



Reconciliation in Local Government Project

Action Research Report

Key issues, challenges and opportunities for Victorian local governments advancing reconciliation through developing Reconciliation Action Plans

November 2011



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Note from the Author

Victoria's local governments can play a central role in advancing reconciliation outcomes through engaging local communities. As the level of government closest to communities, they are well-placed to lead and influence positive changes at the local level.

Confident of the desire of many local governments to continue on the path to reconciliation and in doing so, redress past wrongs and the unacceptable disadvantage faced by many Indigenous Australians, the findings in this report are presented as both a call to action and a practical resource.

This report attempts to provide advice and guidance to those within the local government sector committed to improving outcomes for Aboriginal and Torres Strait Islander people. It acknowledges and tries to outline some of the challenges of translating 'good intentions' into actions and outcomes.

In addition to the findings, the report provides a definition for reconciliation and an overview of the history, policy context and current situation regarding reconciliation in the Victorian local government sector.

This history is important and the project partners acknowledge the foundations laid and early commitments made by pioneering local governments. We also acknowledge the work of the Indigenous Interagency Coordination Committee for Local Government, supported by the Municipal Association of Victoria and funded by the federal government until the early 2000s and the important work carried forward by peak bodies and individual councils in the decade since.

We commend the hard work and commitment of those local government representatives, employees and community advocates who have been tireless champions for change and action in their local government areas and whose dedication has resulted in meaningful and lasting relationships, from which positive shared outcomes have flowed.

And finally we acknowledge the Aboriginal and Torres Strait Islander community leaders and advocates, whose humility, courage and willingness to enter into partnership and dialogue with local governments despite the pain, suffering and mistrust within their communities, inspires us to renewed energy and commitment to the reconciliation process.

Erin McKinnon
Reconciliation Victoria

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1. Executive Summary, Findings and Recommendations

In August 2010, Reconciliation Victoria received funding from the Victorian State Government to implement the Reconciliation in Local Government Action Research Pilot Project in partnership with the Victorian Local Governance Association (VLGA) and Reconciliation Australia.

The Reconciliation in Local Government Project Action Research Report outlines a project in which three Victorian councils¹ were invited to develop Reconciliation Action Plans (RAPs²), with the aim of assessing the extent to which RAPs were an effective method for local governments to advance reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

A Reconciliation Action Plan is a tool, developed by Reconciliation Australia in 2006, to help organisations promote reconciliation and contribute to closing the life expectancy gap between Indigenous³ and non-Indigenous Australians. At the time of writing, 250 organisations had launched a RAP. This included two Victorian local governments: the City of Melbourne and Moyne Shire Council. A number of other Victorian local governments had begun developing RAPs.

This report aims to outline the issues and challenges faced by the councils developing their RAPs, the approaches that were used and the outcomes of these approaches.

The project found that the Reconciliation Action Plan tool can be effective in supporting local governments to improve their relationships with Aboriginal communities. This is a vital element of reconciliation, however does not reflect the full potential of local government to:

- address responsibilities of the non-Aboriginal community in the reconciliation process;
- engage the whole community in reconciliation;
- form long-term binding agreements with Aboriginal communities.

The project found that the RAP tool has limitations in relation to these elements of reconciliation for Victorian local governments. As the tool did not encourage the participating councils to address these aspects of reconciliation, the findings and recommendations for local governments and for peak bodies supporting the sector largely relate to local governments relationship with Aboriginal communities.

Based on the experiences of those participating in the project, the report makes findings and recommendations in relation to:

- 1.1 The effectiveness of the RAP approach for Victorian local governments.
- 1.2 How Victorian local governments can improve relationships with Aboriginal communities.
- 1.3 Opportunities for peak bodies and stakeholders to support the Victorian local government sector to advance reconciliation.

¹ The three councils were Baw Baw Shire Council and Cities of Whittlesea and Stonnington. The terms 'local government' and 'council' are used interchangeably in the report to refer to local government organisations.

² Where the abbreviation 'RAP' is used in this report it refers to Reconciliation Action Plan. It is acknowledged that this can generate confusion among local governments given the common use of the acronym RAP to refer to Registered Aboriginal Parties in Victoria.

³ The terms 'Aboriginal' and 'Indigenous' are respectfully used to refer to the diverse people and cultures of Aboriginal and Torres Strait Islander descent.

1.1 The effectiveness of the RAP approach for local government

Victorian local government participation in the RAP Program

The Victorian local government sector has had a low level of involvement in the RAP program since its inception in 2006. At the time of commissioning the Reconciliation in Local Government Project in 2010, there were two Victorian local governments with a registered RAP, with a number of others in development. The sector has been active in the reconciliation movement for more than a decade however, and over half of Victorian local governments have adopted statements of commitment, plans, policies and strategies since the late 1990s.

This low level of engagement may have been related to a lack of knowledge and awareness about the RAP program in the sector. It also appears to be linked with a lack of clarity about the distinction or benefit of the RAP approach, compared with existing commitments and approaches. The common use of the acronym RAP to refer to Registered Aboriginal Parties in Victoria could add further confusion for local governments.

Advantages of the RAP approach

The **nationally recognised framework** provided by the RAP program was seen as important by the councils participating in the project. The RAP model was also generally perceived to be a simple, clear and practical way to understand and approach reconciliation through the common language of relationships, respect and opportunities.

The important distinction of the RAP approach from most existing local government plans and strategies, particularly those that are framed as Aboriginal Action Plans or similar, is the **emphasis on changes *within* the local government organisation**, rather than programs delivered by the organisation. The RAP approach recognises the importance of non-Indigenous people within organisations reflecting on their understanding of and attitudes towards Indigenous peoples.

An emphasis on the *process* of developing the RAP can lead to **building relationships between Local Governments and Aboriginal people**, which is the key strength of the RAP

About 20 local governments have sought information and advice regarding the RAP program in the course of the project.

A council with an existing reconciliation plan decided to update their plan using the RAP framework, so it would be recognised within a national framework.

A local government with an Aboriginal Action Plan sought clarification of the distinction of the RAP approach. They then decided to develop a RAP to sit alongside their Aboriginal Action Plan, to improve cultural competence and support positive change within their organisation.

model. These relationships are built through engaging Aboriginal people and organisations in the development of the RAP, particularly through the RAP working group. The emphasis on such engagement and thorough process means that timelines for RAP development may be much longer for local governments than other organisations. Relationships built through this process can become one of the most enduring outcomes of the RAP and enable actions and commitments to be effectively implemented.

Limitations of the RAP approach

While the nationally recognized framework is useful, the scope of actions that can be included within the **RAP model is very broad**, leading to vast differences between individual RAPs including differences in quality or strength of actions. Generally these differences are related to the level of Aboriginal community engagement that was invested in the process. There is arguably inadequate auditing and accountability processes for the RAP program, which reduce the impact of the nationally recognized framework.

The following limitations relate to the effectiveness of the RAP model to support local governments to advance reconciliation based on the definition and understanding of reconciliation outlined in section 4.1.

The project found that the RAP approach did not encourage local governments to consider their **reconciliation role in relation to the non-Aboriginal community**. This role involves providing community leadership to raise awareness and understanding of history and promote recognition and respect for Aboriginal and Torres Strait Islander heritage and cultures among the broader local population.

There are many actions local governments could take in this regard, however one of the significant roles for local government is to support the acknowledgement, documentation and promotion of local Aboriginal and shared histories. Some Councils have undertaken this task in partnership with local Aboriginal and non-Aboriginal community groups, helping to create a more inclusive and holistic narrative of their locality.

This can contribute to strengthening relationships between Council and Indigenous communities in addition to increasing awareness, understanding and recognition of Aboriginal communities and culture within the wider community. A simple initiative such as erecting signage at municipal boundaries acknowledging the first peoples of the area, as a number of Victorian councils have done, can make a significant contribution to reconciliation.

Recommendation 1

It is recommended that local governments take a pro-active role in facilitating the **documentation and promotion of local Aboriginal and shared histories**. Local governments are encouraged to consider the roles of local institutions such as libraries, museums, RSLs, historical societies and tourism services in disseminating and displaying this information. Local governments are also encouraged to consider opportunities to reflect inclusive histories through public signage, names of streets, waterways and landmarks and memorials.

The project found that the RAP approach did not encourage councils to facilitate **engagement of the whole community in reconciliation**. Within most municipalities there are a number of local stakeholders that have an interest or engagement in reconciliation activities, or have the potential to impact community attitudes and awareness of reconciliation. These stakeholders include schools, churches, local businesses, sporting clubs, community organizations and even local reconciliation groups. Local governments can facilitate whole-of-community action towards reconciliation through supporting and bringing together these stakeholders, including those that have a RAP, or that support positive relationships between Indigenous and non-Indigenous people in other ways. This could lead to establishing a local network embedding reconciliation across all sectors of the community, and significant opportunities for collaboration and leveraging of resources. Local reconciliation groups are actively promoting reconciliation in many municipalities through activities such as festivals, film nights, forums, exhibition and cultural tours. In most cases the local government is aware of and supports these groups and activities, including through participation on the committee, joint projects, promotion of events and small grants. There are opportunities for local governments to support the establishment of local reconciliation groups in municipalities where none exists.

Recommendation 2

It is recommended local governments explore opportunities to **facilitate local community involvement in reconciliation**. This includes supporting local reconciliation groups and brokering relationships between local stakeholders to embed reconciliation actions across all sectors of the community.

The project found that the RAP model being an action plan belonging to a single organization, rather than being an **agreement between parties**, was also a limitation for local governments advancing reconciliation. Arguably a stronger structure would be a two-way agreement, such as a Memorandum of Understanding or an Agreement, requiring multiple parties to sign off and articulating a shared set of objectives with mutual commitments and

One Council has been a significant partner in a place-based initiative that has brought together a number of local stakeholders. The council helped to broker relationships and leverage resources to support the Aboriginal community's aspirations.

Help to bring local stakeholders together to 'join the dots' and create holistic community reconciliation initiatives.

Aboriginal members of one Council's RAP working group expressed the desire for a long term agreement between the council and community. Some were unprepared to discuss practical actions in areas such as health or employment unless matters of land justice and economic development were also on the table.

responsibilities. This type of model enables longer-term, binding commitments to be made, and ensures meaningful Aboriginal engagement and dialogue.

Recommendation 3

It is recommended that local governments that develop RAPs or have an existing RAP **consider the limitations of the RAP model** for Victorian local governments outlined above, and take steps to strengthen their RAP to address these limitations.

Recommendation 4

It is recommended that Reconciliation Victoria **undertake further work to understand best practice approaches** for Victorian local governments progressing reconciliation, based on case studies and further investigation of effective approaches and examples.

1.2 How local governments can improve relationships with Aboriginal communities

Relationships

It was observed in the course of the project that **informal relationships** built up over time between local government staff and Councilors and Indigenous community members were invaluable for advancing reconciliation. Relationships formed between council representatives and community members during the course of developing a RAP provided the foundation to achieve positive initiatives.

Some local governments engaged external consultants to support the RAP development process, partly due to limited internal staff resources. This potentially limits the extent to which local governments can develop their own relationships with and knowledge and understanding of the local Indigenous community through the RAP process.

These informal relationships can be built on by embedding a mechanism for meaningful **Indigenous participation in local government planning and decision making**, such as an advisory structure to council. Those mechanisms are most effective when they build on local relationships, are based on knowledge and understanding of local Indigenous communities and are informed by the priorities and aspirations of those communities. It may be appropriate in some regions to adopt regional approaches, particularly where geographical boundaries of key Indigenous groups such as Traditional Owners stretch beyond individual council boundaries.

Formalizing reconciliation commitments through an **agreed structure** such as a RAP, helps to embed commitments and action across the whole organisation. This structure may depend on the stage of the 'reconciliation journey' the local government is at, which generally reflects the depth of relationships that has been built. An initial structure may be a Statement of Commitment to Reconciliation or a Statement of Apology. A RAP or similar could then be developed, in the case that Indigenous constituents and stakeholders support this approach. Arguably a stronger structure would be a two-way agreement, such as a Memorandum of Understanding or an Agreement, requiring multiple parties to sign off, and which articulates a shared set of objectives with mutual commitments and responsibilities.

Recommendation 5

It is recommended that local governments **strengthen relationships** with Aboriginal people and communities by:

- Enabling and valuing time spent by local government staff investing in building **informal relationships** with the Indigenous community.
- Embedding a **formal mechanism for Indigenous participation** in planning and decision-making processes, e.g. Indigenous Advisory Group to Council; Regional structure with group of councils may be appropriate in some instances given broader geographical boundaries of key Indigenous groups such as Traditional Owners.
- **Formalizing reconciliation commitments** through an agreed structure that reflects the progress of the reconciliation journey.

Aboriginal Liaison roles

These relationships are greatly supported through the employment of Indigenous staff, particularly in Aboriginal liaison roles within local governments. The project found that when a Council had employed an Aboriginal Liaison position it greatly supported their engagement with Aboriginal community members.

The project found that Indigenous liaison roles are often very demanding and challenging, with significant expectations placed on the person from both Council and Aboriginal communities. In order to retain staff in these roles, appropriate management and support, including career development, is necessary.

The project found that **budget constraints** were often seen as a major barrier for Councils employing Aboriginal Liaison roles. The project found there was generally a low level of awareness among local governments of Indigenous employment programs that provide employment subsidies, training and support to employers. There may be opportunities for local governments to increase access to these programs. Another opportunity to overcome budget constraints demonstrated by some Victorian councils is for regional groupings of Councils to pool resources towards a shared Aboriginal Liaison position.

Local government staff involved in one Council's RAP working group spent time visiting a community gathering place to get to know people and break down barriers. They then hosted a community barbecue which was well attended and provided a further opportunity to build relationships and engage people in the RAP process.

Relationships between a Council's staff and councillors and key Aboriginal community members greatly assisted in forming the RAP working group. They have enabled confronting and difficult subjects to be raised and discussed openly in the group.

Some staff in Aboriginal Liaison Officer roles expressed feeling undervalued and lacked appropriate support or career development opportunities.

Recommendation 6

It is recommended that local governments employ and provide appropriate support to an **Aboriginal Liaison Role** or equivalent within Council, and that regional cooperation be encouraged to resource such a position across a group of Councils.

Indigenous employment

The project found that employment of Indigenous staff generally across Council is invaluable both for local governments and for Indigenous communities. Employment of Aboriginal staff can contribute to improving Indigenous peoples' experiences of local government, and assists councils to build relationships, knowledge and engagement with Indigenous constituents.

Increasing employment of Indigenous people is assisted through an Indigenous employment strategy, which encompasses recruitment and retention. **Retention** of Indigenous staff is supported if those staff are valued for their contribution and provided with appropriate support – including culturally competent and supportive management and access to mentoring and career development opportunities. Retention strategies should encompass positive changes in organisational culture, for instance increased cultural awareness, respect and recognition. These should have broad-ranging outcomes beyond their contribution to retaining Indigenous staff.

Recommendation 7

It is recommended that local governments commit to increasing **Indigenous employment** across their workforce. It is encouraged they develop strategies for recruitment and retention of Indigenous staff.

Engaging Aboriginal communities

The project found that in order to effectively engage Aboriginal communities, local government representatives need to have an **understanding of the diversity** of Aboriginal groups and individuals within the community. This assisted staff to identify the key organisations and individuals to engage with and appropriate ways to engage

Key factors in Baw Baw's RAP journey:

- *Champions within local government;*
- *Openness to respectful listening and acknowledgement of issues;*
- *Not rushing or pushing the process; and*
- *Understanding that building relationships is an outcome in itself.*

Relationships are important – take time for a cuppa and a chat.

Demonstrate recognition and respect as community leaders.

Commit to two-way dialogue and be prepared to listen.

Formalise the dialogue into a structure agreed to by the council and by the Aboriginal community.

Employ Aboriginal people across the organisation - not only to support Indigenous employment outcomes, but for the value and benefits to council that Indigenous perspectives, knowledge, networks and culture brings.

them. It was found that while consistent, inclusiveness engagement with all stakeholders was important for the RAP process, there were at times some barriers to achieving this. Some local governments found that some organisations or groups did not respond to attempts at engagement. Possible reasons for the reluctance of Aboriginal organisations to engage with councils may include them having had past experience of piecemeal, inconsistent dealings with governments at all levels, or a perception that governments do not understand or respect their history and aspirations. It is also true that in many cases, Aboriginal community organisations are over-stretched and under-resourced.

The project found that local governments cannot expect to engage Aboriginal communities as a homogenous group, via a single forum. The **diversity of the community** means that there are often separations and divisions between Indigenous groups and organisations that can be challenging for Councils to understand and navigate. In some cases, these divisions have formed or been exacerbated by issues related to native title and cultural heritage processes. This can involve decisions made by courts and governments to appoint organisations as representative of traditional owners in an area, which are not always supported by other Indigenous groups. Local governments have a significant role to play particularly in the administration of cultural heritage processes. For councils who see this as an opportunity to establish relationships with Traditional Owners, rather than seeing it as yet more regulatory burdens, they are sometimes confronted with the challenge of conflicting views among different groups as to who they should be speaking with.

Another finding was that in working towards reconciliation, councils should inform and invite all local organisations to be involved, and be flexible about the mechanisms for engagement. Even when there has been little engagement from a group, it is advisable to leave the door open, and avoid being perceived as engaging selectively.

Recommendation 8

It is recommended that local governments **strengthen engagement with Aboriginal communities** by:

- Understanding the diversity of the local Aboriginal community and engaging with the range of community members, groups and local and regional Aboriginal organisations.
- Ensuring engagement is consistently inclusive of all stakeholders.

1.3 Opportunities for stakeholders to support the local government sector

There are a number of stakeholder groups who support the local government sector generally and a number who are able to support the sector on Indigenous and reconciliation issues. These groups include:

- Victorian Local Governance Association (VLGA)
- Municipal Association of Victoria (MAV)

- LGPro (Local Government Managers Australia Victorian branch)
- Local Government Victoria (LGV)
- Aboriginal Affairs Victoria (AAV)
- Reconciliation Victoria (RV)

The project highlighted a number of sector-wide issues that these stakeholders could consider in relation to the roles they can play to support the local government to advance reconciliation and address current challenges.

Access to information

It was evident in the course of the project that there is significant interest in and demand for **information and advice on Indigenous and general reconciliation issues** within the Victorian local government sector, and that there is inadequate information and advice currently available to meet this need. Councils that engaged with the project showed strong recognition of the importance of improving the way local governments engage with Aboriginal communities and a desire for information and support to turn their good intentions into actions. There was also a need for information in regard to specific areas of native title and cultural heritage matters which have a significant impact on local government.

The project found that staff within local government organisations were often **not aware of relevant programs and policies** emerging from state and federal government levels, or of opportunities that may exist to access resources for Indigenous initiatives, such as employment programs. Limited staff and internal resources to identify and filter this information, competing priorities, inadequate communication and inadequate engagement between the three tiers of government all contribute to this.

The need for a **‘one-stop-shop’** for information was identified in the Toomnangi Report produced in 2002 and is clearly still relevant and sought after today. There was interest within sector networks in the concept of this ‘one-stop-shop’ taking the form of an online resource guide to share information,

There is a groundswell of political will and commitment by councils to engage in and progress reconciliation.

Many are seeking guidance, support and information:

- *Around 20 local governments made direct contact to express interest or make inquiries during the course of the project.*
- *Over 100 local government participants attended the After Sorry, What Next? Conference in November 2010, organised by the Community and Social Planners Network, VLGA, Reconciliation Victoria and Aboriginal Affairs Victoria - feedback was overwhelmingly positive and requested future opportunities.*
- *Around 40 senior staff, CEOs, Mayors and Councillors attended the Leading Edge Forum during National Reconciliation Week, jointly hosted by VLGA and Reconciliation Victoria, targeting local government leaders*

Many local governments cite budget constraints as a barrier to action, including Indigenous employment, however few local governments access resources available through Indigenous employment programs, for example those run by DEEWR.

advice and good practice among the Victorian local government sector.

There was also interest from local government networks to the proposal to conduct a **survey to establish current levels of activity** regarding reconciliation across the sector. This would allow comparison with the data contained in the Toomnangi Report and determine changes and key trends. It would also identify good-practice initiatives and case studies that could be shared across the sector.

A draft survey and online resource guide structure were developed for this purpose as part of the project (Appendices V and VI). They are intended to be used for consultation and engagement with key stakeholders including state government, local government peak bodies, individual councils and Indigenous Councilors and local government staff.

Through the course of the Reconciliation in Local Government Pilot Project, State Government agencies Aboriginal Affairs Victoria and Local Government Victoria initiated the development of a Local Government Aboriginal Partnerships Project. As the stakeholders identified for involvement in the new proposed project were the same as those that were to be engaged in the draft survey and online guide concepts, project partners agreed to utilise the Local Government Aboriginal Partnerships Project to discuss and progress these initiatives.

Recommendation 9

It is recommended that stakeholders **improve local government access to information** on Indigenous and reconciliation issues through:

- A sector-wide survey of reconciliation activities, allowing comparisons with the 2002 Toomnangi Report data, analyses of trends and capturing good practice. It is recommended that this survey be repeated at five year intervals over the next decade to track progress and evaluate impacts of sector support initiatives.
- An online resource guide providing a 'one-stop shop' of information and advice on Indigenous and reconciliation issues, including relevant policies, programs and funding initiatives (draft outline at Appendix VI). Content could be drawn from the Survey, case studies and existing information provided by stakeholders.

Research and evidence

The project found that local government staff are seeking research and evidence showing the impact of reconciliation initiatives on improving outcomes for Indigenous people, to support them to form business cases for greater investment in reconciliation activities. There appears to be a lack of documented evidence about the contribution of local government reconciliation initiatives to closing the health gap and improving Indigenous wellbeing. Building this evidence base would support future improved policy and programming and encourage greater investment by local governments in this area.

There also appears to be gaps in research and understanding of the barriers to Indigenous representation in local government, and Indigenous perspectives on and aspirations for local government engagement. The project found there is significant under-representation of Indigenous people in decision-making across local government. There are very few Aboriginal Councilors and few local governments with an Aboriginal advisory structure to ensure Indigenous engagement in decision-making.

Recommendation 10

It is recommended stakeholders consider opportunities to **improve research, evidence** and understanding of:

- The impacts of local government reconciliation initiatives on improving outcomes for Indigenous people and closing the gaps.
- Indigenous aspirations for local government participation, and barriers to Indigenous representation as Councillors.

Cultural awareness and competency

The project found that a diverse array of activities and services have been engaged, developed or practiced across the Victorian local government sector under the banner of 'cultural awareness' or 'cultural competency' training. There does not appear to be a common approach to or understanding of what constitutes 'good practice' cultural awareness in the Victorian local government sector. There is an emerging body of work reflecting on and refining Indigenous cultural awareness approaches particularly in the community services sector, led by the Victorian Aboriginal Child Care Agency (VACCA), which may provide a good starting point for the local government sector to develop its own interpretation and approach.

Recommendation 11

It is recommended that stakeholders **develop good practice guidelines for cultural awareness training** for the local government sector. When developed these guidelines would be available through the online resource guide.

Access to advice and support

The project found that the role of Reconciliation Victoria as a mediator, facilitator, information broker and advisor was seen as invaluable by participating councils.

Recommendation 12

It is recommended that Reconciliation Victoria **continue its role as advisor, mediator, facilitator and information broker** on Indigenous issues to the Victorian local government sector.

A local government employee developing a RAP made reference to the lack of available evidence supporting the RAP approach and stated that this may impact support for increased investment.

There has been discussion within the LGPro Indigenous Special Interest Group about improving understanding of good-practice cultural awareness approaches for local governments.

List of recommendations

Victorian local governments

It is recommended that Victorian local governments strengthen relationships with Aboriginal communities and progress reconciliation by:

1	Facilitating the documentation and promotion of local Aboriginal and shared histories.
2	Facilitating local community involvement in reconciliation.
3	Considering the limitations of the RAP model for Victorian local governments and take steps to strengthen their RAP to address these limitations.
5	Building informal relationships with the Indigenous community; Embedding a formal mechanism for Indigenous participation in decision-making; and Formalizing reconciliation commitments through an agreed structure.
6	Employing and providing appropriate support to an Aboriginal Liaison Role .
7	Increasing Indigenous employment and retention across their workforce.
8	Strengthening engagement with Aboriginal communities by: Understanding the diversity of the local Aboriginal community Engaging consistently and inclusively with the range of key stakeholders.

Peak bodies and stakeholders

It is recommended that peak bodies and stakeholders consider opportunities to support the Victorian local government sector to overcome challenges and progress reconciliation through:

4	Understanding best practice approaches for Victorian local governments progressing reconciliation, based on case studies and further investigation.
9	Improving access to information on Indigenous and reconciliation issues through a sector-wide survey and development of an online resource guide.
10	Improving research and evidence into the impacts of reconciliation initiatives and Indigenous aspirations and barriers to local government representation.
11	Developing good practice guidelines for cultural awareness for the sector.
12	Providing role of advisor, mediator, facilitator and information broker.