the most appropriate location for greater cultural ceremony infrastructure locations.	Medium	City Development	Existing
		Consult with the whole community and then develop a formal Council position on how to acknowledge January 26.	Medium	First Nations Unit	Existing
Produce and First Nations tri-coloured lanyards for staff to wear to demonstrate support for Reconciliation.	Short	Advocacy, Communication, Engagement & Performance	\$\$		

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Celebrate and share Aboriginal history, heritage and culture.	10. Embed Council's commitment to the principles of the Uluru Statement from the Heart	Host three community education opportunities a year to increase education about Voice, Treaty, Truth.	Ongoing	First Nations Unit	Existing
		Actively engage Traditional Owners in discussions around Treaty.	Short	First Nations Unit	Existing
		Build awareness by hosting public Treaty engagement sessions in Council libraries.	Short	Yarra Plenty Regional Libraries	Existing
		Implement additions to ever Banyule Banner informing about Voice, Treaty and Truth.	Ongoing	Advocacy, Communication, Engagement & Performance	Existing
		Implement First Nations stories in regular and ongoing library and early years programs.	Ongoing	Family & Community Services / Yarra Plenty Regional Library	Existing
	11. Amplify communications sharing and celebrating local knowledge of the First Nations community.	Partner with Traditional Owners to develop the most appropriate protocols for building respect and trust through celebrations and the recognition of culture.	Short	Governance & Integrity	Existing
		Conduct an audit and develop a baseline measure of how culture, language, and customs are recognised across council (for example, Welcome to Country, Acknowledgment of Country, and symbols and signage in council spaces).	Medium	First Nations Unit	Existing
		Support, recognise and celebrate local reconciliation initiatives.	Ongoing	First Nations Unit	Existing
		Procure Aboriginal artwork for Council branding usage.	Short	Arts & Culture	\$\$
		Continue to provide staff and community with resource material to promote and celebrate Aboriginal and Torres Strait Islander news, stories and current issues.	Ongoing	First Nations Unit	Existing
		Integrate the strategy into existing local government awards to acknowledge and celebrate work that promotes self-determination.	Short	First Nations Unit	Existing
		Improve communication about First Nations culture and history on social media platforms.	Ongoing	Advocacy, Communication, Engagement & Performance	Existing
		Ensure each Council Director and Manager has accountability for Strategy Actions by including as mandatory performance requirement.	Ongoing	Advocacy, Communication, Engagement & Performance	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Enhance First Nations inclusion and cultural safety	12. Ensure all Council buildings and infrastructure are culturally safe	Work with Aboriginal Victorians and the Victorian Government to establish safe forums for sharing experiences and truth-telling about discrimination and racism.	Medium	First Nations Unit	Existing
		Procure Aboriginal artwork for the Banyule community bus.	Short	Arts & Culture	\$
		Conduct biennial cultural safety audits in all Council major buildings.	Ongoing	First Nations Unit	\$
		Collaboratively engage Aboriginal Community Controlled Organisations to understand why the First Nations community aren't accessing Council services including libraries.	Medium	First Nations Unit Yarra Plenty Regional Libraries	Existing
		Ensure all new Council building plans include embedding First Nations culture within them at the early stages.	Ongoing	First Nations Unit	Existing
	13. Embed internal practices to support First Nations employee cultural safety	Investigate and understand what the indicators of a culturally inclusive and safe workplace at Council are.	Medium	People & Culture	Existing
		Establish who within Council will be responsible for identifying and reporting on the key issues and barriers (such as racism and discrimination) to creating vibrant Aboriginal communities.	Short	People & Culture	Existing
		Encourage and support First Nations Council Staff in Council to actively participate in the Local Government Koorie Staff Network.	Ongoing	Inclusive Enterprise & Local Jobs First Nations Unit	Existing
		Implement an internal First Nations employee network. This is also to include an Elder in residence to support cultural safety.	Short	Inclusive Enterprise & Local Jobs First Nations Unit	\$
		Scope and then implement additional cultural leave for First Nations staff employed by Council.	Medium	People & Culture	Existing
		Investigate the inclusion of an Aboriginal Best start officers in the early years department.	Long	Family & Children Services	\$\$
		Conduct a review of how Council's governance structure upholds structural racism.	Medium	Governance & Integrity	Existing
		Review, update and renew Banyule Council's Statement of Commitment to First Nations Peoples.	Short	First Nations Unit	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Enhance First Nations inclusion and cultural safety	14. Develop cultural safety education resources for local sporting organisations and schools	Consult with local schools to understand the current level of First Nations education and curriculum being provided to students.	Short	First Nations Unit	Existing
		Design and distribute three annual educational resources about First Nations people .	Ongoing	Healthy & Active Communities	Existing
		Expand relationship with Koorie Engagement Support Officers s to understand current First Nations children challenges.	Ongoing	Family & Community Services	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Increase economic opportunities for First Nations people.	15. Implement First Nations KPI's within Social Enterprise Strategy	Partner with Traditional Owners and Aboriginal organisations to develop KPI's within the Social Enterprise Strategy that supports Traditional Owners and Aboriginal businesses.	Short	Economic Development	Existing
		Identify Council procurement opportunities for Aboriginal businesses, including Traditional Owner suppliers.	Ongoing	Economic Development	Existing
		Actively engage with Traditional Owners, Aboriginal organisations and businesses when undertaking economic planning, reviewing business regulation policy, and developing economic development strategies and programs.	Ongoing	Economic Development	Existing
		Through Council's Inclusive Enterprise work, engage and partner with more Aboriginal and Torres Strait Islander owned businesses to support them to grow and expand into Banyule.	Short	Inclusive Enterprise & Local Jobs	\$
		Strengthen Council's communications and approach to encourage First Nations business to apply for Council tenders.	Ongoing	Economic Development	Existing
		Increase (5% per annum) services with First Nations companies.	Long	Economic Development	Existing
		Design an online Panel to include First Nation's businesses on database as preferred service providers.	Short	Economic Development	\$
	16. Implement First Nations KPIs within the Employment Strategy	Provide development pathways for existing and new First Nations employees, with thorough onboarding processes, regular feedback, and training, mentoring and peer support.	Short	People & Culture	Existing
		Through a collaborative engagement process with Wurundjeri Woi-wurrung and culturally appropriate consultancies, develop recruitment processes and positions to increase Aboriginal and Torres Strait Islander Peoples employment outcomes.	Medium	People & Culture	Existing
		Increase employment opportunities for First Nations artists and creatives across Council.	Ongoing	Arts & Culture	Existing
		Support and advocate for Banyule businesses to employ more inclusively, which includes Aboriginal and Torres Strait Islander people.	Ongoing	Inclusive Enterprise & Local Jobs	Existing
		Implement 3% First Nations employment in Council by 2031.	Long	People & Culture	Existing
		Scope a First Nations Strategic Partnerships Officer role to support the relationships with local Aboriginal Community Controlled Organisations and Aboriginal businesses within Banyule.	Long	First Nations Unit	\$
		Strengthen the First Nations Traineeship Program offered by Council for local First Nations peoples, offering them the opportunity to work across a range of Council areas and matters.	Ongoing	Inclusive Enterprise & Local Jobs	\$

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Increase economic opportunities for First Nations people.	17. Invest in Barrbunin Beek Aboriginal Gathering Place, self-determination ambitions.	Find ways to generate greater resources, funding, and improved community outcomes through partnerships with Aboriginal organisations.	Ongoing	Community Connections	Existing
		Increase expenditure on partnerships with local Aboriginal groups to show Council's commitment and deliver whole of community value.	Ongoing	First Nations Unit	\$
		Advocate for Barrbunin Beek to receive grant opportunities.	Ongoing	First Nations Unit	Existing
	18. Strengthen relationships with local Aboriginal Community Controlled Organisations	Support Closing the Gap initiatives by working with services, organisations and networks with a focus on health, education and employment for Aboriginal and Torres Strait Islander People.	Ongoing	Community Impact First Nations Unit	Existing
		Collaborate with Aboriginal Community Controlled Organisations to understand roles and responsibility in supporting First Nations community in Banyule.	Ongoing	First Nations Unit	Existing
		Facilitate annual engagements with Aboriginal Community Controlled Organisation to understand barriers for First Nations community members.	Ongoing	First Nations Unit	Existing
	19. Increase opportunities for the First Nations community to access Council grants	Implement weighting within Council grants for First Nations applications or initiatives.	Short	Community Connections	Existing
		Implement initiatives and advocate to support assistance of fees for First Nations community members to access sporting clubs.	Medium	Healthy & Active Communities	\$
		Review and compile grants available for funding for Aboriginal programs and activities (State, Federal and private)	Ongoing	First Nations Unit	Existing

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Improve First Nations self-determination through engagement and representation.	20. Explore new ways of working with Aboriginal communities that create greater mutual decision making and reflect Aboriginal cultural values and practices.	Understand how the aims of the Strategy apply to Traditional Owners, Aboriginal Victorians and the work of local councils –understand Country-based planning and be aware of relevant Country Plans, Recognition Settlement Agreements, and Closing the Gap.	Short	First Nations Unit	Existing
		Communicate key local Council planning cycles and reporting requirements to Aboriginal organisations to increase understanding of roles and accountabilities.	Ongoing	Governance & Integrity	Existing
		Engage Wurundjeri Woi-wurrung in annual engagements for relationships building.	Ongoing	First Nations Unit	Existing
		Work with First Nations families to better understand what they want children to be taught at school and advocate these priorities to the Victorian Government.	Short	Youth Services	Existing
		Design and develop a partnership agreement with Wurundjeri Woi-Wurrung Corporation.	Medium	First Nations Unit	Existing
	21. Work directly with First Nations community and stake holders in delivering programs that support the health, wellbeing, self-determination, and connectedness of the community.	Design and produce a public facing scorecard demonstrating outcomes against the self-determination strategy.	Ongoing	Advocacy, Communication, Engagement & Performance	Existing
		Make a local Aboriginal Strategic Statement that forms part of council's Municipal Strategic Statement.	Short	First Nations Unit	Existing
		Investigate the functions of the RAP Advisory committee to become a Council delegated committee or similar.	Short	Governance & Integrity	Existing
		Meet with local Aboriginal and Torres Strait Islander stakeholders to discuss and review the guiding principles on which we engage and work collaboratively together.	Medium	First Nations Unit	Existing
		Develop a welcoming environments project to introduce 'Welcome to Country' signage in key business or gateway areas to the municipality	Short	Advocacy, Communication, Engagement & Performance	\$

Focus Area	Key Commitments	Actions	Timeframe	Responsibility	Cost
Improve First Nations self-determination through engagement and representation.	22. Increase formal opportunities for local First Nations community members to have a voice on Council matters.	Scope the feasibility of a designated First Nations representative on all Council Advisory Committees.	Ongoing	Governance & Integrity	Existing
		Explore the opportunity to allocate a reserved First Nations seat on council.	Long	Governance & Integrity / First Nations Unit	Existing
		Community Engagement Guidelines updated to include First Nations people in decision making to remove barriers to consultation between Council and First Nations people including the Wurundjeri Woiwurrung.	Short	Community Engagement	Existing
		During Council elections, promote training available through MAV/ VEC to Aboriginal and Torres Strait Islander connections and partners.	Ongoing	Governance & Integrity	Existing