



CITY OF CASEY

INNOVATE
RECONCILIATION
ACTION PLAN



MARCH 2024 – MARCH 2026

Acknowledgement of Country

The City of Casey proudly acknowledges the Traditional Owners, Casey’s Aboriginal and Torres Strait Islander communities, their rich cultures and pays respect to their Elders past, present and future.

We acknowledge Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and as the Traditional Owners and Custodians of the land on which we work and live.

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Artist Profile

Adam Magennis, the visionary artist behind the captivating artwork featured in Casey’s Reconciliation Action Plan (RAP), brings a depth of creativity and cultural insight to his work.

The artwork, meticulously crafted using colours and symbols inspired by Bunurong land, stands as a testament to the rich cultural heritage and connection to the land within which the City of Casey resides. Drawing inspiration from the journey of the Casey’s Reconciliation Action Plan Working Group to the Shoreham foreshore reserve, where they immersed themselves in learning the history and significance of the Bunurong land, Adam’s creation reflects the group’s profound connection and commitment to reconciliation.

We are deeply grateful for Adam’s involvement in the creation of Casey’s Reconciliation Action Plan. His artistic prowess and ability to encapsulate the essence of the journey elevate the impact and significance of the initiative. Adam is also the founder of Kaptify, a renowned visual arts consultancy established circa 1988/1989 in Bayswater North, Melbourne, Australia. Over three decades later, Kaptify has evolved into a leading creative hub, with its studio located in Shoreham on the Mornington Peninsula, Melbourne, Australia.



Adam Magennis –
Bunurong Artist at Kaptify

At Kaptify, Adam and his team embrace a collaborative approach, creating On Country journeys and experiences that inform the actions and goals set forth in their engagements with various stakeholders, including people, organisations, schools, businesses, and companies. This approach underscores Kaptify’s commitment to fostering

meaningful connections and driving positive change through visual arts engagement. Adam’s work with Kaptify exemplifies his dedication to using art as a catalyst for reconciliation and cultural understanding, making him an invaluable contributor to initiatives like Casey’s Reconciliation Action Plan.

Message from Reconciliation Australia



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

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

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

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

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

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The City of Casey is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the City of Casey's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Bunjil Place: A dynamic community hub housing a theatre, library, gallery, and City of Casey offices, bringing people together for shared experiences and connections

Message from the CEO

I am thrilled to introduce our organisations “Innovate” Reconciliation Action Plan (RAP).



At the City of Casey, we are dedicated to serving our community with passion and integrity, and the RAP underscores our commitment to fostering a more inclusive and equitable future. Our vision for reconciliation is deeply rooted in recognising and celebrating the rich cultures of Aboriginal and Torres Strait Islander communities.

Through the RAP, we aim to not only acknowledge the past but also actively work towards building a brighter and more unified future. The “Innovate” RAP represents a significant step forward in our reconciliation journey, reflecting our intent to listen, learn, and empower our entire community intricately tied to our long-term community vision: “become a more connected bold, and resilient community “

I am proud of the collaborative efforts in developing this plan both, internally within our organisation and in partnership with the community. I am confident that it will guide us towards meaningful and impactful outcomes for the Casey community. The RAP supports our journey of reconciliation, promoting inclusivity, creating opportunities for genuine engagement, and building stronger connections among all members of our community.

Glenn Patterson
City of Casey
Chief Executive Officer

Message from the Chair of Administrators

I am pleased to endorse the “Innovate” Reconciliation Action Plan (RAP) as a crucial milestone in our organisation’s ongoing commitment to reconciliation.



Our municipality is home to a diverse and vibrant community, including approximately 2,395 Aboriginal and Torres Strait Islander members. It is imperative that we continue to work towards building stronger connections and fostering greater inclusivity. The “Innovate” RAP embodies our collective vision for reconciliation, grounded in respect, understanding, and collaboration.

Through this plan, we aspire to deepen our engagement with Aboriginal and Torres Strait Islander communities, amplify their voices, and create opportunities for meaningful participation and empowerment. I commend the dedicated efforts of our team in developing this plan, and I am eager to see the positive impact it will have on our organisation and the wider community. Together, let us embark on this journey of reconciliation with humility, empathy, and a shared commitment to building a more united and equitable future for all.

Noelene Duff PSM
City of Casey
Chair of Administrators



Our vision for reconciliation is to proudly recognise the rich cultures of Aboriginal and Torres Strait Islander communities. Together we acknowledge the past and work towards a more equitable future. We are determined to listen and empower our whole community.

A captivating cultural dance performance by Bandok Tati at the Casey Reconciliation Week event

Our Business

The City of Casey is a dynamic and diverse local government organisation dedicated to serving our community. As the most populous and second fastest-growing Local Government which is home to approximately 2395 Aboriginal and Torres Strait Islander community members, we have a profound commitment to our residents.

Our municipality encompasses well-established urban areas with significant heritage value, as well as a green peri-urban growth front. The region has a diverse range of natural features including a well-maintained environment ensuring clean air, water, fertile soils, natural pest control, pollination, flood prevention, and carbon storage enhancing our city's well-being. Our varied natural attractions, including renowned National Parks and wetlands, significantly contribute to Victoria's tourism economy.

This makes Casey a rapidly evolving and vibrant city to live in, reflecting the diversity and energy of its residents. Our responsibilities are wide-ranging and governed by more than 120 pieces of Victorian legislation. Acting on behalf of the community, we have three primary roles. Firstly, we directly fund and deliver essential services and infrastructure, providing strategic services and overseeing numerous infrastructure projects each year. Secondly, we act as facilitators, fostering positive outcomes for our community by building partnerships, advocating for change, promoting opportunities, and empowering community members and organisations. Finally, we advocate to State and Federal Governments, ensuring that the voices and needs of the Casey community are heard and addressed.

Our purpose as an organisation is clear and unifying: we lead with passion and courage to enrich lives. This purpose serves as a guiding principle for all our endeavours, inspiring us to make a meaningful impact on the well-being and quality of life of our community members. Our values of dreaming big, empowering each other, and making our community proud fuel our actions and drive us to be bold, innovative, collaborative. Looking towards the future, our long-term community vision for 2031 is to become a more connected, bold, and resilient community. This vision reflects our dedication to fostering strong connections among residents, promoting bold initiatives and solutions, and ensuring the resilience and sustainability of our municipality.



Two children from Casey's Kindergarten engage in an exploration of flags, connecting with culture.

The City of Casey employs approximately 1800 employees, each of whom plays a vital role in serving our community and fulfilling our organisational objectives. We are proud to have a diverse workforce that includes 10 Aboriginal and Torres Strait Islander staff members, who contribute to our rich cultural fabric and bring unique perspectives to our organisation.

Our geographic reach is primarily regional, as we are situated in the outer south-eastern suburbs of Melbourne. We cover an area of 396.79 square kilometres; However, our sphere of influence extends to both internal and external stakeholders. Internally, we work closely with our employees, council administrators, and various departments to ensure effective governance and service delivery. Externally, we engage with residents, businesses, community organisations, neighbouring local government organisations,

and state and federal government agencies to foster collaboration, partnerships, and advocacy for the betterment of our community.

To provide accessibility and convenience for our community, we have two main office locations within our municipality. Additionally, we operate over 40 community facilities strategically spread throughout our region. These facilities serve as vital hubs for service delivery, engagement, and connection, enabling us to effectively reach and serve our diverse community.

City of Casey's commitment to community is unwavering. We are dedicated to serving the needs and aspirations of our residents, promoting inclusivity, fostering partnerships, and creating opportunities for growth and well-being.

We strive to lead with passion, courage, and a deep sense of responsibility, ensuring that our community thrives and continues to be a place where residents are proud to live, work, and play.

Our RAP

The City of Casey has developed a Reconciliation Action Plan (RAP) to embody the spirit of reconciliation, fostering an inclusive, harmonious, and equitable future. The RAP serves a dual purpose: it acknowledges the remarkable contributions of Casey's Aboriginal Gathering Place and also strengthens our organisational ties to reconciliation principles.

Our achievements - City of Casey's reconciliation journey:

- In 2016, a heartfelt milestone was achieved with the establishment of the Aboriginal Gathering Place in Doveton, creating a welcoming sanctuary for Aboriginal and Torres Strait Islander people to connect and access vital activities and services.
- During 2016-2017, Council's deep commitment led to the formation of an internal Aboriginal Engagement Unit, fostering understanding and support for the community's residents.
- In 2018, Council's dedication to reconciliation was further solidified as they endorsed the Aboriginal Strategic Framework, placing Aboriginal engagement at the forefront of their planning.
- Throughout 2020, amidst the challenges of COVID, Council displayed resilience by developing new engagement and service models to support Aboriginal and Torres Strait Islander communities, including vital meal deliveries.
- Also in 2021, a significant milestone was achieved when Aboriginal Engagement and the Reconciliation Action Plan became an integral part of Council's Wellbeing Strategy, reflecting their commitment to inclusivity and unity.
- The year 2022 saw the introduction of the Governance model - Aboriginal Engagement, embracing Yarning circles and fostering a sense of belonging within the community.

As of 2023, the journey towards reconciliation continues with the commencement of Innovate Reconciliation Action Plan (RAP) development, driven by a shared vision for a brighter, united future.

A Casey employee participates in a powerful moment of connection and cultural exchange during the Casey Reconciliation Week event smoking ceremony

The Council has achieved substantial progress in its reconciliation journey, gaining valuable insights from encountered challenges that shape our ongoing development.

Challenges such as resource allocation, deliverable identification, community engagement, and the absence of comprehensive demographic data for Aboriginal and Torres Strait Islander communities underscore the need for proactive planning, effective data collection, accurate information maintenance and early stakeholder involvement. These challenges have yielded essential lessons and identified opportunities for innovation, significantly contributing to our reconciliation efforts. Furthermore, the lessons stress the importance of building trust-based relationships, maintaining adaptability, and further fostering cultural sensitivity within our organisation. These principles guide the implementation of our Reconciliation Action Plan, ensuring our initiatives and deliverables comprehensively address challenges and integrate the lessons learned.

Central to this journey is our commitment to enabling self-determination and actively engaging Aboriginal and Torres Strait Islander communities. Ensuring their voices are heard, their input valued, and their active involvement in matters concerning their communities.

Through this Reconciliation Action Plan, our intention is to expand upon the achievements and learnings and align our organisational strategies with reconciliation objectives. Recognising the profound cultural heritage of the land and its role in shaping the collective identity of Aboriginal and Torres Strait Islander communities is central to this endeavour.

As we forge stronger bonds with local Aboriginal and Torres Strait Islander communities, we embrace reconciliation as a journey that shapes a more unified future. The RAP, a tangible commitment within our Council Action plan, seeks to deepen understanding of reconciliation throughout the broader community. Through heightened awareness and collective effort, we aspire to drive meaningful change and nurture unity in our vibrant city.

The Team Leader Aboriginal Engagement serves as the RAP Champion, heads the advancement of Casey’s Reconciliation Action Plan. This undertaking is supported by the Director of Community Life, Manager of Connected Communities, and the RAP working group, ensuring a collaborative and effective RAP development process within our organisation. Our RAP Working Group includes a diverse mix of both internal and external contributors listed below.

1. Team Leader Sustainability and Environment

2. Head of Events & Attractions

3. Social Researcher

4. Customer Experience Support Officer

5. Technology Portfolio and Strategy Delivery Lead

6. Reconciliation Action Plan Lead/Team Leader Aboriginal Engagement

7. Gallery Director-Bunjil Place

8. Head of Diversity Engagement & Wellbeing

9. Team Leader Urban Design

10. People Experience Projects Lead

11. Manager Growth and Investment

12. Senior Business Support Officer

13. Wellbeing, Diversity, and Inclusion Lead

14. Local Employment Facilitator
15. Aboriginal Strategic Project Officer

16. Cultural Equity Officer - Bunjil Place

17. Gathering Place Operations Lead

18. Head of Child Youth & Family Business Operations

19. Head of Community Activation

20. Head of Governance, Integrity & Legal Support

21. Head of Programming, Bunjil Place

22. Head of Property Services

23. Innovation Officer

24. Karen Milward - First Nations Consultant

25. Kindergarten Teacher

26. Senior Change Management Business Partner

27. Strategic Lead Bunjil Place

28. Talent Acquisition Advisor

29. Team Leader Marketing

Aboriginal and Torres Strait Islander Employee Working group

- 1. **Aboriginal Youth Case Worker and Mentor**
- 2. **Gathering Place Program Support Officer**
- 3. **Senior Business Support Officer**
- 4. **Gathering Place Operations Lead**
- 5. **Aboriginal Youth Engagement Trainee**
- 6. **Aboriginal Youth Programs Officer**

We initiated the development of the Reconciliation Action Plan by forming two distinct working groups, each serving a specific purpose: the main RAP Working Group, primarily responsible for developing the action plan, and the Aboriginal and Torres Strait Islander Employee Working Group, serving as a consultative group.

The main RAP Working Group, comprising three Aboriginal and Torres Strait Islander community representatives from within our workforce, provided a comprehensive range of perspectives and experiences. The intentional choice of a larger group size is a strategic decision to capture diverse expertise during the development of the RAP. This reflects a commitment to inclusivity and ensures that the plan is informed by a variety of insights that are representative of our organisation and the services it provides.

Simultaneously, the Aboriginal and Torres Strait Islander Employee Working Group further enhances inclusivity and authenticity within the RAP. This group was specifically consulted to focus on practical insights and recommendations aligned with the cultural and practical aspects of reconciliation. By involving employees from an Aboriginal and Torres Strait Islander background, it supports the plan in resonating with the needs and aspirations of the Aboriginal and Torres Strait Islander communities.

Establishing these groups was essential for a holistic approach in developing a well-rounded and effective Reconciliation Action Plan (RAP). By integrating cultural wisdom, organisational expertise, and community needs, we aimed for practical and actionable outcomes. The inclusive and collaborative approach sets a positive example for promoting reconciliation within our organisation.

Furthermore, we actively engage with Aboriginal and Torres Strait Islander communities through community Yarn Ups and Yarning Circles, integral components of the Aboriginal Gathering Place Governance Model. These initiatives allow us to gather firsthand insights and feedback, enriching our commitment to reconciliation and fostering genuine collaboration. As part of our commitment to change internally, we will implement

practices that prioritise cultural sensitivity and awareness among staff. We will provide training and resources to enhance understanding of Indigenous cultures, histories, and perspectives. We will also actively seek opportunities to collaborate with Aboriginal and Torres Strait Islander community members in decision-making processes, ensuring their voices are heard and respected.

Internally, a considerable shift awaits our employees as we embark on a journey of heightened cultural sensitivity and awareness aimed at advancing reconciliation. This shift is centred around equipping our employees with comprehensive training and valuable resources, designed to deeply enrich their understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives.

As part of our commitment to change, we are actively taking steps to advance reconciliation by fostering collaboration with Aboriginal and Torres Strait Islander community members in decision-making processes. This not only amplifies Aboriginal and Torres Strait Islander voices but also cultivates an inclusive atmosphere that treasures diverse insights and contributions, aligning with the principles of self-determination. This significant shift underscores our unwavering dedication to nurturing an internal culture that wholeheartedly respects, appreciates, and actively embraces the wealth of cultural diversity, while empowering our employees to play an integral role in shaping a more inclusive and harmonious future.

Here's the RAP working group at an immersive culture and art workshop at Shoreham foreshore reserve. The artwork they created later inspired the RAP artwork.



Relationships

Relationships are Inclusive, Empowering and Meaningful

We will together, build strong and lasting relationships that inspire meaningful actions. By recognizing the past and listening to the voices of the Aboriginal and Torres Strait Islander community - We will build strong foundations that empower self-determination. Through inclusive collaboration and education, we will bring together the wider community and Aboriginal and Torres Strait Islander communities. Together, we will work towards a future where connections create lasting change.

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 1			
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.			
1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2024	Manager Connected Communities	Aboriginal Strategic Project Officer Team Leader Aboriginal Engagement
2. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Manager Connected Communities	Aboriginal Strategic Project Officer Head of Community Engagement and Advocacy
3. Scope and design Elders in Residence Program at City of Casey workplaces starting with Bunjil Place.	January 2025	Manager Creative Communities	Arts and Culture Strategic Lead
4. Share the findings and learnings from the Elders in Residence Program with Council in line with the Arts and Culture Strategic Service Plan	March 2025	Manager Creative Communities	Arts and Culture Strategic Lead
5. Scope an advocacy program to explore the opportunity of Aboriginal Community Elders Service in Casey and other beneficial programs.	March 2026	Manager Communications and Corporate Governance	Head of Ageing and Sector Support Head of Community Engagement and Advocacy
Action 2			
Build relationships through celebrating National Reconciliation Week (NRW).			
6. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Manager Connected Communities	Team Leader Aboriginal Engagement
7. RAP Working Group members to participate in an external NRW event.	27 May–3 June 2024 and 2025	Manager Connected Communities	Team Leader Aboriginal Engagement
8. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2024 and 2025	Manager Connected Communities	Team Leader Aboriginal Engagement

Deliverables	Timeline	Responsibility	
		Lead	Support
9. Organise at least one NRW event each year.	27 May- 3 June 2024 and 2025	Manager Connected Communities	Team Leader Aboriginal Engagement Aboriginal Strategic Project Officer
10. Register all our NRW events on Reconciliation Australia. Australia's NRW website	27 May- 3 June 2024 and 2025	Manager Connected Communities	Team Leader Aboriginal Engagement Aboriginal Strategic Project Officer

Action 3
Promote reconciliation through our sphere of influence.

11. Present a Reconciliation Action Plan Award annually via the Caseys' annual staff Achievement Award ceremony.	December 2024 and 2025	Manager People and Culture	Head of Learning Organisational Development
12. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	Manager Connected Communities	Senior Change Management Business Partner Team Leader Aboriginal Engagement
13. Communicate our commitment to reconciliation publicly.	May 2024	Manager Communications and Corporate Governance	Team Leader Communications and Brand Head of Digital
14. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024	Manager Active Communities	Head of Community Activation Team Leader Economic Development
15. Collaborate with RAP and other local government entities to develop ways to advance reconciliation.	August 2024	Manager Connected Communities	Team Leader Aboriginal Engagement
16. Explore opportunities to embed reconciliation activities into community partnership agreements with Council's elite sporting partners.	July 2024	Manager Active Communities	Head of Community Activation Head of Events and Attractions

Deliverables	Timeline	Responsibility	
		Lead	Support
17. Initiate a process to scope, develop, map, collect, and establish precise demographic data of Casey's Aboriginal and Torres Strait Islander communities. This will aid the Council in adopting more focused and tailored strategies in its Reconciliation efforts.	July 2024	Manager Communications and Corporate Governance	Head of Community Engagement and Advocacy Aboriginal Strategic Project Officer Head of Community Activation Head of Data Analytics and Security
18. Analyse and use collected data to tailor programs, strengthen community bonds, simplify stakeholder engagement, and advance reconciliation efforts. Make the data accessible to community stakeholders to better engage with Aboriginal and Torres Strait Islander communities.	December 2024	Manager Communications and Corporate Governance	Head of Community Engagement and Advocacy Aboriginal Strategic Project Officer Head of Community Activation

Action 4
Promote positive race relations through anti-discrimination strategies.

19. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	March 2024	Manager People and Culture	People Experience Projects Lead Wellbeing and Diversity and Inclusion Lead
20. Develop, implement, and communicate an anti-discrimination policy for our organisation.	April 2024	Manager People and Culture	People Experience Projects Lead Wellbeing and Diversity and Inclusion Lead
21. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	Manager People and Culture	People Experience Projects Lead Team Leader Aboriginal Engagement
22. Educate senior leaders on the effects of racism.	January 2025	Manager People and Culture	Head of Learning and Organisational Development Head of Diversity, Equity and Wellbeing

Respect

Respect is genuine, truthful and comes from the soul.

We will emphatically seek to understand the stories, experiences, and viewpoints to support a culture of learning, trust and belonging which are pillars of respect. We will endeavour to have genuine two-way communication as part of a mutual journey to ensure safety, confidence, and opportunity to learn, ask questions and take part in experiences.

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 5			
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.			
23. Conduct a review of cultural learning needs within our organisation.	June 2024	Manager People and Culture	Head of Learning and Organisational Development
24. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2025	Manager Connected Communities	Team Leader Aboriginal Engagement Aboriginal Strategic Project Office
25. Develop, implement, and communicate a cultural learning strategy for our staff.	December 2025	Manager People and Culture	Team Leader Aboriginal Engagement Wellbeing Diversity and Inclusion Lead Senior Change Management Business Partner
26. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2025	Manager Connected Communities	Team Leader Aboriginal Engagement Wellbeing and Diversity and Inclusion Lead
27. Build an online Aboriginal Engagement Unit Hub where employees can access information about Aboriginal and Torres Strait Islander histories and cultures.	June 2024	Manager Connected Communities	Team Leader Aboriginal Engagement
28. Develop a Cultural Immersion program for Councillors when appointed in 2024.	June 2025	Manager Communications and Corporate Governance	Head of Governance, Integrity & Legal Support Team Leader Aboriginal Engagement
29. Identify and facilitate opportunities for all employees to attend events and workshops that increase awareness and understanding in cultural sensitivity in working with Aboriginal and Torres Strait Islander stakeholders	December 2024	Manager People and Culture	Wellbeing and Diversity and Inclusion Lead Team Leader Aboriginal Engagement

Deliverables	Timeline	Responsibility	
		Lead	Support
30. Develop and Implement mandatory Aboriginal and Torres Strait Islander cultural awareness training and activities for all people leaders, including senior leaders encompassing the principles of shared leadership.	January 2025	Manager People and Culture	Head of Learning and Organisational Development Team Leader Aboriginal Engagement

Action 6
Collaborate with Aboriginal and Torres Strait Islander stakeholders on council specific projects to ensure Aboriginal Culture and Heritage and design are included.

31. Identify Aboriginal and Torres Strait Islander resources within the early childhood, youth, and education sectors.	June 2025	Manager Child Youth and Family	Head of Child Youth and Family Business Operations
32. Deliver educational resources and actively promote culturally secure programs and facilities within the City of Casey’s Children’s and Family Community facilities.	October 2025	Manager Child Youth and Family	Head of Child Youth and Family Business Operations
33. Promote the inclusion of Aboriginal and Torres Strait Islander cultural knowledge and names, heritage planning, public art, as well as urban and landscape design elements within public spaces for both State and Council projects.	March 2025	Manager City Design and Construction	Team Leader Urban Design Gallery Director-Bunjil Place
34. Identify and create a process for ongoing engagement opportunities with Aboriginal and Torres Strait Islander stakeholders to incorporate Traditional Owner land management practices within City of Casey-owned/managed lands.	September 2025	Manager Growth and Investment	Team Leader Sustainability and Environment Head of Open Space and Greening Team Leader Placemaking and Revitalisation
35. Collaborate with Aboriginal and Torres Strait Islander experts to obtain cultural knowledge and formulate guidelines for the restoration of natural habitats, which will encompass activities such as planting Indigenous flora and establishing educational zones within City of Casey’s parks and reserves	December 2025	Manager City Presentation	Team Leader Sustainability and Environment Head of Open Space and Greening Coordinator Botanical and Urban Horticulture

Deliverables	Timeline	Responsibility	
		Lead	Support
36. Establish a working partnership with Aboriginal and Torres Strait Islander stakeholders to provide essential insights and support for Casey’s climate adaptation plan and coastal framework	December 2025	Manager Sustainability and Waste	Team Leader Sustainability and Environment
37. Coordinate and assist the council in fulfilling its responsibilities to the Victorian government, particularly concerning the local government Aboriginal partnership strategy, Aboriginal health and wellbeing strategies, social justice, self-determination, and related initiatives.	December 2025	Manager Connected Communities	Team Leader Health and Social Policy Aboriginal Strategic Projects Officer
38. Collaborate with Aboriginal and Torres Strait Islander stakeholders to create a ‘Building on Country: Design Guide,’ serving as a reference for urban design and providing insights for planning and executing built environment projects.	March 2025	Manager City Design and Construction	Team Leader Urban Design

Action 7
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

39. Increase Council’s staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Manager Connected Communities	Team Leader Aboriginal Engagement Senior Change Management Business Partner
40. Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Manager Connected Communities	Team Leader Aboriginal Engagement Senior Change Management Business Partner
41. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024	Manager Creative Communities	Head of Events and Attractions Gallery Director Bunjil Place

Deliverables	Timeline	Responsibility	
		Lead	Support
42. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2024	Manager Connected Communities	Team Leader Aboriginal Engagement Senior Change Management Business Partner
43. Identify and plan comprehensive community events that encompass important Aboriginal and Torres Strait Islander occasions, incorporating cultural elements to promote and facilitate active community participation.	December 2024	Manager Creative Communities	Head of Events and Attractions Head of Community Facilities Gallery Director Bunjil Place
44. Ensure the display of the Aboriginal and Torres Strait Islander flags at all community facilities to promote cultural inclusivity and recognition.	March 2025	Manager Active Communities	Head of Events and Attractions Head of Community Facilities Gallery Director Bunjil Place
45. Seek wider community feedback on holding the annual Australia Day citizenship ceremony on an alternative date(s) within the parameters of the Federal Government Guidelines.	August 2024	Manager Creative Communities	Head of Events and Attractions Team Leader Aboriginal Engagement

Action 8
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

46. RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024,2025	Manager Connected Communities	Team Leader Aboriginal Engagement
47. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in June 2024,2025	Manager People and Culture	Team Leader Aboriginal Engagement People Experience Projects Lead
48. Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	Manager Connected Communities	Team Leader Aboriginal Engagement



In the courtyard of the Casey Aboriginal Gathering Place stands this beautiful gum tree, a silent witness to years of cherished community gatherings. Its sprawling branches have provided comforting shade, becoming an integral part of the shared memories created in this space.

Opportunities

Opportunities are Timely, Equitable and Sustainable

“We will tailor opportunities to empower our diverse Aboriginal and Torres Strait Islander communities. Through internal practices and external partnerships, we will foster inclusion, innovation, and advancement. This Involves strengthening procurement, cultivating culturally safe workplaces, supporting employment pathways, and nurturing business development. Guided by invaluable insights from our Aboriginal and Torres Strait Islander communities, we will drive sustainable outcomes through growth and collaboration.”

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 9			
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.			
49. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2024	Manager People and Culture	Team Leader Aboriginal Engagement Head of People Experience and Talent
50. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	January 2025	Manager People and Culture	Team Leader Aboriginal Engagement Head of People Experience and Talent
51. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2025	Manager People and Culture	Team Leader Aboriginal Engagement Head of People Experience and Talent
52. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	Manager People and Culture	Team Leader Aboriginal Engagement Head of People Experience and Talent
53. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	June 2025	Manager People and Culture	Head of People Experience and Talent Team Leader Talent Acquisition People Experience Initiatives Lead
54. Work towards an identified 2% Aboriginal and Torres Strait Islander employment target at the City of Casey.	March 2026	Manager People and Culture	Head of People Experience and Talent Team Leader Talent Acquisition
55. Develop and incorporate a targeted Aboriginal and Torres Strait Islander focus within entry-level employment pathways	December 2025	Manager People and Culture	Team Leader Talent Acquisition People Experience Projects Lead

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 10			
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.			
56. Explore an Aboriginal and Torres Strait Islander procurement strategy.	January 2026	Chief Financial Officer	Head of Procurement Head of Property Services
57. Investigate Kinaway Chamber of Commerce Victoria Ltd membership	January 2026	Chief Financial Officer	Head of Procurement Head of Property Services
58. Investigate Supply Nation membership.	January 2026	Chief Financial Officer	Head of Procurement Head of Property Services
59. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2026	Chief Financial Officer	Head of Procurement Head of Property Services Aboriginal Strategic Project Officer
60. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander contractors / businesses.	January 2026	Chief Financial Officer	Head of Procurement Head of Property Services
61. Develop commercial relationships with Aboriginal and/or Torres Strait Islander contractors / businesses.	January 2026	Manager Growth and Investment	Head of Procurement Team Leader Economic Development
Action 11			
Establish and implement a sustainable operational model for the Casey Aboriginal Gathering Place, driven by active engagement with members of the local Aboriginal and Torres Strait Islander community.			
62. Evaluate the Aboriginal Gathering Place service delivery and programs to ensure the Aboriginal Engagement Unit is innovative and adapting to ever-changing community needs.	April 2024	Manager Connected Communities	Team Leader Aboriginal Engagement Aboriginal Strategic Project Officer

Deliverables	Timeline	Responsibility	
		Lead	Support
63. Conduct yarnning circles and an annual yarn-up with Aboriginal and Torres Strait Islander communities to collaboratively identify actionable steps for enhancing the integration of the Aboriginal Gathering Place Governance Model. Ensure active engagement and establish strategies to effectively amplify their voices in this integration process.	July 2024	Manager Connected Communities	Team Leader Aboriginal Engagement Aboriginal Strategic Project Officer
64. Engage with Aboriginal and Torres Strait Islander communities to identify opportunities to better communicate information about the services and programs offered by the Council and how they can be accessed.	August 2024	Manager Connected Communities	Aboriginal Strategic Project Officer
65. Extend the availability of Aboriginal Gathering Place programs, offering activities and services at multiple City of Casey locations to reach a wider audience within the Aboriginal and Torres Strait Islander communities.	October 2024	Manager Connected Communities	Aboriginal Strategic Project Officer
66. Work with local Aboriginal and Torres Strait Islander communities to identify how council can improve its delivery of mental health, social and emotional wellbeing programs including people with a disability.	December 2025	Manager People and Culture	Aboriginal Strategic Project Officer Team Leader Equity and Inclusion
67. Identify a suitable consultation space and delivery model for maternal and child health services for Aboriginal and Torres Strait Islander families.	October 2024	Manager Child Youth and Family	Aboriginal Strategic Project Officer Coordinator Maternal Child Health

Governance

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 12			
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.			
68. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	Manager Connected Communities	Team Leader Aboriginal Engagement
69. Establish and apply a Terms of Reference for the RWG.	March 2024	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
70. Meet at least four times per year to drive and monitor RAP implementation.	January, June, September, December 2024, 2025	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
Action 13			
Provide appropriate support for effective implementation of RAP commitments.			
71. Define resource needs for RAP implementation.	March 2024	Manager Connected Communities	Team Leader Aboriginal Engagement
72. Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2024	Director Community Life	Team Leader Aboriginal Engagement
73. Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2024	Manager Connected Communities	Team Leader Aboriginal Engagement
74. Appoint and maintain an internal RAP Champion from senior management.	April 2024	Director Community Life	Aboriginal Strategic Project Officer

Deliverables	Timeline	Responsibility	
		Lead	Support
Action 14 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.			
75. 75. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
76. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
77. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
78. Report RAP progress to all staff and senior leaders quarterly.	July, October,2024 January, April, July, October 2025 January 2026	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
79. Publicly report our RAP achievements, challenges, and learnings, annually.	1 August annually	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
80. Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	June 2024	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer
81. Integrate the Reconciliation Action Plan (RAP) into all applicable actions under the Council transformation action items, to ensure its alignment with the RAP goals.	1 July annually	Manager Strategy Innovation and Transformation	Head of Transformation Strategy and Execution Team Leader Aboriginal Engagement
Action 15 Continue our reconciliation journey by developing our next RAP.			
82. Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2025	Team Leader Aboriginal Engagement	Aboriginal Strategic Project Officer

