

Reflect: Reconciliation Action Plan

November 2022 – April 2024



Port of Melbourne



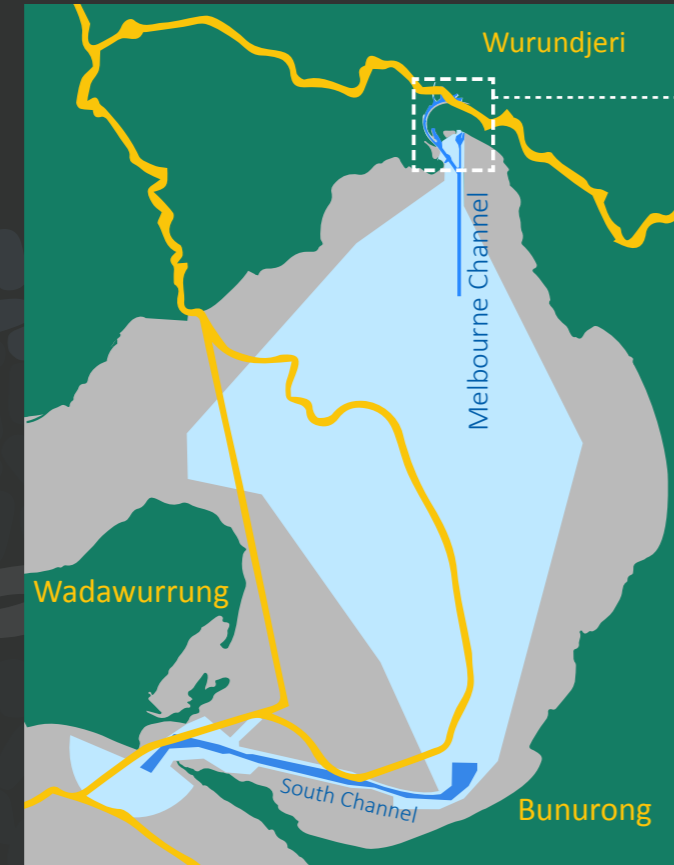
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


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Port of Melbourne Land & Waters Boundary



Port of Melbourne Land Boundary (Zoomed)



-  Channel Boundary & Berth Pockets
-  Port Waters
-  Port Land Boundary
-  Aboriginal Parties Boundaries

Port of Melbourne acknowledges the Bunurong, Wadawurrung, and Wurundjeri Peoples of the Kulin Nations as the Traditional Custodians of the land and waters on which our business operates.

We recognise and value their unique cultural heritage, customs, spiritual beliefs and relationship with the land. We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander peoples across the communities in which we work.

We acknowledge that we work on the unceded land of Aboriginal and Torres Strait Islander peoples. We recognise the past wrongdoings and injustices against Aboriginal and Torres Strait Islanders and the ongoing inequalities that continue today.



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About the Artist

Kamara Morgan is a proud Yorta-Yorta, Gunai-Kurnai, Dja Dja Wurrung, Boonwurrung, Taungurung and Baraparapa Aboriginal Artist specialising in contemporary Aboriginal art. Kamara grew up on Yorta-Yorta Country in Shepparton Victoria and is now living on Wurundjeri Country in Melbourne, Australia.

Kamara expresses her Aboriginal culture and connection to Country through her artwork. Kamara is proud to have grown up around her culture and watching her family members paint. This experience gave her the desire and confidence to pick up a paint brush herself to tell her story and the stories of her Country and culture.

About the Art

Connection to Country

The piece represents the land and waters on which the Port of Melbourne operates. The blue circles joined by blue lines represent the role Port of Melbourne plays in facilitating trade. The oval shapes that are linked together on the water and land show the connection between Boonwurrung, Wadawurrung, and Wurundjeri peoples and their history, culture and relationship to the water and land. The 'U' shapes represent people from the three Countries working with Port of Melbourne in managing and maintaining the port land and the waterways.

Preface

About this Reconciliation Action Plan (RAP)

Port of Melbourne is implementing its first "Reflect" Reconciliation Action Plan (RAP). The Reflect RAP outlines the practical actions that our business will take in partnership with our local Registered Aboriginal Parties and surrounding Aboriginal and Torres Strait Islander peoples, communities and businesses to support reconciliation.

The RAP will be delivered over an 18-month period and aims to achieve the following objectives:

- Develop strong relationships with the Registered Aboriginal Parties and Aboriginal and Torres Strait Islander peoples, groups, and organisations within the communities in which our business operates.
- Build respect for Aboriginal and Torres Strait Islander peoples and cultures by deepening our own understanding of local cultural heritage, relevant legislation (Aboriginal Cultural Heritage Act 2006), customs, spiritual beliefs and relationships with the land.
- Identify opportunities to partner with our Registered Aboriginal Parties and other local businesses and community groups to create opportunities for Aboriginal and Torres Strait Islander peoples within our sphere of influence.

Throughout the delivery of the RAP, we will review, evaluate, and report on the progress made against the actions listed. Following the completion of the listed actions, we will evaluate the readiness of our organisation for the next step in our reconciliation journey – an Innovate RAP.



Statement from our Chairperson

The CEO and I are proud to present Port of Melbourne's first Reconciliation Action Plan.

This marks the beginning of our formal commitment to our reconciliation journey. We look forward to listening, learning, sharing and working together with Aboriginal and Torres Strait Islander peoples, communities and organisations to deliver this plan.

We want to acknowledge the significant relationship that the Bunurong, Wadawurrung, and Wurundjeri peoples have historically had, and continue to have with the land and waters on which we operate. We understand the importance of their continuing connection with what we now call the Yarra River and Port Phillip Bay and recognise our responsibility in the management of these waterways and surrounding lands.

Through the delivery of the actions outlined in this plan, we aim to develop deeper respect and appreciation for Aboriginal and Torres Strait Islander cultures, histories and social issues. We look to create lasting relationships that are founded on respect, mutuality and partnership. As we progress through our reconciliation journey, we hope to create opportunities for Aboriginal and Torres Strait Islander peoples through our strong commitment to create meaningful change and engagement.

John Stanhope
Chairperson



Statement from our CEO

On behalf of Port of Melbourne, it is with respect that we present our first Reconciliation Action Plan.

Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of this land, and ownership has never been ceded. As the acting stewards of Port of Melbourne, we believe that by working together with Aboriginal and Torres Strait Islander communities, we can identify opportunities that will help achieve positive outcomes for everyone.

Port of Melbourne recognises its responsibility to support the rich history and diverse cultures of the land on which we operate and the trade catchments we serve. Port of Melbourne acknowledges the cultural significance of the Traditional Aboriginal Custodians. We recognise the importance of making a formal commitment to Aboriginal and Torres Strait Islander peoples through the development of a Reconciliation Action Plan.

It is our hope that through the delivery of the actions outlined in this RAP (and future RAPs), we will help strengthen the relationships between First Nations people and non-Indigenous Australians. We hope to do our part to continue the conversation around reconciliation for Aboriginal and Torres Strait Islander people and actively support their self-determination.

Saul Cannon
Chief Executive Officer



RA Statement

Reconciliation Australia welcomes Port of Melbourne to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Port of Melbourne joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Port of Melbourne to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Port of Melbourne, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

About Our Business

As the landlord manager of the Port, Port of Melbourne Operations Pty Ltd (PoM) is responsible for the strategic planning, development, and management of the Port's operations under a 50-year lease from the Victorian Government.

Port of Melbourne is Australia's largest capital city container and general cargo port, handling more than one-third of the nation's container trade. We operate 24 hours a day, 365 days a year, and support the Victorian community with \$6 billion in trade and 9,200 Full Time Equivalent (FTE) direct jobs. Located in the heart of Melbourne, among growing communities, vital industrial precincts and transport corridors, we are the cornerstone of Victoria's port freight transport network. Our operations span the lands of three Registered Aboriginal Parties, including Bunurong Land Council Aboriginal Corporation, Wadawurrung Traditional Owners Aboriginal Corporation, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

We believe PoM plays an important role in creating a sustainable future for Victoria. We acknowledge that with this role comes the responsibility to act in a way that contributes to positive economic, social and environmental outcomes for all Victorians.

We recognise that reconciliation is fundamental to sustainability and to protecting and preserving the cultural heritage of the Traditional Custodians of the land and the environment on which we operate. Our reconciliation journey is a commitment to making a positive contribution to the lands and waters where we work.

In fulfilling our responsibility, we seek to build relationships with our Registered Aboriginal Parties and Aboriginal and Torres Strait Islander communities to ensure we act with consideration for the needs and perspectives of all. We commit to working together towards shared goals, acting with honesty and transparency, taking responsibility for our actions and fulfilling our commitments to help drive social equality and environmental sustainability. By engaging with our stakeholders in a way that is aligned with our core values, we can enact positive economic, social and environmental change.



Diversity & Inclusion

A diverse and inclusive workplace is critical to our business's success.

Port of Melbourne aspires to create a diverse workforce that celebrates cultural and ethnic differences. We strive to ensure our team members experience a culturally safe work environment where they feel valued for their different skills, knowledge, experiences and abilities - particularly when faced with business challenges and key business decisions. We are committed to successfully partnering with people from various backgrounds to provide effective and innovative port solutions.

We believe that our RAP will help broaden the skills, knowledge and perspectives of our people, and offer experiences that will help to create an environment where difference is valued, and employees feel safe to be themselves.

Our Workforce

Our workforce is made up of 140 employees with diverse cultural backgrounds, experiences and skillsets. To the best of our knowledge, we do not currently have any employees of Aboriginal or Torres Strait Islander heritage within our workforce. We understand the importance of representation and acknowledge we have progress to make in this area. As part of our commitment to reconciliation, we aim to create a culturally safe, respectful and inclusive environment for people of Aboriginal or Torres Strait Islander heritage and establish pathways for employment and professional development opportunities within our business.



History of Port Land & Water

Before European Contact

Traditionally, the location of Port of Melbourne was a biodiverse wetland that included a range of native plants and animals that sustained many Aboriginal peoples¹. These included river-dwelling animals, such as eels, crustaceans, platypuses and fish, as well as animals that came to the river to drink, including kangaroos, possums, wallabies, emus, small marsupials, waterfowls and migrating birds. The surrounding area was fertile with vegetation, including the staple plant cumbungi (bulrush; *Typha* spp.), the starchy base of which was roasted and eaten.

At the time of European contact, the Port area lay within the traditional lands of the Bunurong, Wadawurrung, and Wurundjeri peoples¹. The land occupied by the Bunurong people is believed to have stretched from the Werribee River in the north-west down to Wilson's Promontory in the south-east, taking in the catchments of the old Currum swamp, Tarwin River, and Westernport Bay, and including Mornington Peninsula, French and Phillip Islands¹. Wadawurrung Country was believed to have encompassed an area from the Great Dividing Range of Ballarat, the coast from the Werribee River to Airey's Inlet, including Geelong, Ballarat, Torquay, the Bellarine Peninsula and Surf Coast. The Wurundjeri people are

believed to have occupied the Yarra and Maribyrnong watersheds, bounded on the north by the Dividing Range from Mount Bawbaw westward to Mount William and Mount Macedon and on the west by the Werribee River.

The Bunurong people were divided into six smaller groups and each group was responsible for a specific section of Bun Wurrung territory.¹ The group responsible for the Port area was the Yalukit Willam, whose name in traditional language means the 'river camp' or 'river dweller'. Historical sources place the Yalukit Willam along the coastal tract of land from the Werribee River to St Kilda.¹

The Wadawurrung people, prior to European contact, consisted of 25 separate groups, each of which occupied part of the Wadawurrung territory. The groups believed to have been responsible for the Port area and surrounding parts of the Bellarine Peninsula were the Bengalat balug and the Wadawurrung bulug.² In Wadawurrung language, the Bellarine Peninsula is known as Bella Wiyn, which means 'recline on the elbow by the fire' – resting place.²

The Wurundjeri people were divided into four groups, and each group was responsible for a specific section of Woi Wurrung territory¹. The group responsible for the Port area was the Wurundjeri Balug. The Wurundjeri Balug was further divided into two patriline, the Wurundjeri Willam and the Bulug Willam. Wurundjeri Willam is the patriline responsible for the territory along the Yarra River and within the current footprint of the Port of Melbourne, whilst the Balug Willam were located further from the bay toward the Yarra Ranges. The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus viminalis*) which is common along 'Birrarrung' (Yarra River), and 'djeri', the grub which is found in or near the tree.²

The Bunurong, Wadawurrung, and Wurundjeri peoples, together with the Taungurung and Dja Dja Wurrung peoples, form the Kulin nation. Collectively their traditional territory extends around Port Phillip and Western Port Bays and extends up into the Great Dividing Range and the Loddon and Goulburn River valleys. The groups shared a cultural and linguistic affinity, with similarities in speech, burial practices, initiation, kinship marriage ties and beliefs.³

Post European Contact

Our locality has a long history of land disturbance. The most significant changes to the Port area since European contact are associated with land reclamation and sand mining.⁴ Major infrastructure development including the railway network, the installation of major drainage works, and excavation works for the installation of services has also occurred across the Port.

From the early nineteenth century, exports and imports increased rapidly⁴. Following the establishment of a settlement in Melbourne, the Yarra River quickly became the focus of waterfront activities. Throughout the nineteenth century, increased tonnage figures and arrivals resulted in further renovation and development of the Melbourne docks and piers.⁴

The course of the Yarra River was significantly altered from 1879 in order to alleviate regular devastating floods and to improve traffic flow along the river.⁴ The wide loop in the old course of the river was eliminated in 1886 through the construction of the Coode Canal. The former Wright's Patent Slip at Williamstown was purchased in 1901.⁴

In 1907-08, steady progress was made on the reclamation of the West Melbourne Swamp by the Government⁴. The first oil berths which were constructed on the Yarra, south of the end of Burleigh Street in 1911-15 by the Melbourne Harbour Trust, were erected to meet the needs of the British Imperial Oil Company Ltd. The growth of automobile ownership necessitated the need for more bridges over the Yarra.⁴

The construction of the Spencer Street Bridge in 1927-28 meant that all port traffic had to be handled further downstream and foreshadowed the need for more docks⁴. Works were completed on Appleton Dock in 1956, and Webb Dock and Swanson Dock in the 1960s⁴. Following the construction of the Bolte Bridge in 1999, the Victoria Dock area was officially closed to shipping and now forms the centrepiece of the residential, office and entertainment precinct of Docklands.⁴

Today, Port of Melbourne's footprint extends west from the Bolte Bridge to the west bank of the Maribyrnong River and south of the West Gate Freeway (M1) to Webb Dock and Williamstown. It also extends into the water environment with declared 'Port Waters' totalling over 94,000 hectares of water throughout Port Phillip Bay, extending to the Bay's Entrance.

¹ Clark, I.D. (1990) *Aboriginal Languages and Clans: An Historical Atlas of Western and Central Victoria, 1800-1900*. Monash Publications in Geography, Number 37, Melbourne.

² Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (2022). *Viewed from Ancestors & Past – Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation*.

³ Howitt, A.W. (1996) *The Native Tribes of South-East Australia*. Aboriginal Studies Press, Canberra.

⁴ Buckrich, J.R. (2002) *The long and perilous journey: a history of the Port of Melbourne*. Melbourne Books, Melbourne.

Our RAP

Why we are developing a RAP

As a business operating on lands of the Bunurong, Wadawurrung, and Wurundjeri peoples, Port of Melbourne acknowledges the Traditional Custodians of the land on which we live, work and walk. We recognise our responsibility to create meaningful connection with Aboriginal and Torres Strait Islander peoples who live across the regions where we operate. We recognise there is an opportunity for our business to do more in support of the self-determination of Aboriginal and Torres Strait Islander peoples within our community.

As a city-based port central to major transport links, Port of Melbourne must consider its impact on surrounding communities. As we grow, we acknowledge the importance of honouring the Traditional Custodians of this land, and working towards affecting positive economic, social and environmental change. Working in consultation with Aboriginal and Torres Strait Islander communities will ensure accountability to responsibly manage and operate our facilities and services.

By embarking on a Reflect RAP, we will be able to consider the role we play in operating on these lands while developing critical relationships with our Registered Aboriginal Parties, and Aboriginal and Torres Strait Islander peoples, groups and businesses within our local community. We aim to deepen our understanding of Aboriginal and Torres Strait Islander histories, cultures and social issues and identify opportunities to create pathways for success for people of Aboriginal or Torres Strait Islander heritage.

Designing Our RAP

A working group has been established to set the direction for the RAP, determine the key actions and deliverables and drive the implementation of the plan. The group is comprised of employees from across our organisation and is supported by First Nation Representatives from another organisation and consultancy.

The Working Group has engaged in the following activities to support the development of PoM's Reflect RAP:

- Conducted research into the requirements and opportunities associated with a Reflect RAP
- Engaged in discussions with other organisations to learn from their experiences of implementing RAPs
- Consulted with the Bunurong Land Council Aboriginal Corporation, Wadawurrung Traditional Owners Aboriginal Corporation, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, which are the Registered Aboriginal Parties of the lands and waters on which the Port operates, for input and feedback in shaping our RAP actions and deliverables.

Implementing Our RAP

Our RAP will be delivered over an 18-month period commencing in November 2022. Our Executive General Manager People & Culture has been appointed our RAP champion, and will be responsible for overseeing the design, development, and delivery of all RAP activities across the organisation. The activities and deliverables outlined in the RAP have been distributed amongst the working group members, who will each be responsible for working with the appropriate parts of the business and ensuring all actions are completed within the specified timeframes.

The working group will meet regularly to provide progress updates, discuss risks, issues and mitigation strategies, and provide ongoing support to each other. Progress reports will be provided to our Executive Leadership Team via existing reporting channels.

Working Group Members

Executive General Manager of People and Culture (RAP Champion)

Head of Sustainability

Manager Land Use Planning & Compliance

Land Use & Policy Coordinator

Finance & Procurement Lead

Communications and Media Advisor

Organisational Development Lead

Indigenous Partnership Manager, QIC

Other Contributors

Bunurong Land Council Aboriginal Corporation

Wadawurrung Traditional Owners Aboriginal Corporation

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

Nomuckerlener Indigenous Consulting and Mentoring

Our Vision

Port of Melbourne aims to strengthen our relationships with Aboriginal and Torres Strait Islander peoples and develop pathways for their success and self-determination.

As a business centred on interconnectivity and collaboration, we look forward to forming connections with Registered Aboriginal Parties and Aboriginal and Torres Strait Islander peoples that are founded on respect, mutuality and partnership. We commit to deepening our understanding of the history and cultures of Aboriginal and Torres Strait Islander peoples and to identifying opportunities to support their success and self-determination. Through this reconciliation journey, we intend to make a positive contribution to the lands and waters on which we operate.



Our Work Plan

Relationships

Actions that will help creating lasting relationships that are founded on respect, mutuality and partnership.



Action	Deliverable	Start Date	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Research best practice and principles that support partnerships with Registered Aboriginal Parties and other Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	Executive General Manager Corporate Relations
	1.2 Identify key Aboriginal and Torres Strait Islander peoples, communities and organisations within our local areas or sphere of influence that we could approach to connect with on our reconciliation journey.	November 2022	
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023	Executive General Manager of People and Culture
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023	
	2.3 Encourage workforce participation in at least one external event to recognise and celebrate NRW.	27 May - 3 June May 2023	
3. Promote reconciliation through our sphere of influence.	3.1 Develop a plan to raise awareness amongst all staff about our RAP commitments and inform key internal stakeholders of their responsibilities within our RAP.	November 2022	Executive General Manager of People and Culture
	3.2 Communicate our commitment to reconciliation to all staff.	November 2022	
	3.3 Identify other organisations, community groups, and external stakeholders that our organisation could engage and partner with on our reconciliation journey.	December 2022	Executive General Manager Corporate Relations
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	March, 2023	Executive General Manager of People and Culture
	4.2 Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	March, 2023	

Respect



Actions that will build respect for Aboriginal and Torres Strait Islander peoples and their cultural heritage, customs, spiritual beliefs and relationships with the land and water.

Action	Deliverable	Start Date	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	December 2022	Executive General Manager of People and Culture
	5.2 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January 2023	
	5.3 Deliver training to uplift knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	February 2023	
	5.4 Explore opportunities to work with Registered Aboriginal Parties to raise community awareness and understanding of local Aboriginal cultures, histories, knowledge and achievements through existing Port of Melbourne community engagement activities.	February 2023	Executive General Manager Corporate Relations
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December, 2023	Executive General Manager Corporate Relations
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Executive General Manager of People and Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Introduce our staff to NAIDOC Week by sharing information and promoting external events in our local area.	June 2023	Executive General Manager of People and Culture
	7.2 RAP Working Group to participate in an external NAIDOC Week event.	2 July – 9 July 2023	

Opportunities



Actions that will help identify opportunities for us to partner with and support the success and self-determination of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Start Date	Responsibility
8. Investigate opportunities to improve education, employment, retention and professional development outcomes for Aboriginal and Torres Strait Islander peoples.	8.1 Build an understanding of our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May, 2023	Executive General Manager of People and Culture
	8.2 Engage community groups and other organisations who have commenced their reconciliation journey to better understand how we can create a culturally safe environment and provide opportunities to support Aboriginal and Torres Strait Islander employment pathways.	May, 2023	
	8.3 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December, 2023	
	8.4 Investigate opportunities to partner with Aboriginal & Torres Strait Islander organisations and support projects or programs of work that drive benefits for Indigenous Victorians in our local council areas and communities.	May, 2023	Executive General Manager Corporate Relations
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop an understanding of the mutual benefit of procurement from Aboriginal and Torres Strait Islander owned businesses.	July, 2023	Head of Sustainability
	9.2 Investigate opportunities to become a member of Supply Nation, Kinaway, and/or other similar supplier directory groups.	July, 2023	
	9.3 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September, 2023	
	9.4 Identify future opportunities to influence our suppliers, as well as other businesses and industry groups about the benefits of procurements from Aboriginal and Torres Strait Islander owned businesses.	July, 2023	

Governance



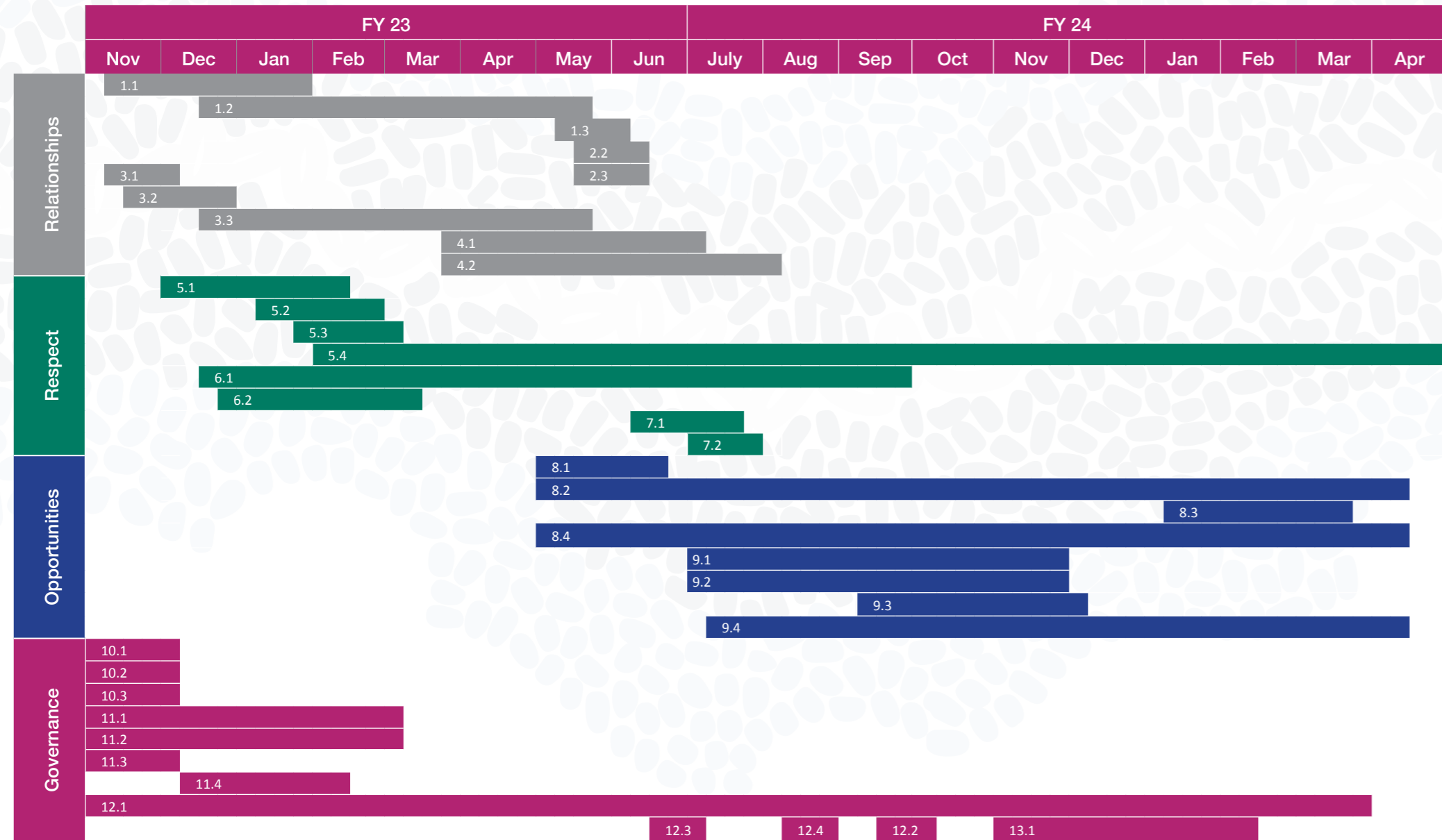
Actions that will help to achieve tangible and measurable outcomes over the long term.

Action	Deliverable	Start Date	Responsibility
10. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain a RWG to govern the RAP implementation.	November, 2023	Executive General Manager of People and Culture
	10.2 Draft a Terms of Reference for the RWG.	November, 2023	
	10.3 Establish Aboriginal and Torres Strait Islander representation on the RWG.	November, 2023	
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	November, 2023	Executive General Manager of People and Culture
	11.2 Engage senior leaders in the delivery of RAP commitments.	November, 2023	
	11.3 Appoint a senior leader to champion our RAP internally.	November, 2023	
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	December, 2023	
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Publish the RAP online and include updates on our RAP progress into existing PoM reports that are shared with our stakeholders.	November, 2023	Executive General Manager Corporate Relations
	12.2 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Executive General Manager of People and Culture
	12.3 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, and we are receiving important RAP correspondence.	June, 2023	
	12.4 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, 2023	
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	November, 2023	Executive General Manager of People and Culture



Timeline of Activity

High-level overview of timeframes for deliverable in the action plan.



Relationships

- 1.1 Research best practice to building partnerships
- 1.2 Identify key Aboriginal peoples, communities and organisations
- 2.1 Circulate NRW resources & encourage event participation
- 2.2 Working Group to participate in NRW event
- 2.3 Encourage workforce participation in NRW event
- 3.1 Create plan to communicate commitments / responsibilities
- 3.2 Communicate commitment and responsibilities
- 3.3 Identify other organisations to approach and partner with
- 4.1 Research best practice race relation and anti-discrimination
- 4.2 Review policies and procedures to identify gaps

Respect

- 5.1 Conduct review of cultural learning needs
- 5.2 Develop business case to build understanding across organisation
- 5.3 Deliver cultural awareness training to workforce
- 5.4 Explore opportunities to build community awareness
- 6.1 Develop and understanding of the local Traditional Owners
- 6.2 Increase staff's understanding of cultural protocols
- 7.1 Raise knowledge of NAIDOC week and external events
- 7.2 Working group to participate in NAIDOC week

Opportunities

- 8.1 Build understanding of our Indigenous workforce
- 8.2 Explore opportunities to support employment pathways
- 8.3 Build business case for Indigenous employee
- 8.4 Investigate ways to support local Indigenous programs
- 9.1 Understand benefits of Indigenous-business procurement
- 9.2 Explore opportunities join Indigenous supplier directory
- 9.3 Create a business case Indigenous-business procurement
- 9.4 Identify opportunities to support Indigenous procurement

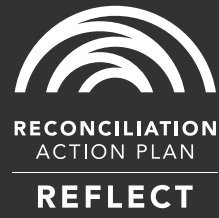
Governance

- 10.1 Establish a RAP Working Group (RWG)
- 10.2 Draft RAP Terms of Reference
- 10.3 Establish Indigenous representation on RWG
- 11.1 Determine resource needs for RAP design and delivery of RAP
- 11.2 Engage senior leaders in design and delivery of RAP
- 11.3 Appoint senior leader to champion RAP
- 11.4 Determine how to track, measure, report RAP
- 12.1 Publish RAP online & provide progress reports
- 12.2 Complete annual RAP impact measurement survey
- 12.3 Contact Reconciliation Australia & update contact details
- 12.4 Contact Reconciliation Australia for link to questionnaire
- 13.1 Register with RA to develop next RAP



Contact Name: **Alex Kuras**
Position: **Executive General Manager of People and Culture**
Phone: **+61 417 477 867**
Email: **Alex.Kuras@portofmelbourne.com**





Port of Melbourne

