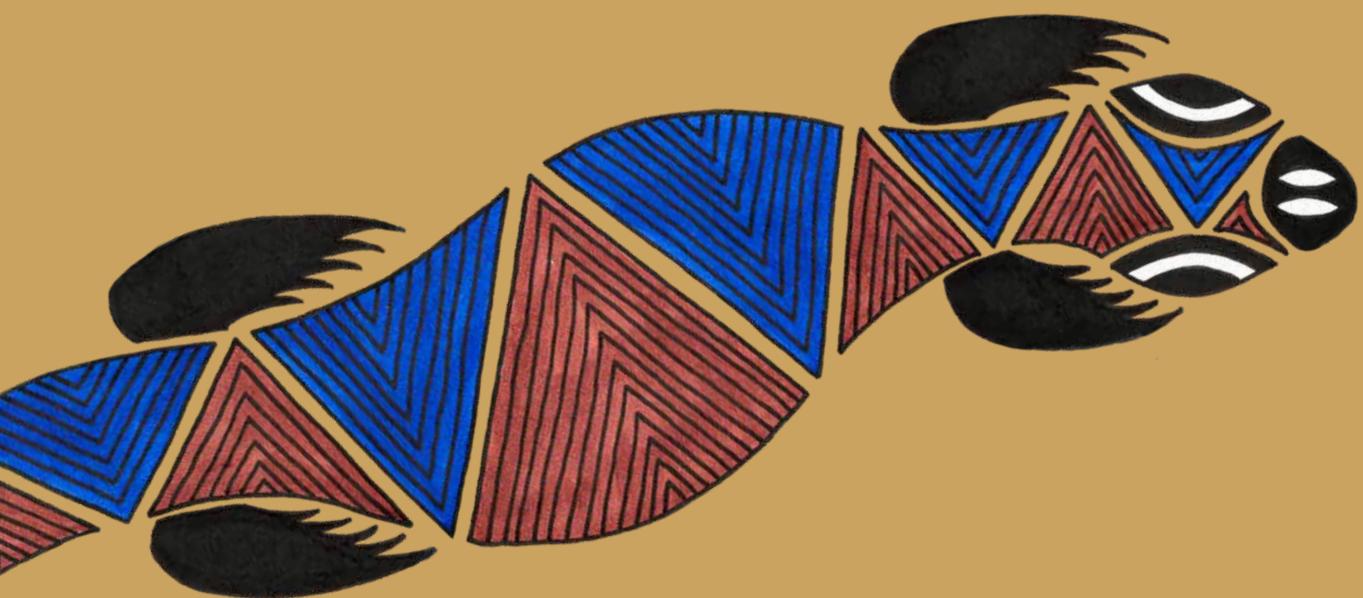




Innovate Reconciliation Action Plan 2017-2019





The National Trust of Australia (Victoria) acknowledges Traditional Owners of Country throughout Australia and recognise the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

Warning: Aboriginal and Torres Strait Islander people are advised that this document may include images or names of people who have since since passed away.

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Introduction

The National Trust of Australia (Victoria) (National Trust) is committed to reconciliation – actively pursuing our vision for a respectful and embracing society since 2011. Our journey has included two Reconciliation Action Plans, the return of the National Trust owned Ebenezer Mission to the Barengi Gadjin Land Council Aboriginal Corporation, the creation of our Aboriginal Advisory Committee to the Board, and undertaking Aboriginal Cultural Heritage Surveys at our sites.

The Board of the National Trust feels strongly that a healthy and engaged community is one that embraces its shared heritage and can work together to respectfully celebrate Aboriginal and Torres Strait Islander culture and heritage. Through the Reconciliation Action Plan our goals include providing pathways for joint custodian land management; increasing the democratic participation of Aboriginal Australians; and real reconciliation based on agreed principles of engagement and mutual respect.

As Chairs of the National Trust of Australia (Victoria) Board and Aboriginal Advisory Committee, we are proud to present our third Reconciliation Action Plan and believe that the challenges and opportunities presented in its implementation are ones that will make us a more relevant, inclusive and dynamic organisation.



Kristin Stegley OAM,
Director and Chair of the Board



Ian Hamm, Director and Chair
of the Aboriginal Advisory Committee





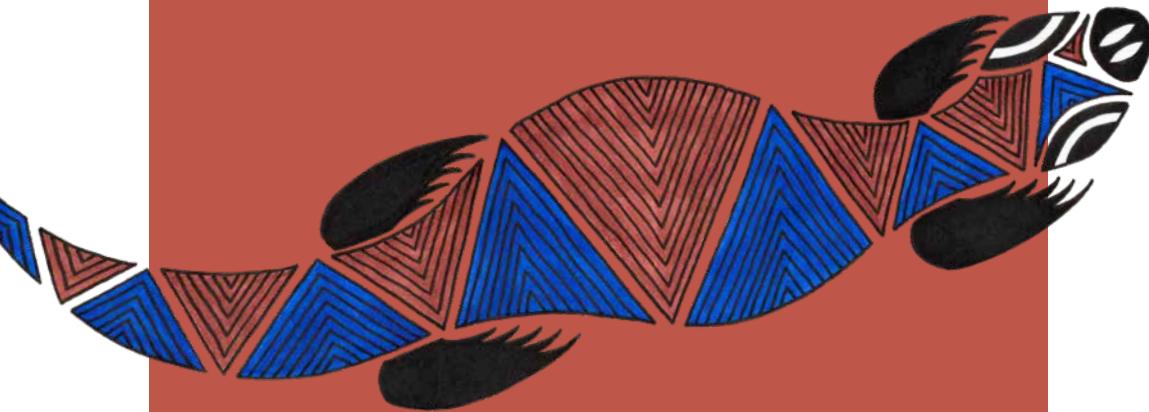
About the Artist

The artwork on the cover and reproduced throughout our Reconciliation Action Plan was created by Mick Harding, titled "Bilii Gaabarrang Nedbo Nerdu" (Blue Tongue Lizards - Past, Present, Future). Mick is a Taungurung man who is dedicated to protecting and reinvigorating culture within his community. Mick says that "we are the First Peoples of this land and have an ongoing responsibility to keep our culture alive and relevant in our current society. We belong to this land". He is a current board member of Taungurung Clans Aboriginal Corporation and past chairperson, member of the Victorian Aboriginal Heritage Council, and previous chairperson of the Right People for Country Steering Committee. Mick is a well renowned artist and actively involved in coordinating workshops to promote Aboriginal culture through his art and storytelling. "When I create something I express my cultural integrity in place, be respectful of interpretation of my culture, and try to share my story as a Taungwurrung Kulin (Aboriginal man from my traditional country)."



Our Vision

Our vision for reconciliation
is a community that recognises
and respects Aboriginal
and Torres Strait Islander
cultures and heritage.



"The Reconciliation Action Plan for the National Trust is part of an ongoing process the organisation has been undertaking for the past 5 years, and is now an integral component of our thinking and actions. As we embark on a plan to reinvigorate our organisation through the delivery of a new Strategic plan, our RAP will be more important than ever in providing a basis for reconciliation with the traditional owners of the land on which we live, work and meet.

The stories and actions of our past, present and future will be part of our legacy, with our RAP just one element in this process of acknowledgment and future alignment. Through the delivery of our actions, and in our deliberations and deeds, I will ensure that the National Trust's operations are always aligned with the objectives and ethics of our RAP. Our legacy will be the creation of a dynamic and equitable future through acknowledgment, collaboration and acceptance."

Simon Ambrose – Chief Executive Officer



The Fighting Gunditjmara, 60th
Anniversary Gala Dinner
held at Rippon Lea, 2016

Our Business

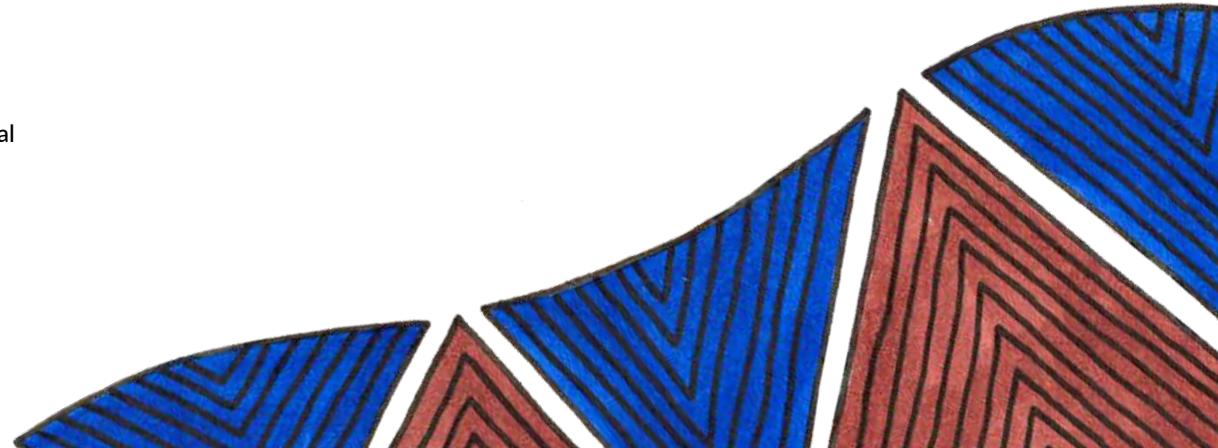
Our vision is for the Australian community to understand, value and enjoy the natural, cultural and Indigenous heritage that creates our national identity. In working towards realising this, we seek to inspire the community to appreciate, conserve and celebrate our shared heritage.

The National Trust has grown since 1956 to become Australia's largest community based heritage advocacy organisation and independent, privately funded not-for-profit body. We seek to ensure our communities value their cultural legacy and support them in their efforts to preserve what is significant to them. As the state's premier heritage advocate and operator of historic properties open to the public, we work with partners to achieve our vision for the protection of our shared heritage for the benefit of future generations.

As custodians of over 30 places of significance across Victoria, the National Trust is the largest manager of educative heritage sites in the state. With over 60,000 children a year accessing our education programs, we are able to both meet our mission to understand and value our shared heritage and support the conservation of those places. Running a broad program of innovative projects to activate our sites, the National Trust hosts pop up bars, blockbuster exhibitions, Easter egg hunts, opera and ghost tours amongst many other exciting commercial activities. These operations support the conservation of our places and collections as well as the important advocacy work the National Trust undertakes on behalf of the community.

Building on 60 years of work classifying and recording 20,000+ buildings, landscapes, trees, pipe organs, and public artworks, the National Trust's advocacy team works across the state's shared heritage across all its forms. Since the National Trust's first RAP in 2013, an increased importance has been placed on working with Traditional Owners to develop and implement advocacy campaigns to protect sites of Aboriginal importance. Working with Traditional Owners at these sites has helped inform the role of place and community for Aboriginal and Torres Strait Islander peoples across our campaigns. In 2016 the National Trust successfully advocated for new heritage controls to protect 358 buildings, 48 precincts, 6 landscapes and 212 trees.

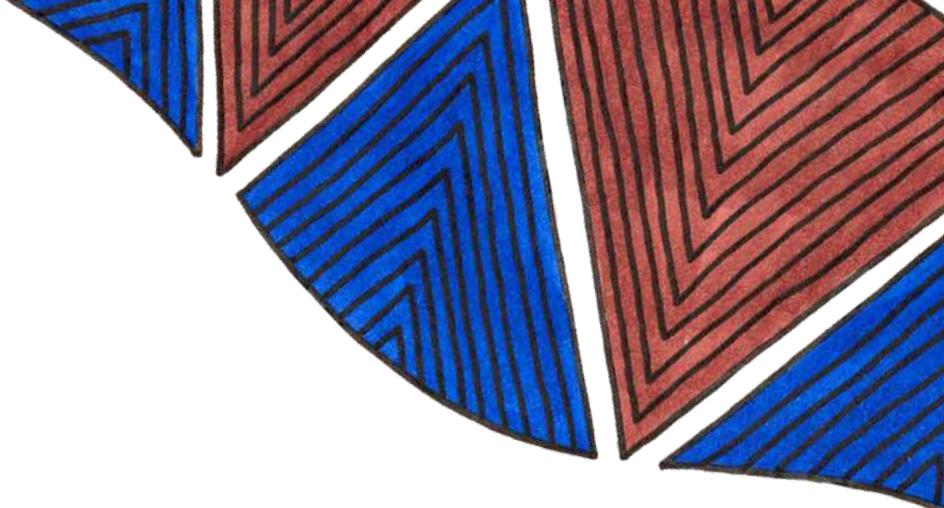
The National Trust manages its significant heritage assets, develops exhibitions and education programs, hosts events and runs major heritage advocacy campaigns with a small core professional staff of 120, supported by over 660 volunteers. For the first time since 2013, the National Trust currently employs no Aboriginal and Torres Strait Islander members of staff. Working with the Aboriginal Advisory Committee, the National Trust has implemented new recruitment procedures to become an employer of choice for Aboriginal and Torres Strait Islander members of staff. With identified positions, appropriate advertising in the Koorie Mail and promotion of advertised positions through the networks of our Aboriginal Advisory Committee, we seek to engage two Aboriginal and Torres Strait Islander members of staff by the completion of this Reconciliation Action Plan. In developing a cultural competency toolkit during this 2017-19 Plan, continuing to implement the existing program of Cultural Awareness Training undertaken by staff, promoting awareness and sensitivity through our staff and volunteer intranet and with events hosted by our Aboriginal Advisory Committee throughout the year, we aim to provide an understanding and aware workplace as an employer of choice.





On Thursday 5 December 2013, the National Trust handed over their freehold interests in the Ebenezer Mission, Antwerp to the Barengi Gadjin Land Council Aboriginal Corporation – Traditional Owners, Registered Aboriginal Party and Native Title Holders.

Our Journey



In 2011 the National Trust embarked on one of its most significant journeys since formation, the one towards reconciliation. A Statement of Commitment to respecting the culture and heritage of the First Australians was adopted by the Board on 17 August 2011, followed by the adoption of our inaugural Reconciliation Action Plan (RAP) in September 2012. Our RAP and associated Implementation Plan turn our good intentions towards reconciliation into action by identifying actions, timelines and measurable targets for relationships, respect and opportunities.

The success of the 2012–13 RAP extended across both the organisation and community as we worked with partners to develop the long term relationships required to guide the National Trust's journey. Our commitment to reconciliation was realised in setting a new strategic direction through the RAP and realising the following achievements:

- Establishment of the National Trust Aboriginal Advisory Committee to the Board
- Appointment of the first National Trust Indigenous Heritage Advocate to work with our Advocacy team on campaigns affecting Traditional Owners and Aboriginal and Strait Islander communities, and undertake our first Aboriginal cultural heritage survey
- Hand-over of the National Trust owned Ebenezer Mission, Antwerp on 5 December 2013 to Traditional Owners, the Barengi Gadjin Land Council Aboriginal Corporation
- First dedicated Aboriginal cultural heritage survey of National Trust properties undertaken through the project Reconciliation Through Place, supported by the federal Indigenous Heritage Program
- Cultural Awareness Training undertaken by senior management
- First Aboriginal Cultural Heritage Internship with Deakin University
- Acknowledgement of Traditional Ownership with Welcome to Country at major National Trust events and in publications

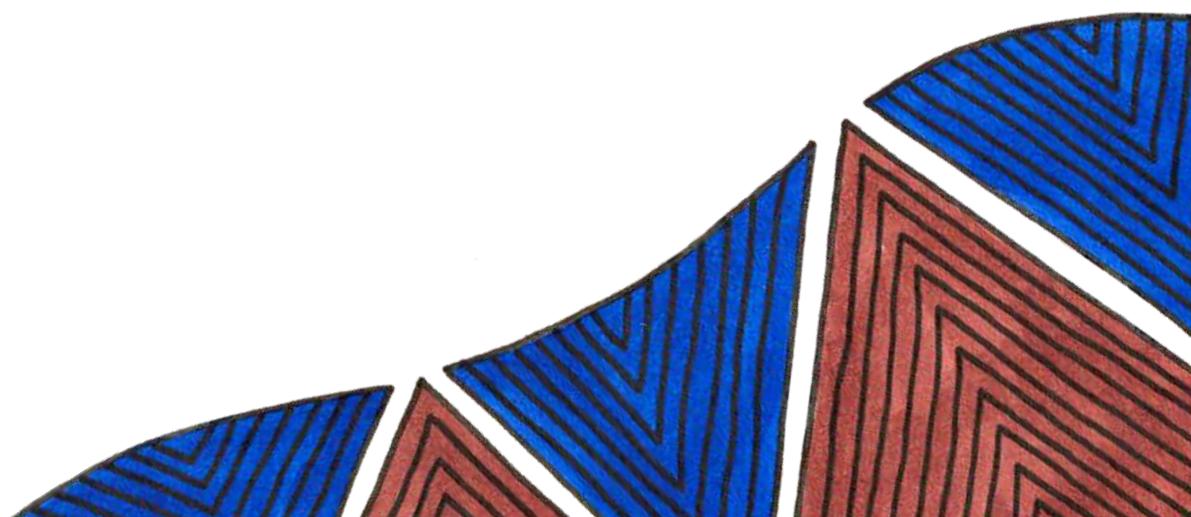
- Co-presentation of the 2013 and 2014 National Trust Heritage Festivals with the Victorian Aboriginal Heritage Council
- Co-presentation of the Our History 2013 and 2014 National Trust Heritage Festival events with the Victorian Aboriginal Heritage Council and Koorie Youth Council
- Contribution to the City of Melbourne's Tunnerminnerwait & Maulboyheener Memorial Working Group, establishing the first memorial to frontier wars in a capital city
- Engaged with Baluk Arts regarding artworks inspired by Endeavour Fern Gully, the significant National Trust environmental site in Red Hill
- Reviewed the Koori Court Program at the Old Melbourne Gaol
- Advocated on behalf of the Wathaurung Aboriginal Corporation against the proposed Monmot Hill Basalt and Scoria Quarry

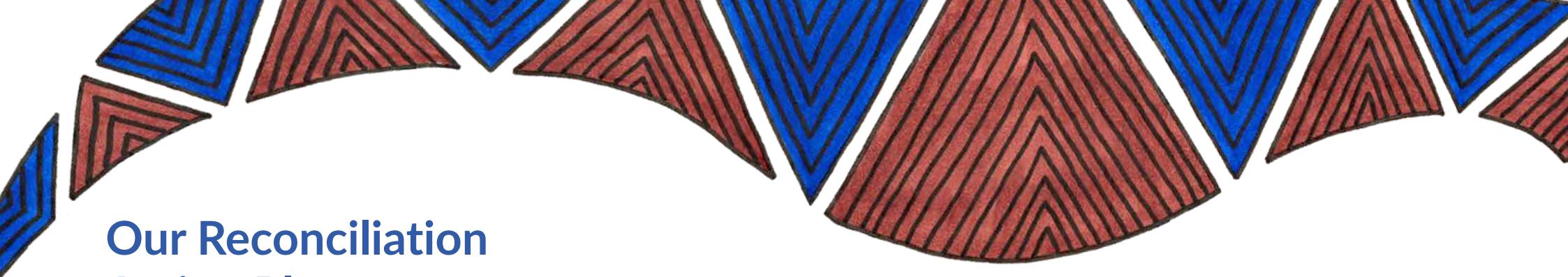
The success of this document in helping guide the National Trust in its engagement with Aboriginal and Torres Strait Islander peoples, to celebrate their cultural heritage at our sites, led to the implementation of our second RAP in 2014.

Our Journey

The National Trust are now celebrating the successful delivery of the 2014–16 RAP as an active strategic document. In developing our next RAP, we reflect on the significant achievements realised in the 2014–16 RAP:

- Ongoing commitment of the National Trust Aboriginal Advisory Committee to progressing the RAP across the organisation and to external stakeholders
- Second and third dedicated Aboriginal cultural heritage survey of National Trust properties undertaken at Como, Rippon Lea and the Old Melbourne Gaol
- Cultural Awareness Training undertaken by staff and volunteers
- Erection of the City of Melbourne's Standing by Tunnerminnerwait and Maulboyheenner, a memorial by Brook Andrew and Trent Walter
- Signing of an MoU with Indigenous Architecture and Design Victoria to work together to deliver significant benefits to all Victorian heritage, promote a respect for both Indigenous and non-Indigenous heritage thereby contributing to reconciliation, and to work together to strengthen the heritage advocacy of both organisations
- Hosting a Trust Talks event Remembering William Cooper about one of Australia's greatest activists of the twentieth century, a Yorta Yorta man who protested against Kristallnacht, petitioned George VI for Aboriginal rights, and established the Day of Mourning
- Cultural engagement through dance as acknowledgement at the 60th Anniversary Gala Dinner
- Review of the Old Melbourne Gaol Walking Tours for appropriate cultural sensitivities around the execution site of Tunnerminnerwait and Maulboyheenner, two Palawa men who were the first legal executions in the now state of Victoria
- Review of proposed interpretation of 19th century collections items depicting Aboriginal peoples
- Management of the Victorian Aboriginal Heritage Council's documentary film on the return of Ancestors, explaining the importance of reburial and securing of burial sites of ancestral remains
- Design and implementation of Traditional Owner Acknowledgement plaques at National Trust properties
- Advocated with the Wurundjeri Tribe Land Compensation and Cultural Heritage Council regarding the Sunbury Rings to ensure that this significant site owned by Traditional Owners is not impacted by inappropriate development and can be secured within a broader cultural landscape





Our Reconciliation Action Plan

Our RAP identifies actions that the National Trust will undertake to ensure Aboriginal and Torres Strait Islander heritage values are incorporated into programs, projects and places. Central to this purpose is the promotion of partnerships with Aboriginal and Torres Strait Islander peoples in development of our programs and broad cultural heritage advocacy and education.

The development of this RAP has been done in consultation with Aboriginal and Torres Strait Islander peoples through the National Trust Aboriginal Advisory Committee (Committee). The Committee represents a range of organisations and Aboriginal peak bodies, including those that represent the Victorian Registered Aboriginal Parties, Traditional and Native Title Owner communities, and Aboriginal cultural heritage managers. This group of esteemed community representatives reports directly to the Trust Board and will guide the implementation of the National Trust's RAP, oversee Memorandums of Understanding between the National Trust and Aboriginal and Torres Strait Islander groups and advise on Aboriginal and Torres Strait Islander cultural heritage advocacy.

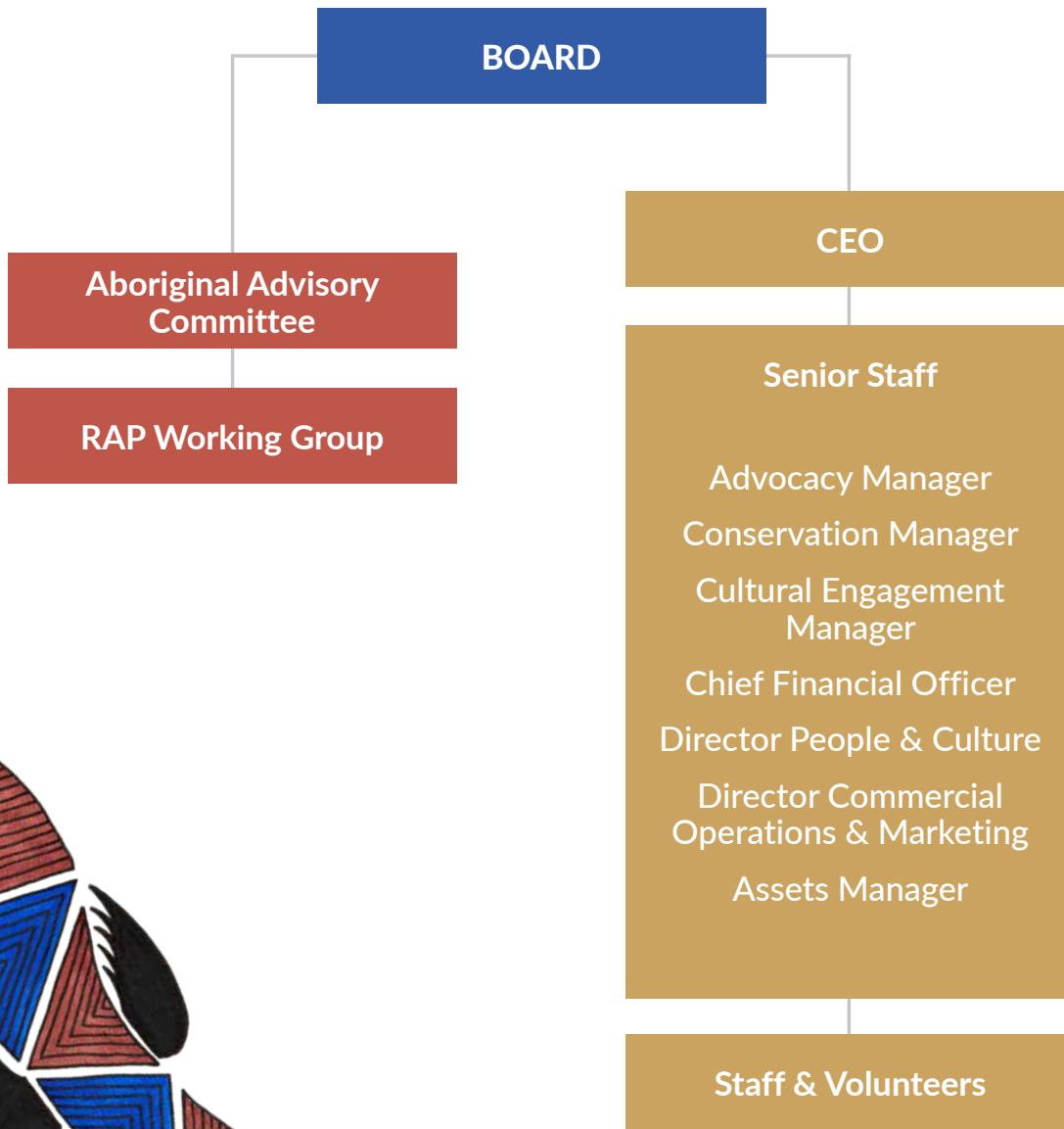
The Committee has worked closely with the Advocacy Manager and RAP Working Group to develop and informed a deep understanding of where the National Trust is, and should be, in its reconciliation journey. Broadening the field of consultation to include staff, volunteers and stakeholders has enabled this, the National Trust's third RAP, to chart a progressive and informed course for the next three years.

The Committee is a Standing Committee of the National Trust Board and reports directly to them with guidance, direction and advice. As an Advisory Committee for the Board, helping to guide decision making about the strategic direction and governance of the organisation, the Committee is a significant element in the strategic decision making of the organisation. Senior staff report to the Committee who then advise on the operational undertakings whilst advising strategically to the Board.

The Committee is supported by the Advocacy team and Committee meetings are regularly attended by the Chief Executive Officer, Advocacy Manager and Cultural Engagement Manager. The Director People & Culture and staff submitting meeting papers also attend meetings as required.

The RAP Working Group (RWG) is the staff drawn sub-group of the Committee and a quorum attends every Committee meeting. The RWG reports to, and is informed by, the Committee and is drawn from across the organisation to promote and facilitate the implementation of the RAP. The Group includes the CEO, Advocacy Manager, Cultural Engagement Manager, Director People & Culture, Director Commercial Operations & Marketing and Assets Manager.

In this 2017-19 RAP, we aim to embed the RAP as an active strategic policy across our sites through the implementation of Ambassador positons on the RAP Working Group. With the CEO, Advocacy Manager, Cultural Engagement Manager, Director People & Culture, Director Commercial Operations & Marketing and Assets Manager, the Ambassadors will ensure a presence at our sites for consultation and support for Aboriginal and Torres Strait Islander staff, volunteers and visitors and as a reference point for staff and volunteers.





Relationships

The National Trust is an organisation entrusted with the custodianship of, and advocacy for, our shared heritage. We recognise the richness of our heritage through our culturally diverse community and the multiplicity of our experiences and stories. Over 300 languages, including Aboriginal and Torres Strait Islander languages, are spoken in Australia, and members of our community identify with over 200 ancestries and practice a multitude of religions. This diversity enriches our cultural heritage, our creative expression and national identity.

Our relationships with each other, and with Australia's First Peoples, form the bedrock of the cultural heritage we have today. In preserving and celebrating that heritage we inevitably shape the legacy we leave for future generations. Building strong relationships with Aboriginal and Torres Strait Islander peoples enables the National Trust to be better custodians of our sites, offer appropriate and inclusive education and interpretation experiences and work towards an equitable and respectful society.

"I would like the National Trust to work more with Traditional Owner groups, in order to integrate Aboriginal heritage values into our site management and heritage advocacy, and pass these learnings on to others, including visitors and members."

Felicity Watson – Advocacy Manager

As the National Trust's Advocacy Manager, Felicity is responsible for the coordination of advocacy campaigns and events, and engages with communities across Victoria on a range of heritage issues. Most recently, Felicity coordinated the national conference of the National Trusts of Australia and Australia ICOMOS, which included panel sessions with a range of Traditional Owner groups, practitioners and statutory authorities, aiming to further the engagement of the heritage profession with Traditional Owner groups and promote the recognition, understanding and protection of Aboriginal cultural heritage.



The Advocacy Team recently coordinated a meeting with the Wurundjeri Tribe Land Council, Heritage Victoria and Aboriginal Victoria to discuss increased statutory protection for the highly significant Sunbury Rings Cultural Landscape, currently under threat from inappropriate development.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|---|--|
| 1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting | RWG oversees the development, endorsement and launch of the RAP | March 2017 | Advocacy Manager |
| | Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG | Review 7 December 2018 | |
| | Meet at least twice per year to monitor and report on RAP implementation | 14 March 2017, 14 August 2017, 12 February 2018, 13 August 2018 | |
| | Reconfirm Terms of Reference for the RWG | 14 March 2017 | |
| 2. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | Implement and review a strategy to communicate our RAP to all internal and external stakeholders | 28 July 2017 | Advocacy Manager |
| | Create RAP Ambassador positions within the RAP Working Group to undertake the day to day work of reconciliation at our sites | 29 September 2017 | |
| | Promote reconciliation through ongoing active engagement with all stakeholders | Review 1 December 2017 7 December 2018 | |
| 3. Celebrate and participate in National Reconciliation Week [NRW] by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians | Organise at least one internal event for NRW each year | 3 June 2017 | Director People & Culture |
| | Register our NRW event via Reconciliation Australia's NRW website | 3 June 2018 | |
| | Encourage staff to participate in external events to recognise and celebrate NRW | | Director Commercial Operations & Marketing |
| | Download Reconciliation Australia's NRW resources and circulate to staff and volunteers | | |
| | Promote NRW events through our communication channels | | Advocacy Manager |
| 4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders | 29 September 2017 | Advocacy Manager |
| | Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement | 15 June 2018 | |
| | Develop one Memorandum of Understanding annually with an Aboriginal cultural business/organisation to collaborate on programs and retail opportunities | 7 December 2018 | |

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY | |
|---|--|---|--|--|
| 5. Work with Traditional Owners to celebrate and protect Aboriginal cultural heritage through agreements and interpretation | Develop one Memorandum of Understanding annually with Registered Aboriginal Parties and/or Aboriginal cultural heritage and reconciliation organisations | Review 1 December 2017 | Chief Executive Officer Advocacy Manager Cultural Engagement Manager | |
| | Develop Aboriginal Heritage Agreements in accordance with the Aboriginal Heritage Act 2006 | 7 December 2018 | | |
| | Consult, develop and implement a brief for interpretation of Aboriginal and Torres Strait Islander cultural heritage at Trust places | 27 April 2018 | | |
| 6. Strengthen our relationship with Aboriginal communities through research and interpretation of our places | Continue to undertake Aboriginal Cultural Heritage surveys in consultation with Traditional Owners at all sites and make available to all staff and volunteers | Review 1 December 2017 7 December 2018 | Advocacy Manager Cultural Engagement Manager | |
| | Develop an Ethics Policy regarding Aboriginal cultural heritage | 24 August 2018 | | |
| | Include Traditional Owner information in Trust classifications | 23 November 2018 | | |
| | Incorporate Aboriginal and Torres Strait Islander Cultural Heritage Survey research into the Trust's revised education policy | 20 April 2018 | | |
| 7. Develop relationships with Traditional Owners to raise awareness of advocacy concerns | Develop an Aboriginal Cultural Heritage Watch List with Traditional Owners and community | 25 August 2017 | Advocacy Manager Director Commercial Operations & Marketing | |
| | Work together with Traditional Owners on at least one Advocacy campaign annually | Review 1 December 2017 7 December 2018 | | |
| | Promote Aboriginal sites of significance, where appropriate, through our media channels | | | |
| | Consult with Traditional Owners on the significance of sites for all advocacy campaigns | | | |
| | Work with our Aboriginal and Torres Strait Islander partners, Registered Aboriginal Parties, Traditional Owners, the Victorian Aboriginal Heritage Council and Koorie Youth Council to raise awareness of our capacity to help with advocacy campaigns | | | |



Respect

As custodians and advocates it is the responsibility of the National Trust to work with Aboriginal peoples to share and preserve our shared heritage. Working with Traditional Owners and Aboriginal people to tell their stories through our programs, properties and events is key to respectfully acknowledging our shared heritage. The National Trust is a membership organisation based in education and community engagement and has significant capacity to promote awareness of Aboriginal cultural heritage across its places and members.

"Working with Traditional Owners will be a step towards being more inclusive of all community members and allow us to work in partnership to present a more accurate history. It is important we take a partnership approach rather than just a consultative one."

Elizabeth Anya-Petrivna – Exhibition Producer

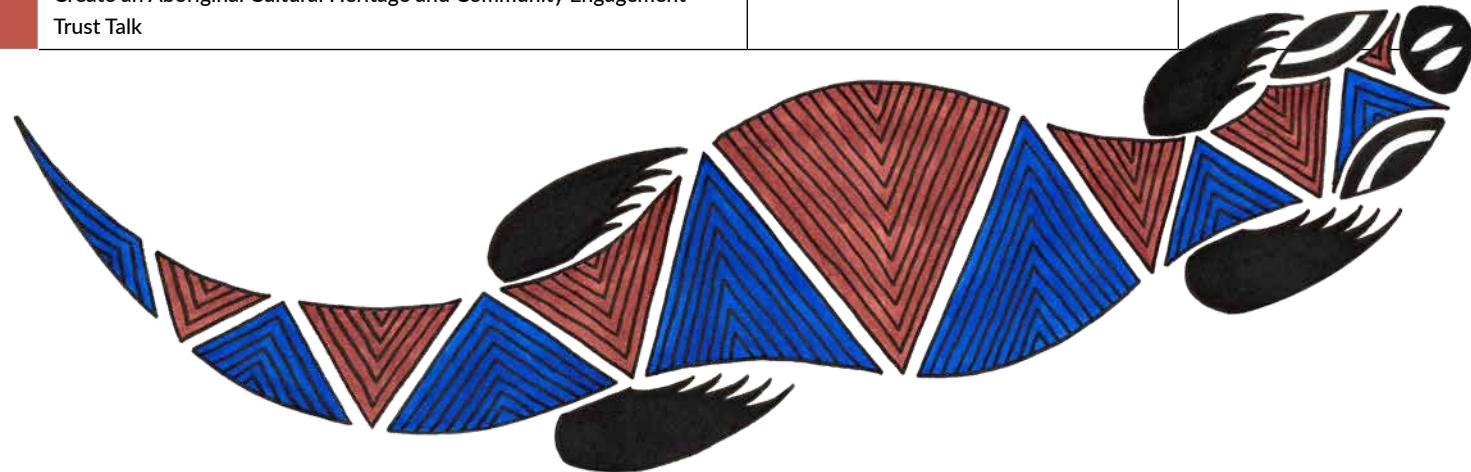
As the custodian of the National Trust's collections, Elizabeth has been supporting Aboriginal and Torres Strait Islander stories being told through objects and place for over a decade. As an educator and academic, Elizabeth has taken her approach to shared heritage and exploration of non-dominant narratives to the broader community. With 20 years of experience in cultural collections, Elizabeth's role at the National Trust has enabled her to work more closely in discovering and interpreting the less told stories of our places. Working with the Aboriginal Advisory Committee, Traditional Owners, Aboriginal cultural heritage curators and stakeholders, she hopes to overlay the commonly told "white house on the hill" history with a more accurate one, reflective of over 40,000 years of Aboriginal experience in the place we now know as Victoria.



Aboriginal Arts Organisation Baluk Arts drew inspiration from National Trust property Endeavor Fern Gully for a recent art exhibition titled Gumbadik (Soft Tree Fern) held during Reconciliation Week 2017

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|--|---|---|
| <p>8. Engage the Board, staff and volunteers in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p> | Continue to ensure that all Board members undertake cultural awareness training | Review 25 August 2017 | Director People and Culture |
| | Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) | 25 August 2017 | |
| | Continue to work with the Koorie Heritage Trust to develop cultural awareness training | Review 7 December 2018 | |
| | Develop a digital cultural awareness training module in consultation with Aboriginal and Torres Strait Islander stakeholders | 25 May 2018 | |
| | Continue to provide opportunities for all staff and volunteers to participate in cultural training | Review 1 December 2017 7 December 2018 | |
| | Continue to promote the Reconciliation Australia's "Share Our Pride" online tool to all staff and volunteers | 25 August 2017 | |
| | Undertake workshops and consultation to ensure all staff and volunteers consider engagement and understanding of Aboriginal heritage issues as part of their role | Review 1 December 2017 7 December 2018 | |
| <p>9. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</p> | Ensure all staff understand the Protocol for Acknowledgement of Traditional Owners (Protocol), which also includes Welcome to Country and local protocols | Review 1 December 2017 | Chief Executive Officer Advocacy Manager |
| | Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships | 28 April 2017 | |
| | Invite a Traditional Owner to provide a Welcome to Country at significant public meetings and formal events where speakers are engaged, per the Protocol, such as the AGM, conferences and gala events | Review 1 December 2017 7 December 2018 | |
| | Include Acknowledgement of Country at the commencement of AGMs, Board, Committee and important internal/external meetings | Review 1 December 2017 7 December 2018 | |
| | Ensure all staff and volunteers understand the importance of the Acknowledgement of Traditional Owner plaques installed at our places | 28 April 2017 | |

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|--|---|--|
| 10. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with cultures and communities by celebrating NAIDOC Week | <p>Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week</p> <p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week</p> <p>Provide staff with information on NAIDOC Week events</p> <p>Promote NAIDOC Week events through our communication channels</p> | 2-9 July 2017 1-8 July 2018 | <p>Director People and Culture</p> <p>Director Commercial Operations & Marketing</p> |
| 11. Engage Aboriginal and non-Aboriginal communities through shared heritage events | <p>Develop a schedule of at least three Aboriginal cultural heritage and community engagement events throughout the year</p> <p>Create an Aboriginal Cultural Heritage and Community Engagement Australian Heritage Festival event</p> <p>Create an Aboriginal Cultural Heritage and Community Engagement Trust Talk</p> | Finalise Schedule 24 February 2017 23 February 2018 | Advocacy Manager |





Opportunities

Through encouraging Aboriginal and Torres Strait Islander peoples' participation, employment and engagement across all levels of the National Trust we can contribute to long term community wellbeing. We believe that community and organisational capacity buildings is achieved through understanding and empowering our people.

Through strengthening our engagement with Aboriginal and Torres Strait Islander peoples, the National Trust can deliver meaningful outcomes for social inclusion, engagement and wellbeing. Promoting opportunities for Aboriginal and Torres Strait Islander cultural interpretation and participation across the National Trust will ensure that Aboriginal people are actively involved in the work of the organisation.

In supporting Aboriginal and Torres Strait Islander staff and volunteers we are able to provide better services and programming to our members and the Victorian community.

"The People & Culture team are committed to promoting diversity and equity within the National Trust by increasing our capacity to provide employment opportunities for Aboriginal and Torres Strait Islander peoples within the organisation."

Hayley Jenkins – Director People and Culture

As the Director of People and Culture, Hayley's role is to develop and manage human resource strategies and policies, implement HR initiatives and processes, oversee compliance with OH&S, relevant laws, regulations and standards, and manage workplace training and professional development. In a previous role, Hayley worked with the Australian Health Practitioner Regulation Agency assisting in the coordination and transition of the Aboriginal and Torres Strait Islander Health Profession to the National Registration and Accreditation Scheme. This involved approving accreditation standards, accreditation courses of study and registering Aboriginal and Torres Strait Islander Health practitioners and students. In consultation with our Aboriginal and Advisory Committee, Hayley is currently reviewing the National Trust's Aboriginal and Torres Strait Islander Employment Procedure. The key objective of this procedure will be the creation of employment and project opportunities for Aboriginal and Torres Strait Islander people that align with the core activities of our organisation.



Former National Trust Indigenous Heritage
Advocate Rueben Berg undertaking a site
visit of the Mooramong Stoney Rises.

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--|---|
| 12. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace | Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy | 22 September 2017 | Director of People and Culture |
| | Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development | Review 1 December 2017 7 December 2018 | |
| | Advertise all appropriate vacancies in Aboriginal and Torres Strait Islander media | | |
| | Collect information on our current Aboriginal and Torres Strait Islander staff and members to inform future employment opportunities | 28 October 2017 | |
| | Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. | 27 July 2018 | |
| 13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation | Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services | 21 April 2017 | Director Commercial Operations & Marketing |
| | Ensure all staff consult the Victorian Indigenous Business Directory when seeking new suppliers | Review 1 December 2017 7 December 2018 | Retail Manager |
| | Develop one commercial relationship annually with an Aboriginal and/or Torres Strait Islander owned business | | |
| 14. Encourage Aboriginal and Torres Strait Islander peoples to engage with the National Trust | Work with partners to raise awareness of the National Trust and encourage strategic engagement with the organisation through membership of the Board and Aboriginal Advisory Committee | Review 1 December 2017 7 December 2018 | Chief Executive Officer Director Commercial Operations and Marketing |
| | Expand National Trust membership by Aboriginal and Torres Strait Islander peoples through inclusive programming including Aboriginal cultural heritage stories told through our collections and at our places, Aboriginal cultural heritage Trust Talks and broadly promoted Reconciliation Week events | | Membership Coordinator |
| | Identify how many of our members and site visitors identify as Aboriginal and Torres Strait Islander peoples, and how they currently engage with the National Trust, to inform tailored events and membership programs | 23 June 2017 | |



Tracking progress and reporting

The success of all strategic documents is underpinned by good communication and a transparent and supported process for tracking and reporting. The support of the National Trust's Board for the RAP and their commitment to a strong and equitable community, is essential to the documents longevity and vitality. Through our staff, volunteers and members, we can work towards realising our vision through our places, programs and projects.

"As part of my commitment to the RAP, I will be exploring ways to incorporate increased supplier diversity within our organisation, and engage more closely with Aboriginal and Torres Strait Islander people through inclusive programming and tailored events."

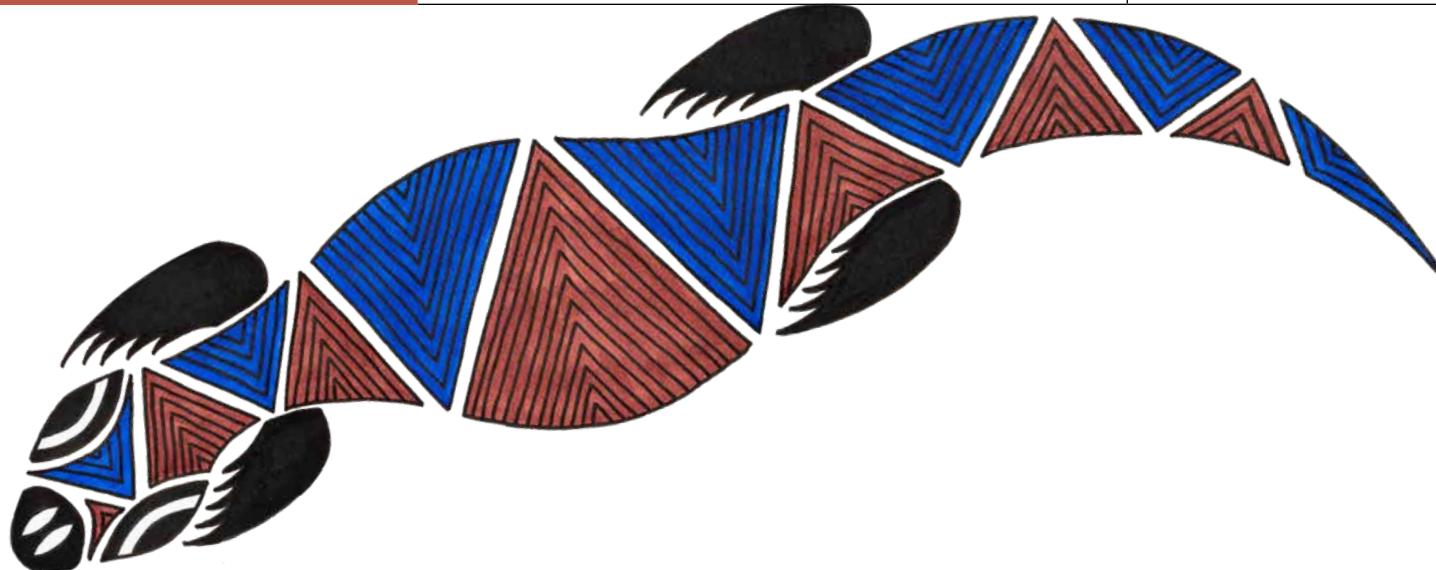
Penny Tripp – Director, Commercial Operations & Marketing

As the National Trust's Director of Commercial Operations and Marketing, Penny is responsible for events and functions held at our properties, commercial partnerships, sales and fundraising, and the marketing of our brand to new audiences. Penny has a long history working collaboratively with Indigenous community groups, beginning her career as an Art Curator in regional Victoria working alongside Aboriginal artists to develop local and touring exhibitions. In her role as Director of Commercial Operations and Marketing at the National Trust, Penny is looking at ways to increase Aboriginal and Torres Strait Islander representation within our membership base, at our properties, and through commercial initiatives and partnerships.



Performance by the Sunset Dreaming Dancers
at the Ebenezer Mission Handover, 2013

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|--|-----------------------------|
| 15. Report RAP achievements, challenges and learnings to Reconciliation Australia | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually | 30 September 2017 30 September 2018 | Advocacy Manager |
| | Participate in the RAP Barometer | 1 May 2018 | Director People and Culture |
| 16. Report RAP achievements, challenges and learnings internally and externally | Incorporate key learnings, challenges and successes of this RAP into the development of the 2017–2021 Strategic Plans | 5 October 2018 | Chief Executive Officer |
| | Report to members on the RAP in Annual Reports and at Annual General Meetings | 25 November 2017 24 November 2018 | |
| 17. Review, refresh and update RAP | Review, refresh and update RAP based on learnings, challenges and achievements | 1 December 2017 1 August 2018 | Advocacy Manager |
| | Send draft RAP to Reconciliation Australia for formal feedback | | |
| | Submit draft RAP to Reconciliation Australia for formal endorsement | November 2018 | |





Contact Details

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