



Rural City of
Wangaratta

Rural City of Wangaratta

Reconciliation Action Plan

REFLECT

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Welcome & Acknowledgement to Country

We acknowledge the traditional Custodians of the lands, on which the Rural City of Wangaratta Communities reside. We pay our respect to their Elders past, present and emerging, and celebrate and respect their continuing cultures.

We are committed to walking beside traditional owners and custodians and Aboriginal and Torres Strait Islander peoples living and working within the City of Wangaratta as we move toward reconciliation.

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Message from Mayor and CEO of the Rural City of Wangaratta

Cr Irene Grant and Brendan McGrath

(To be contributed after Council consultation process)



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Acknowledgement of contribution

Thank you to our Aboriginal and Torres Strait Islander community, the Bpangerang, Taungurang and Yorta Yorta people, our staff, our stakeholders and our broader networks. We look forward to working towards a successful Reflect Reconciliation Action Plan delivery and creating an organisation that can proudly walk in truth and hand in hand with our Traditional Custodians. We believe this work will send a clear message to all that council is committed to meaningful pathways towards true reconciliation.

Message from Reconciliation Australia

(To be contributed after Reconciliation Australia approval process)

Council's Commitment to Reconciliation and Truth Telling

The Rural City of Wangaratta (Council) is guided by leading strategies, plans and legislation from all tiers of Federal and State Government which sets best practices in pathways to stronger and respectful relationships with our Aboriginal and Torres Strait Islander community.

1. Federal Government National Agreement on Closing the Gap 2020

The National Agreement on Closing the Gap is a partnership between Australian governments and Aboriginal and Torres Strait Islander peak organisations, aiming to improve life outcomes for Indigenous Australians. It outlines goals and reforms, committing all parties to developing an implementation plan, reporting annually, and embedding priority reforms into policies and practices. The agreement guides local government by setting out a new approach to working with Aboriginal and Torres Strait Islander communities, emphasising partnerships, shared decision-making, and accountability.

2. Victorian Aboriginal & Local Government Strategy (VALGS) 2021-2026

The Victorian Aboriginal & Local Government Strategy (VALGS) is an important resource for Victorian councils. It serves as a practical guide to help embed the voices and priorities of Aboriginal communities at a local government level.

The Strategy recommends actions for Local Governments, the Victorian Government and Aboriginal communities that progress Aboriginal self-determination and reconciliation. It has been developed to support alignment of the Local Government sector with the Victorian Aboriginal Affairs Framework 2018-2023, the Victorian Treaty process, the Victorian Closing the Gap Implementation Plan and the work of the Yoo-rook Justice Commission.

The Strategy includes a clear framework for shared decision-making processes and actions for Aboriginal Victorians working together with local government based on mutual control, shared power and decision-making, fairness, respect, and trust.

3. The Victorian Aboriginal Heritage Act 2006

The Aboriginal Heritage Act provides protection of Aboriginal Cultural Heritage in Victoria. It empowers Traditional Owners as protectors of their cultural heritage, it strengthens the ongoing right to maintain the distinctive spiritual, cultural, material and economic relationship of Traditional Owners with the land and waters and other resources with which they have a connection under traditional laws and customs. It also promotes respect for Aboriginal Cultural Heritage, contributing to its protection as part of the common heritage of all peoples and to the sustainable development and management of land and of the environment.

The Victorian [Aboriginal Heritage Act 2006](#) recognises Registered Aboriginal Parties (RAP) as the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage.

The Rural City of Wangaratta local government boundaries include the Registered Aboriginal Parties of Yorta Yorta, and Taungurung.

Council's Vision for Reconciliation

In addition to recognising the boundaries set by the Victorian Government, Council is deeply committed to acknowledging all Traditional Owners—both registered and non-registered—whose ancestral lands fall within our local government area. This includes the Bpangerang, Yorta Yorta, and Taungurung peoples. While the Bpangerang are not currently a Registered Aboriginal Party, Council continues to honour the knowledge, leadership and ongoing contributions of Bpangerang Elders and community members. Council acknowledges the cultural significance of their claims and connection to Country, particularly since the introduction of the Aboriginal Heritage Act 2006.

Council recognises the complexities that exist across these lands and take a position of respect and neutrality. Our commitment lies in supporting self-determination, listening deeply, and embracing change as our understanding evolves. Through our Reflect Reconciliation Action Plan, we refer to and include all Traditional Owner groups—whether registered or not—acknowledging their enduring connection to land, waters and culture.

Within the Wangaratta Municipality, Council acknowledges that Traditional Owner status is complex and often contested. This can present challenges in the way Council can plan, consult, and deliver projects. As an organisation, we recognise that it can lead to hurt or frustration when community voices feel unheard. Council staff are committed to navigating this space with care and responsibility. We take a neutral and inclusive approach, ensuring our consultation processes are respectful, culturally safe, and accessible to all Aboriginal and Torres Strait Islander peoples in our region. At the heart of this work is our ongoing commitment to self-determination—listening, learning, and creating space for all voices to be heard and valued.

The Rural City of Wangaratta is committed to:

- Working together to navigate the complexities of local Aboriginal and Torres Strait Islander relationships with the goal of improving broad engagement with all First Nations people across the Rural City of Wangaratta.
- Identify and connect First Nations participation and consultation across community projects, engagement, partnerships and services.
- Meet the statutory obligations of the Rural City of Wangaratta including those relating to The Victorian Aboriginal Heritage Act, Registered Aboriginal Parties and Recognition and Settlement Agreements.
- Acknowledge and respect established community processes and projects such as those related to the Murrumbidgee Rock, Bullawah Cultural Trail.
- Improve and increase First Nations access and support whereby each service acts as a gateway for communities to identify and connect.
- Provide and follow inclusive and appropriate guidance (outside of statutory obligations) on cultural authority best practice that sits within the sensitivities of Traditional Owner status across the Rural City of Wangaratta including the Bpangerang, Yorta Yorta, and Taungurung peoples.

As a result of the community consultation for the 2021-2025 Council Plan the community requested action to be taken on the development of an organisational Reconciliation Action Plan (RAP). Although this work has been undertaken since 2021, the finalisation of this work has not been presented until 2025.

The 2025-2029 Council Plan continues to reference the importance of working towards meaningful acts of reconciliation. This is reflected within the following key actions:

Community Wellbeing

- 1.1. Provide access to services and programs that enable people to live healthy, active, and inspired lives
- 1.2. People feel connected and included in the community
- 1.3. Ensure services and spaces are safe, accessible, inclusive and welcoming to everyone in our community
- 1.2.3 Promote and celebrate the heritage and cultural diversity of our community, including our First Nations history and culture via events, storytelling, exhibitions and programming.

Economy and Tourism

- 3.2. Ensure residents can access local education and employment opportunities
- 3.3.4 Create unique opportunities for cultural experiences, including partnerships with our First Nations community.

Infrastructure and Place

4.2. Advocate, maintain and develop infrastructure that supports and enables our participation in the economy and community life

In December 2021 Council as an organisation first registered with Reconciliation Australia which is the peak body for reconciliation in the nation. After several early attempts to establish the first Reflect draft, Council took a significant step forward in late 2024 by engaging an experienced and culturally neutral First Nations consultant to help guide the process. Their insight and leadership have been instrumental in shaping the initial phase of our Reconciliation Action Plan (Reflect). Reconciliation is a deeply important journey, one that takes time, care, and honest reflection. While it may be complex, Council's commitment remains unwavering: to keep listening, to engage meaningfully, and to ensure First Nations voices are heard, respected, and placed at the heart of this work.

Our Business

The Rural City of Wangaratta is in north-eastern Victoria, Australia, in the Ovens Murray region. It's approximately 235 kilometres northeast of Melbourne's CBD. The city is a key regional centre situated on the Ovens River and serves as a gateway to the Victorian high country and alpine regions. Wangaratta's European history began in 1838 when the first squatters presented themselves to the area to settle and eventually establish the town we know today. The region is made up of important ecological rich landscapes from river flats and flood plains, surrounded by River Red Gums and native grasslands, through to the Warby Ranges and high-country foothills. Prior to the colonisation, our countryside was rich in food and resources for our First Peoples, we are surrounded by significant cultural sites and evidence that holds the stories and connection to Country for our Aboriginal People and honours a history that is over 65,000 years old.

Today, our local towns and villages proudly honour the original names gifted by the Bpangerang people. The name *Wangaratta* means "long-necked cormorant." *Milawa* is derived from the words "*Mila*" meaning "eyes" and "*Wah/Wa*" meaning "water," reflecting the role of the Bpangerang people in the Milawa area as the "water watchers" who kept a close eye on the two main rivers: the King River (*Poodumbia*) and the Ovens River (*Torryong*).¹ Other examples of traditional place names in the region include Bobinawarrah, Carraragarmungee, Byawatha,

¹ Dowling, Freddie (2009). *No More the River Rings with Koorie Laughter*. Launceston, Tasmania: Wangaratta Historical Society. p. 84.

Killawarra, Tarrawingee, and Boorhaman, to name a few. These names are celebrated in present day and help connect current residents to the history and culture of the Bpangerang people.

Wangaratta is located in the Hume region of North-East Victoria and our municipality covers an area of 3,645 square kilometres, experiences cool temperate climate with low humidity and a high diurnal (day-night) temperature range. The population of Wangaratta has grown steadily over the past decade rising from 26,390 to 28,310 with Aboriginal and/or Torres Strait Islander people making up 1.3%, as informed by the latest 2016 census. The population is 53.3% female and 46.7% male and the SEIFA index of disadvantage for the municipality is 983, which ranks Wangaratta 303 out of 544 of local government areas. With current population estimates at 29,660 and the projected population by 2036 to be 32,160. Compared to the rest of Victoria the proportion of people aged 14-45 is much lower and the population aged 49 and above is higher, reflecting an ageing population. The health care and social assistance industry was identified as the largest employer in Wangaratta in 2016. Whilst agriculture and manufacturing, although declining in terms of employment, remained the predominant export industries in the municipality.

The Rural City of Wangaratta includes both a vibrant city and distinctive rural towns. Our region is known for our waterways, our rugged beauty, our surrounding landscapes, as well as being home to some of Australia's best local produce. Our industries include transport and logistics, health services, education and government agencies, small business and a nationally significant agricultural industry. Our community is a hub for recreational, commercial, educational, tourism and health facilities.

The families in our region value access to childcare and kindergarten services, twenty primary schools, specialist schools and three secondary facilities. Tertiary education includes a TAFE Institute, a centre for continuing education and a campus of Charles Sturt University. The Rural City of Wangaratta provides a quality lifestyle in a vibrant, safe and caring community.

Community vision (Wangaratta 2045)

We are a welcoming, connected, and caring community.

We value our urban and rural communities, ensuring shared opportunity and quality of life.

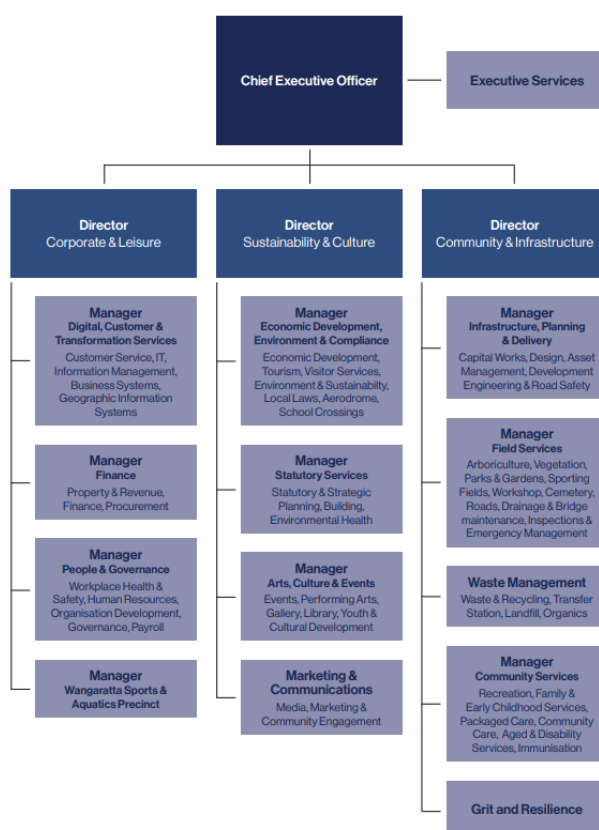
Our natural environment supports our wellbeing and forms a strong part of our cultural identity.

Our strength is our resilience and active participation in shaping a future for everyone to thrive.

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Our Council and our People

Wangaratta Council is made up of seven Councillors with one Mayor and Deputy Mayor. Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. The Corporate Management Team (CMT), consisting of the CEO and three Directors, lead the organisation. The details of the Directors who report to the CEO, and subsequently the senior officers that report to the Directors, are set out below.



Council is made up of over 400 staff and over 70 volunteers who help enable our cultural and recreational services. We are dedicated to creating a safe, supportive and inclusive community for everyone. We are committed to working towards an equitable community where a person's abilities, cultural background, gender, identity or financial situation are not a barrier to their opportunities or participation in our community.

Development of our Reflect RAP – Timeline

2012

As Early as 2012, Council reported to Reconciliation Victoria the following good practices in our response to the 2012 Victoria Local Government Aboriginal Engagement and Reconciliation Survey and subsequent updates.

- Flies the Aboriginal flag permanently
- Flies the Torres Strait Islander flag permanently
- Engages with Traditional Owners
- Acknowledges Country
- Arranges Welcome to Country
- Uses Aboriginal language to name projects or places
- Engages with local Aboriginal organisations
- Engages with Local Indigenous Networks
- Provides cross-cultural awareness training for staff and/or councillors
- Includes Aboriginal specific commitments in Council strategic documents
- Has a documented Aboriginal history of the municipality
- Recognises local Aboriginal historical events
- Provides support for Aboriginal art and culture
- Has facilitated the use of Aboriginal language to name sites
- Includes Aboriginal content in whole of community events and organises NAIDOC activities
- Supports or organises events that celebrate Aboriginal culture
- Has worked with Registered Aboriginal Parties (RAP) to protect local significant sites.
- Library has Aboriginal specific programs
- Has Aboriginal-specific HACC services
- Involves Aboriginal young people in programs
- Provides Aboriginal specific youth programs
- Works with local agencies to support Aboriginal young people
- Is involved in local Aboriginal tourism
- Engages with Local Aboriginal and Torres Strait Islander Networks

These practices were guided and strengthened by the wisdom and support of respected local Elders—Uncle Sandy Atkinson, Uncle Wally Cooper, Uncle Eddie Kneebone, and Uncle Freddie Dowling—all of whom have since passed. Their legacy continues to shape Council's journey and remains a vital part of the foundation on how the organisation continues to build on today.

2014

Council was acknowledged by Dirrawarra Indigenous Network for assisting with the establishment of the Gathering Plance Feasibility Study.

2018

Council established the internal Cultural Protocols Document to assist with staff awareness and learning on cultural matters.

2021

Council registered with Reconciliation Australia to begin drafting the first Reflect Reconciliation Action Plan (RAP). Staff participated in workshops and guided sessions facilitated by Reconciliation Australia, and internal communication and engagement were initiated. This included the delivery of Cultural Awareness training and the formation of an initial RAP Working Group.

As the organisations understanding deepened, Council recognised the importance of taking time to honour the complexity of local context—including contested land, Traditional Owner status, and diverse community perspectives. Rather than rushing the process, Council chose to pause and prioritise meaningful community engagement. This allowed for the approach of genuine listening, relationship-building, and laying the foundations for reconciliation actions that are grounded in respect and shared understanding.

2024

Council Officers attended the National Indigenous leaders Conference held in Melbourne in June 2024, attending workshops on delivering RAPS in complex environments.

2024

Council committed resources to employing external First Nations expertise to guide and advise on the RAP process.

2024 / 2025

Council registered with Reconciliation Australia and consultation with our Aboriginal and Torres Strait Islander community was re-established and revisited.

Our Reconciliation journey to date

Council has an active role in developing mutually beneficial partnerships with our Traditional Owners and Aboriginal and Torres Strait Islander Community. Many of these partnerships have led to successful and ongoing activities and projects which we are proud to celebrate.

Marmungun Rock

Marmungun Rock marks the beginning of the Bullawah Cultural Trail, with the word '*Marmungun*' meaning 'of this group/area'—the closest traditional Bpangerang word for *community*. The Rock features handprints that serve as a lasting tribute to outstanding individuals within our community. Each year, during National Reconciliation Week, the Aboriginal and Torres Strait Islander community comes together to honour and celebrate the Wangaratta Citizen of the Year at this special site.

The concept was led by the late Uncle Wally Cooper and presented to Wangaratta Council, and this was unanimously supported, including where it would be situated, in Apex Park alongside the Ovens River. The Marmungun Rock ceremony site was established in 2016, and the first ceremony was conducted during National Reconciliation Week 2017. This ceremony and partnership is still going strong and is one of Wangaratta's most significant acts of true reconciliation and walking side by side.

The project was awarded recognition for its success through the Keep Victoria Beautiful- Tidy Towns Indigenous Culture Award in 2021.

Bullawah Cultural Trail

The Bullawah Cultural Trail project was created to celebrate and share the ancient stories, knowledge and skills of local Indigenous people. Bullawah (bulla meaning two and wah meaning water) signifies the two suspension bridges crossing the river as well as the joining of the two rivers and the coming together of Indigenous and non-Indigenous people. As you journey the trail, you are invited to share in stories of the Bpangerang people to learn more of how they lived here and the importance of country to their culture. Bullawah also signifies Indigenous and non-Indigenous people walking together hand in hand toward reconciliation and the coming together of cultures. The Bullawah Cultural Trail incorporates interpretive signage, sculptures, public art, short films, medicinal plants, bush tucker and the Marmungun Rock that honours local Indigenous and non-Indigenous leaders in the community.

This project was launched in 2016 and was quickly followed by being awarded the 2017 HART (Helping Achieve Reconciliation Together) Award for Victorian Local Government.

Proud and Deadly Awards

Council's Youth Services team worked closely for several years on the highly successful Proud and Deadly Awards. In partnership with the local Dirrawarra Indigenous Network and the Wangaratta arm of VACCA, the awards recognised local Aboriginal and Torres Strait Islander students to be proud of their culture and recognised for their achievements and contributions.

The Beacon Water Tower

In 2021, Council delivered a major redevelopment and capital works program in the Railway Precinct around Docker and Norton Streets. As part of this transformation, a significant public art initiative was introduced to enrich the area and elevate the visitor experience. Through a competitive selection process, the design team THINKCRAFT was chosen to bring to life *The Beacon* water tower project, an artistic response grounded in local Bpangerang stories.

Their breathtaking mural is inspired by the Bpangerang concept *Dirrawarra*, meaning ‘together’ or ‘united’. More than just a striking piece of art, *The Beacon* stands as a contemporary tribute to the ancient and enduring Indigenous tradition of gathering people to share stories and knowledge.

By day, *The Beacon* tells the story of the rich web of flora and fauna that connect us to Country, evoking a deep sense of unity and belonging. By night, the tower is transformed, bathed in vibrant, shifting lights that respond to its surface and bring it to life with a mesmerising display of colour and movement.

The creation of *The Beacon* was deeply enriched by the involvement of the late Bpangerang Elder, Uncle Freddie Dowling. Uncle Freddie generously shared his animal totem stories and gave his blessing for their inclusion on the mural and the

Bitja Wokka Virtual Reality Cultural Burn Project

Bitja Wokka meaning Fire Country, is an immersive Virtual Reality film featuring local Bpangerang stories and culture experienced in Northeast Victorian landscapes. The first of its kind in Australia - the film highlights the role Indigenous knowledge and cultural burning practices can have in reducing future fire threat and maintaining a healthy environment for all.

The film was developed through Wangaratta Art Gallery’s Spark Bushfire Recovery program, an initiative that provided opportunities for the Wangaratta community to explore their relationship to nature and their connection to community in the aftermath of the 2020 bushfires. The project focused on recovering from the bushfires but also developed community resilience and preparedness for future crises through learning about Indigenous Caring for Country practices.

Wangaratta Art Gallery worked closely with the Bpangerang community and elder Uncle Darren Atkinson to realise the project. Melbourne based, immersive technology studio, PHORIA, was commissioned to produce the film.

Fire training

Council officers from Environment and Sustainability unit, participated in fire training (Prevent injury, respond to wildfire and assist with prescribed burning) with a group from Bpangerang Aboriginal Corporation (BAC) and NECMA. The purpose was to learn the skills necessary to assist with prescribed burning as a tool to manage vegetation and to enable Council to work alongside traditional custodians in caring for country and healing country activities.

Kaluna Island Cultural Burn 2024-ongoing

The Ngalan Bitja Ranger Team led a cultural burn that included the involvement of the Council's fire-trained Environment and Sustainability staff. Goals included reducing non-native weed cover, reducing fine fuel loads to mitigate impacts of bush fire and promote the growth of native herbs. Another burn is planned for 2025.

Ecological Thinning of Red Gums on Kaluna 2025

The Environment & Sustainability team engaged Aboriginal Cultural Heritage Education (ACHE) to conduct ecological thinning of red gums on Kaluna Island and will be working closely with them on this project. This DEECA approved and will be occurring April-May 2025.

Celebration of Reconciliation Week and NAIDOC week

Council staff across various teams annually partner with local services and groups to celebrate and enable community awareness of these important dates.

Annual support and partnerships are provided to Wangaratta VACCA branch, ACHE and Bpangarang Aboriginal Corporation are delivered for various events during NAIDOC week.

Partnerships

At the heart of our Reconciliation journey are the partnerships we nurture and uphold with Aboriginal and Torres Strait Islander organisations and communities across the City of Wangaratta. These relationships are built on trust, mutual respect, and a shared commitment to creating positive change. Through collaboration, we seek to support culturally safe spaces, strengthen community connections, and amplify First Nations voices in our work. Below is a list of the valued partnerships and working relationships that help guide and inform our ongoing efforts.

- Aboriginal Cultural Heritage Education (ACHE)
- Albury Wodonga Health Service (AWHAS- Wangaratta branch)
- Bangerang Aboriginal Corporation (BAC)
- Dirrawarra Indigenous Network (DIN)
- Mungabareena Aboriginal Corporation (Wangaratta)
- Taungurung Land and Water Council (TLaWC)
- Victorian Aboriginal Child and Community Agency – Wangaratta (VACCA)
- Yorta Yorta Nation Aboriginal Corporation (YYNAC)

Rural City of Wangaratta REFLECT ACTION PLAN

Relationships

(*Dates reflect current activity during drafting of document, to be updated upon endorsement / approval)

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2026	Manager Arts Culture & Events
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2026	Manager Arts Culture & Events
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May – June 2026	Director Sust & Culture & Marketing & Comms Lead
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026	All SMT
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026	All SMT
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January – June 2026	Manager Statutory Services & Manager Community & Recreation
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January – June 2026	Manager Statutory Services & Manager Community & Recreation

Action	Deliverable	Timeline	Responsibility
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2026	Manager Statutory Services & Manager Community & Recreation
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January – June 2026	Manager People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June – Nov 2026	Manager People & Culture

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Research and obtain approval for costs associated with increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January - March 2026	Director Corp & Leisure. Manager People & Culture
	Conduct a review of cultural learning needs within our organisation.	January – March 2026	Director Corp & Leisure. Manager People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January - November (ongoing) 2026	Manager Arts Culture & Events ALL SMT

Action	Deliverable	Timeline	Responsibility
Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March – August 2026 (ongoing)	Manager Arts Culture & Events ALL SMT
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June – July 2026 (ongoing)	Manager Arts Culture & Events Coordinator Attractions & Events
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June – July 2026 (ongoing)	Coordinator Attractions & Events
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	ALL SMT

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a policy to improve employment opportunities for Aboriginal and Torres Strait Islander employment within our organisation.	March – June 2026	Manager People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March – June 2026	Manager People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier	Research and obtain approval for costs associated with procurement from Aboriginal and Torres Strait Islander owned businesses.	March – June 2026	Manager Eco Dev, Enviro, & Strategy

Action	Deliverable	Timeline	Responsibility
diversity to support improved economic and social outcomes.	Investigate Supply Nation membership.	June – Dec 2026	Manager Governance

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	January 2026 – (ongoing)	Manager Arts Culture & Events ALL SMT
	Draft a Terms of Reference for the RWG.	February 2026	Manager Governance
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March -June 2026 – (ongoing)	Manager Arts Culture & Events ALL SMT
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March - June 2026	Manager Arts Culture & Events
	Engage senior leaders in the delivery of RAP commitments.	January – June 2026	ALL SMT
	Appoint a senior leader to champion our RAP internally.	January - June 2026	Director Sustainability & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January - June 2026	ALL SMT
12. Build accountability and transparency through	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	Manager Arts Culture & Events

Action	Deliverable	Timeline	Responsibility
reporting RAP achievements, challenges and learnings both internally and externally.			Attract & Events Coord
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Manager Arts Culture & Events Attract & Events Coord
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Manager Arts Culture & Events Attract & Events Coord
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	TBA	Manager Arts Culture & Events Attract & Events Coord



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Wangaratta