



National Trust of Australia
(Victoria)

Innovate Reconciliation Action Plan

July 2022 - July 2024







ACKNOWLEDGEMENT OF COUNTRY

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

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Introduction and Welcome

JOINT STATEMENT BY ANDREW LOGIE-SMITH, CHAIR, AND IAN HAMM, BOARD DIRECTOR AND CHAIR OF THE ABORIGINAL ADVISORY COMMITTEE

Reconciliation has been a fundamental pillar of our organisation since 2011, representing one of the most important commitments we have made in our 60+ year history. We believe that the preservation of Victoria's heritage is a vital link to our cultural, educational, aesthetic, inspirational and economic legacies, and recognise the importance in elevating the voices of Aboriginal and Torres Strait Islander organisations and individuals in protecting the richness of Victoria's history and cultural heritage.

We are proud of our reconciliation work in advocacy, education, cultural engagement and custodianship. NTV continues to aspire for further reconciliation, creating more opportunities to further enrich an understanding and celebration of our shared heritage. Through working together we can more inclusively capture the diversity of Victoria's deep history.

We recognise our privileged position within the cultural heritage sphere and our responsibility in providing a platform to openly and

honestly contemplate the impacts of colonisation and embrace opportunities for all Australians to understand and accept the wrongs of the past.

Reflecting on our past three Reconciliation Action Plans, we are excited to continue our meaningful work, continuing to learn and grow as we strengthen existing relationships and create new ones.



Andrew Logie-Smith



Ian Hamm

STATEMENT BY KAREN MUNDINE, CHIEF EXECUTIVE OFFICER, RECONCILIATION AUSTRALIA

Reconciliation Australia commends the National Trust of Australia (Victoria) on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The National Trust of Australia (Victoria) continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations

that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and

challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the National Trust of Australia (Victoria) will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to your organisation using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.



This Innovate RAP is an opportunity for your organisation to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the National Trust of Australia (Victoria) will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability your organisation's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations National Trust of Australia (Victoria) on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

ABOUT THE ARTIST

Adam Magennis is a Bunurong artist with a professional career in the arts that reached a 25 year milestone in 2020. Adam's studio is based in Mornington where he produces finished art pieces and operates his art consultancy business. He has regular commissions for public art installations and has created various murals and sculptural works for public asset projects. Adam is the Director of Kaptify Art Services, a Professional Art Consultancy and Victorian Indigenous Business that is based in Mornington and operates throughout Victoria and in the Kulin Nation region area.

Adam's work, *Bunurong Cultural Ecology*, was created to interpret Bunurong Country for the reinterpretation of Rippon Lea Estate.



ABOUT THE ARTWORK: BUNURONG CULTURAL ECOLOGY

This art piece is layered, representing a linear and stratigraphic culmination and snapshot of Bunurong Country.

Bunurong Country is the place our of ancestors. I have illustrated a map of our Bunurong landscape in the centre of the art piece.

Surrounding the Bunurong map of Country is an integration of the Bunurong universe containing the cultural ecology of Bunurong Country. This includes marine, coastal and terrestrial ecological habitats. Dreaming tracks flow through all the ecologies within the art piece and is an example how our ancestors connected and mapped our Country. Their spiritual presence is within the landscape and their physical presence is displayed in the archaeological places and sites that they have created.

The medium used to create art piece is soft pastel and chinagraph. I hope you enjoy this art piece showing Bunurong Country and our ancestors' landscapes.

- Adam Magennis

Find out more about Adam Magennis

 www.kaptify.com.au

 [@kaptify_art](https://www.instagram.com/kaptify_art)

Our Vision



McCrae Cross-Cultural Education Experience

Our vision for reconciliation is a community that appreciates, conserves and celebrates our shared heritage, and embraces the diversity of contemporary Australia. We aspire to a more equitable society where the interpretation, presentation and management of Victoria's cultural heritage is based on historical acceptance, truth-telling, and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples to shape the way we acknowledge and celebrate Victoria's cultural past and present.

We believe that it is vital to acknowledge the past, including aspects of our history which are painful and uncomfortable. In order to move forward, towards reconciliation, we must also expand our understanding of the past by acknowledging new perspectives, and recognising present injustices. We cannot erase history, but we can tell the whole story.

Our Business

The NTV is the most significant grass-roots heritage advocacy organisation in Victoria, representing over 40,000 members and acting as custodian for more than 40 historic properties across Victoria, with 26 currently open to the public.

Our organisation represents the interests of heritage in Victoria by strategically establishing our future direction and working collaboratively with many diverse communities who are as committed as we are to safeguarding our cultural legacy.

We are an independent, non-government and not-for-profit organisation. While independent of government, we work collaboratively with the State Government, local councils, businesses, local communities and individuals to strengthen heritage protection, increase community involvement and understanding of, and the need for heritage conservation and provide tourism and engagement experiences for diverse audiences.

Our core business, as it relates to our reconciliation goals, can be broadly divided into three overlapping areas, including: 1) Advocacy; 2) Custodianship; and 3) Cultural Engagement (including the management of our collections, interpretation projects and exhibitions, and education programs).

As a trusted advocate for heritage our organisation manages a range of ongoing programs and campaigns to protect and celebrate Victoria's natural, cultural, social and Aboriginal and Torres Strait Islander heritage, and align with the NTV's advocacy mandate. Our work includes campaigning to influence legislative reform and planning decisions across all levels of Government to protect heritage,

including places under threat or at risk. As set out in our Strategic Plan 2019-2022, a commitment that will be renewed in our new Strategic Plan, we are always striving to strengthen our commitment to reconciliation as we continue to inspire and work with communities to appreciate, conserve and celebrate our shared heritage. We recognise that there has been a failure until relatively recently to adequately recognise and protect Aboriginal and Torres Strait Islander cultural heritage through legislation, and we support the rights of Aboriginal and Torres Strait Islander peoples to make decisions about their own cultural heritage.

As an innovative custodian of heritage we are continually identifying new ways of using and activating our properties to enhance community knowledge and involvement and to generate sustainable income to support conservation and maintenance. Our role as a custodian is to identify and manage a broad spectrum of values at our sites, including Aboriginal and Torres Strait Islander cultural heritage values and continuing connections to Country.

Our properties are also the backdrop for innovative cultural engagement activities, which bring our stories to life. Through house museums, exhibitions and education programs we are

constantly seeking new ways of attracting and engaging visitors. This will continue as we seek to reinvigorate the house museum experience through developing new interpretations, including those that reflect the rich heritage of Aboriginal and Torres Strait Islander peoples. The actions we commit to undertake to achieve vision for reconciliation are to facilitate the involvement of Aboriginal and Torres Strait Islander peoples in the custodianship and interpretation of their heritage at NTV places, and in heritage programs and projects, to recognise and respect Aboriginal and Torres Strait Islander cultures and heritage, build a mutual understanding of our shared heritage, and work towards reconciliation.

As the State's leading operator of historic houses and heritage attractions, we are also the largest manager of educative heritage sites in Victoria. In the 2018-9 financial year alone, we had over 60,000 children accessing our education programs, at properties such as Rippon Lea Estate and Como House. In 2018 we were thrilled to launch a new cultural heritage experience at McCrae Homestead on the Mornington Peninsula, partnering with the Bunurong Land Council to provide both an early settler and Aboriginal perspective of what life would have been like in the 1840s. It is our aspiration that





NTV Board Director Ian Hamm speaking at 2017-2019 RAP launch at Latrobe's Cottage

this program becomes a model as we review and refresh our existing education programs and seek to create new ones.

The NTV employs 90 full, part-time and casual staff, and has over 800 registered volunteers based at our Head Office in Melbourne and across our 26 metropolitan and regional properties currently open to the public.

Amongst this skilled volunteer base we are supported by a suburban and regional Branch network of volunteer members who act as our local representatives on the ground, advocating for positive heritage outcomes and promoting the State's heritage through events and public engagement opportunities.

We are also supported by five Board Committees, including the Aboriginal Advisory Committee, Heritage Advocacy Committee, Cultural, Collections and Programming Committee, Governance and Risk Committee and Finance Committee, and multiple advocacy sub-committees, including our Landscape Reference Committee, Significant Tree Committee, Built Environment Committee and Public Art Committee. These committees are made up of external volunteer representatives that are experts in their respective fields.

The NTV currently has no identified Aboriginal and Torres Strait Islander staff employed at our organisation. Through the implementation of our Innovate RAP, we will work to recruit and retain Aboriginal and/or Torres Strait Islander employees.

To ensure that our actions are guided by Aboriginal and Torres Strait Islander voices, we work with our First Nations Stakeholders, including our Aboriginal Advisory Committee, and external partners, to receive guidance to ensure truth-telling is achieved.

Our geographical reach is the entire State of Victoria, maintaining heritage properties in both suburban and regional locations, and advocating for heritage places and outcomes across the State.



The NTV has a significant sphere of influence, including the following:

- 1.** Membership base – 40,000 people
- 2.** Volunteer base – 800 people
- 3.** Staff base – 90 people
- 4.** Branch Committees and broader Branch Network – 12 Branches
- 5.** Visitors to NTV properties (local, interstate, international)
 - a) Education – contact list of 2,000 teachers, 50,000 students attended programs in 2018-19 (pre-COVID-19)
 - b) Events – Almost 700,000 visitors to NTV properties or events e.g. Easter Fun Day, Teddy Bear's Picnic etc. (pre-COVID-19)
- 6.** Suppliers, Contractors, Vendors, Operators, PR Consultants
- 7.** Boards and Expert Committees
- 8.** Stakeholder Partnerships
- 9.** Government Agencies
- 10.** Fundraising, Funders and Donors
- 11.** Media

Our Head Office, Tasma Terrace, is based in East Melbourne, and we have properties in the CBD, South Wharf and South Yarra, in Melbourne's southern suburbs including South Melbourne, Elsternwick, Caulfield North and St Kilda East, the Mornington Peninsula including Red Hill, Langwarrin South, Mount Martha and McCrae, Greater Geelong and further afar including Winchelsea and Portarlington, the suburbs of Ivanhoe and Heidelberg, and the regional towns of Skipton, Smeaton, Yarra Glen, Chiltern and Port Fairy.

These properties are located within the boundaries of the following Registered Aboriginal Parties: Bunurong Land Council Aboriginal Corporation, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, the Dja Dja Wurrung Clans Aboriginal Corporation, the Wadawurrung Traditional Owners Aboriginal Corporation, Eastern Maar Aboriginal Corporation and the Yorta Yorta National Aboriginal Corporation.

Our RAP

OUR INNOVATE RAP IS BASED ON THE THREE CORE PILLARS OF RECONCILIATION



RELATIONSHIPS



RESPECT



OPPORTUNITIES

The NTV is developing our 4th RAP to further the progress made on our reconciliation journey to date, and further realise our vision for reconciliation through incorporating strategies across all areas of our business. As the state's leading independent heritage organisation, we have a desire and responsibility to demonstrate leadership on reconciliation, and support the rights of Aboriginal & Torres Strait Islander peoples.

Our RAP is championed internally by our Chief Executive Officer, Simon Ambrose, and Executive Team, led by our Executive Manager, Advocacy, our Advocacy Team, and our RAP Working Group, comprising the following staff and volunteers:

- Chair: Felicity Watson, Executive Manager, Advocacy
- Ian Hamm, Board Director and Chair of the Aboriginal Advisory Committee
- Maddison Miller, Member of the Aboriginal Advisory Committee
- Justin Forrester, Executive Manager, Commercial
- Brook Powell, Executive Manager, Brand & Marketing
- Emily Howells, Executive Manager, People & Culture
- Anna Daniow, Executive and Strategic Advisor
- Sherredan Maher, Executive Manager, Assets & Conservation
- Dr Annette Shiell, Executive Manager, Collections & Cultural Projects
- Dr Georgia Stannard, Education and Public Programs Manager
- Elizabeth Anya-Petrivna, Exhibition Producer
- Kate Drummond, Operations and Public Programs Coordinator
- Kathleen Toohey, Operations Manager, Old Melbourne Gaol & Polly Woodside
- Madeleine Moore, Heritage Advocacy Advisor

Our RAP Working Group reports directly to our Aboriginal Advisory Committee, which was established in 2014 and meets three times a year. The duties of our Aboriginal Advisory Committee include reviewing NTV policies that concern Aboriginal and Torres Strait Islander cultural heritage and engagement (including but not limited to advocacy, education, interpretation, access, inclusion, collections and publications); overseeing and implementing the Reconciliation Action Plan; reporting to the Board on NTV projects, interpretation and advocacy regarding Aboriginal and Torres Strait Islander cultural heritage; and assisting the Board in setting strategic direction for the involvement of Aboriginal and Torres Strait Islander people in the custodianship and interpretation of their heritage at NTV places and in heritage programs and projects.

OUR RECONCILIATION JOURNEY

In 2011 the NTV embarked on one of its most significant journeys since formation, the one towards reconciliation. A Statement of Commitment to respecting the cultures and heritage of 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 turned our good intentions towards reconciliation into action by identifying actions, timelines and measurable targets for relationships, respect and opportunities.

The success of our 2012-13 RAP and 2014-16 RAP extended across both the organisation and community as we worked with partners to develop the long term relationships required to guide the NTV'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 NTV Aboriginal Advisory Committee.
- Handover of the NTV owned Ebenezer Mission, Antwerp on 5 December 2013 to Traditional Owners represented by the Barengi Gadjin Land Council Aboriginal Corporation.
- Appointment of the first NTV Indigenous Heritage Advocate to work with our Advocacy Team on campaigns effecting Traditional Owners and Aboriginal and Torres Strait Islander communities.
- First dedicated Aboriginal cultural heritage survey of NTV 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 NTV events and in publications.
- Co-presentation of the 2013 and 2014 NTV Heritage Festivals with the Victorian Aboriginal Heritage Council.
- Co-presentation of the *Our History* 2013 and 2014 NTV 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.
- Engagement with Baluk Arts to facilitate the development of artworks inspired by Endeavour Fern Gully, the significant NTV environmental site in Red Hill.
- Reviewed the Koori Court Program at the Old Melbourne Gaol.
- Advocated in consultation with the Wadawurrung Wathaurung Aboriginal Corporation against the proposed Monmot Hill Basalt and Scoria Quarry.
- Second and third dedicated Aboriginal cultural heritage surveys of NTV properties undertaken at Como, Rippon Lea and the Old Melbourne Gaol.
- Cultural Awareness Training undertaken by staff and volunteers.
- 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 Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander heritage thereby contributing to reconciliation, and to work together to strengthen the heritage advocacy of both organisations.
- Hosting 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 Maulboyheener, 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 and Torres Strait Islander 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 all NTV properties.
- Advocated in consultation with the Wurundjeri Tribe Land Compensation and Cultural Heritage Council regarding the Sunbury Rings Cultural Landscape 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.

In 2020, we celebrated the success of our 2017–2019 RAP, including the following achievements:

- Cultural Awareness Training with the Koorie Heritage Trust undertaken by the Board and staff, volunteers and guides at the Old Melbourne Gaol.
- Formalisation of a partnership with the Bunurong Land Council to develop an education program at McCrae Homestead, which has included the recruitment of an Indigenous Learning Facilitator.
- Input into a Strategic Policy document to guide the management of NTV properties.
- New dedicated section in the Australian Heritage Festival program for Aboriginal Cultural Heritage events.
- Welcome to Country at 2018 Australian Heritage Festival launch event, a panel discussion titled “What is Heritage in the 21st Century”, featuring Maddison Miller, NTV Aboriginal Advisory Committee Member.
- 2018 Heritage Festival event by Mornington Peninsula Branch including floor talk and guided walking tour of Endeavour Fern Gully with artists from Baluk Arts, an urban Aboriginal community arts centre based in Mornington.
- For the 2019 Australian Heritage Festival, collaborated with the Wurundjeri Elder Uncle Bill Nicholson, Australian Indigenous Astronomy, and the Victorian Aboriginal Heritage Council to deliver events.
- Commencement of stakeholder engagement to inform a strategic implementation plan for the Old Melbourne Gaol Aboriginal Cultural Heritage survey.
- Presentation at the Registered Aboriginal Party Forum in Horsham, which included an onsite visit to Ebenezer Mission and Wail Nursery with the Barengi Gadjin Land Council.
- Presentation at the Registered Aboriginal Party Forum hosted by the Taungurung Clans Aboriginal Corporation and held in Nagambie, regarding the Old Melbourne Gaol study and the McCrae Education program and opportunities for future collaboration and engagement at NTV properties.
- Invited to speak at the Local Government Heritage Forum hosted by the Heritage Council of Victoria, speaking in a session alongside the City of Melbourne and the Bunurong Land Council Aboriginal Corporation regarding the incorporation of Aboriginal cultural heritage values in the assessment and management of places.
- Significantly increased our procurement from Aboriginal and Torres Strait Islander businesses through setting targets and increasing staff awareness across the organisation.
- Increased the number of formal partnerships with Aboriginal and Torres Strait Islander organisation partnerships by 2 and our informal partnerships by 6.
- Worked with the Bunurong Land Council to develop and deliver the McCrae Cross-Cultural Education Program, and recruited our first Indigenous Learning Facilitator.
- Commissioned the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to undertake a Cultural Heritage Survey of Gulf Station, supported by a grant from the Yarra Ranges Shire Council.

A significant challenge faced during the delivery of our most recent Innovate RAP has been reduced organisational capacity, following a restructure of the organisation and the subsequent impacts of the COVID-19 pandemic, as well as sourcing funding for reconciliation initiatives. We have responded to these challenges by seeking out funding partners to support new initiatives, and partnering with other organisations to work towards a shared vision. Our partnership with the Bunurong Land Council to develop and deliver the McCrae Cross-Cultural Education Program has provided an opportunity to work towards our goals and increase engagement as part of a sustainable program.

Following the delivery of our first Innovate RAP in 2017–2019, we have also identified areas of our reconciliation goals which require more focus, including providing further employment opportunities for Aboriginal and Torres Strait Islander people, and ensuring we have effective recruitment and retention policies in place, as well as providing further support to Aboriginal and Torres Strait Islander-owned businesses through our procurement policies. We are addressing these issues through the establishment of our Reconciliation Action Plan Working Group, which includes representatives of all key areas of the NTV, and providing an opportunity to embed our Reconciliation activities across the business more holistically.

CHALLENGES FOR THE FUTURE

A key focus for 2022-24 will be the completion of the key strategies needed to provide the strategic basis for our Innovate RAP actions. Priorities include an Employment and Retention Strategy and Procurement Strategy, two areas where we have not achieved our targets as originally envisioned.

Following the finalisation of our Advocacy Policy in 2020, we will also work with the Aboriginal Advisory Committee to develop a specific advocacy policy regarding issues that affect Aboriginal and Torres Strait Islander Heritage. With the international Black Lives Matters movement continuing to further highlight the need to re-examine and reckon with historical legacies, we recognise the need to engage in strong advocacy to support the recognition of Aboriginal and Torres Strait Islander heritage, and the rights of Aboriginal and Torres Strait Islander peoples to make decisions about their heritage.

We will also undertake a review of our existing Cultural Protocols Strategy, ensuring that all staff, Board Directors, and Volunteers are aware of the policy and its importance.

As custodians of heritage places, we are working to continue our program of undertaking cultural heritage surveys at NTV properties, to build our engagement with Traditional Owners, and inform the management and interpretation of our properties. Key projects will include:

- The “Our Land Your Law” project at Old Melbourne Gaol, funded by a \$15,000 Community Heritage Grant from the Public Records Office of Victoria, which will see the transcription of twenty (20) Crown Solicitor Criminal Trial Briefs (1841-1908) regarding Aboriginal and Torres Strait Islander people that were incarcerated at the Old Melbourne Gaol. The purpose of this transcription project is to inform a program of interpretation based at the Old Melbourne Gaol relating to Aboriginal cultural heritage, and actively engage and involve relevant Traditional Owner Groups.
- Aboriginal Cultural Heritage Survey of Barwon Park, being undertaken in consultation with the Wadawurrung Traditional Owners Aboriginal Corporation, the Registered Aboriginal Party for the region.



Mooramong stony rises

CASE STUDY: MCCRAE CROSS CULTURAL EDUCATION - EXPERIENCE

The McCrae Cross Cultural Education Experience is the result of an innovative partnership between the NTV and the Bunurong Land Council Aboriginal Corporation. The program, targeted at students from Prep to Year 5, includes a tailored program representing Aboriginal cultural heritage through activities, delivered alongside traditional European activities. The First Nations component of the program involves learning about the culture and heritage of the Bunurong people at the time when the McCrae homestead was built on Bunurong Country, while the European component of the program demonstrates what daily life was like at the McCrae Homestead on the property which was known as Arthur's Seat Run at the time.

In 2019, we secured funding from the Mornington Peninsula Shire Creative Community Grants to build additional interpretation to further enhance the program's Aboriginal component. The funding allowed for the installation of a Willum, a traditional Bunurong dwelling, to juxtapose with the homestead and create a striking cultural contrast. The Bunurong Land Council Aboriginal Corporation, as partners in developing the program, engaged Lionel Lauch from Living Culture to develop the Willum. Since its inception in 2019, more than 1,600 students from 16 schools have experienced the program. We acknowledge the contribution of Samantha Trist, former NTV Indigenous Education Facilitator, to the success of this program. This successful partnership between the NTV and the BLCAC facilitated the development of the program by Traditional Owners to respectfully interpret Bunurong histories and culture, while leveraging the organisational resources of the NTV to deliver the program.





Indigenous Children's Garden, McCrae Homestead

In 2022, the Cross-Cultural Education Experience was also complemented by a new Indigenous Children's Garden, featuring a range of local native plants used by the Bunurong community. The BLACAC provided advice, language, and plant use interpretation, with the project supported by Mornington Peninsula Shire Council.



Willum at McCrae Homestead, constructed by Lionel Lauch, Living Culture.



RELATIONSHIPS

Working collaboratively with key stakeholders and partners to build a shared understanding of the values of our heritage and increase our capacity to protect and celebrate Victoria's heritage is one of our organisation's core strategic objectives. The relationships we have made and continue to make with Aboriginal and/or Torres Strait Islander organisations and peoples is a core pillar of this objective, and has enriched our organisation vastly. We will continue to work respectfully with Aboriginal and Torres Strait Islander peoples to improve reconciliation outcomes, listening and learning from diverse voices to achieve mutually beneficial outcomes for further recognition and celebration of Victoria's deep history and heritage.

No.	Action	No.	Deliverable	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Consult with local Aboriginal and Torres Strait Islander organisations and individuals to develop guiding principles for future engagement.	December 2022	Chair, RAP Working Group
		1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Chair, RAP Working Group
		1.3	Develop one new Memorandum of Understanding annually with an Aboriginal and Torres Strait Islander-led business or organisation per year.	July 2023; July 2024	Chief Executive Officer
2	Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff and volunteers.	May, 2023, 2024	Executive Manager, People & Culture
		2.2	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023, 2024	Chair, RAP Working Group
		2.3	Encourage and support staff and senior leaders to participate in at least 2 events to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	Chief Executive Officer
		2.4	Promote NRW events to external stakeholders via our communication channels.	27 May – 3 June 2023, 2024	Executive Manager, Brand & Marketing
		2.5	Organise at least one NRW event each year in partnership with an Aboriginal and/or Torres Strait Islander organisation or individual.	27 May – 3 June 2023, 2024	Chair, RAP Working Group
		2.6	Register all our NRW events on Reconciliation Australia's <u>NRW website</u> .	27 May – 3 June 2023, 2024	Chair, RAP Working Group

No.	Action	No.	Deliverable	Timeline	Responsibility
3	Promote reconciliation through our sphere of influence.	3.1	Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	December 2022	Executive Manager, Brand & Marketing
		3.2	Communicate our commitment to reconciliation publicly via our communication channels (including social media, and member magazine)	March 2023	Executive Manager, Brand & Marketing
		3.3	Include at least one article celebrating Aboriginal and Torres Strait Islander cultural heritage and/or highlighting our reconciliation initiatives in each edition of the NTV magazine.	March, July, October, 2022, 2023, 2024	Executive Manager, Brand & Marketing
		3.4	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2023 - July 2024	Chair, RAP Working Group
		3.5	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	July 2023 - July 2024	Chair, RAP Working Group
4	Promote positive race relations through anti-discrimination strategies.	4.1	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Executive Manager, People & Culture
		4.2	Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2023	Executive Manager, People & Culture
		4.3	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	Executive Manager, People & Culture
		4.4	Educate senior leaders on the effects of racism.	July 2023	Executive Manager, People & Culture
5	Continue to develop relationships with Aboriginal and Torres Strait Islander organisations and individuals to raise awareness of key heritage advocacy issues.	5.1	Consult with relevant Registered Aboriginal Parties and/or Traditional Owner organisations regarding shared values for heritage advocacy campaigns where possible.	July 2023, July 2024	Executive Manager, Advocacy
		5.2	Raise awareness of our capacity to assist with heritage advocacy campaigns led by Aboriginal and Torres Strait Islander organisations and individuals.	March 2023	Executive Manager, Advocacy
		5.3	Develop a policy in collaboration with the Aboriginal Advisory Committee to guide heritage advocacy relating to places of Aboriginal and Torres Strait Islander cultural heritage significance.	November 2022	Executive Manager, Advocacy

No.	Action	No.	Deliverable	Timeline	Responsibility
6	Continue to develop relationships with Aboriginal and Torres Strait Islander organisations and individuals in the delivery of our education programs.	6.1	Review existing education programs in collaboration with the Aboriginal Advisory Committee to determine cultural sensitivities relating to Aboriginal and Torres Strait Islander histories and heritage.	November 2022	Education and Public Programs Manager
		6.2	Consult with local Aboriginal and Torres Strait Islander organisations and individuals to systematically review all education programs to incorporate Aboriginal and Torres Strait Islander histories and heritage.	June 2024	Education and Public Programs Manager
		6.3	Enter into partnership agreements with local Registered Aboriginal Parties or Traditional Owner groups in the development of new education programs, where appropriate.	July 2023	Education and Public Programs Manager
7	Develop relationships with Aboriginal and Torres Strait Islander organisations and individuals to ensure our collections are being managed and interpreted in a culturally sensitive manner.	7.1	Undertake a review/audit of all collection items in collaboration with the Aboriginal Advisory Committee to identify objects of cultural heritage significance to Aboriginal and Torres Strait Islander people and communities.	July 2023	Executive Manager, Collections & Cultural Projects
		7.2	Consult with local Aboriginal and Torres Strait Islander organisations to ensure all collection objects currently on display, which are of cultural heritage significance to Aboriginal and Torres Strait Islander people, are interpreted in a culturally sensitive manner.	March 2024	Executive Manager, Collections & Cultural Projects
		7.3	Conduct further research into the acquisition history of objects that are identified to be of significance to Aboriginal and Torres Strait Islander people in consultation with the relevant Registered Aboriginal Party, Traditional Owner organisations and/or Aboriginal Victoria and investigate opportunities for repatriation where appropriate.	March 2024	Executive Manager, Collections & Cultural Projects



No.	Action	No.	Deliverable	Timeline	Responsibility
8	Develop relationships with Aboriginal and Torres Strait Islander organisations to review and update the interpretation at our properties.	8.1	Ensure continued opportunities for the Aboriginal Advisory Committee to provide advice regarding projects and initiatives and to assist the NTV in setting strategic direction for the involvement of Aboriginal and/or Torres Strait Islander peoples in the custodianship and interpretation of their cultural heritage.	June 2023, June 2024	Chief Executive Officer
		8.2	Undertake a review in collaboration with the Aboriginal Advisory Committee of all current interpretation at properties relating to Aboriginal and Torres Strait Islander histories and heritage to identify potential cultural sensitivities and opportunities to review interpretation in consultation with relevant Traditional Owner groups.	July 2023	Executive Manager, Collections and Cultural Projects
		8.3	Where the development of new or refreshed interpretation is proposed at a NTV property, appropriate content acknowledging the Traditional Owners of the land, and interpreting First Nations cultural heritage values and histories should be incorporated, in consultation with the Aboriginal Advisory Committee and relevant Traditional Owners.	June 2023, June 2024	Executive Manager, Collections and Cultural Projects
		8.4	Continue to undertake new First Nations cultural heritage surveys of NTV properties in collaboration with Aboriginal and Torres Strait Islander organisations and individuals.	June 2023, June 2024	Executive Manager, Collections and Cultural Projects
		8.5	Develop implementation plans in collaboration with the Aboriginal Advisory Committee for all existing First Nations cultural heritage surveys.	March 2023	Executive Manager, Collections and Cultural Projects
9	Develop relationships with Aboriginal and Torres Strait Islander organisations in the activation of our properties.	9.1	Investigate opportunities to engage with local Aboriginal and Torres Strait Islander organisations and individuals in the activation of our properties and provide flexibility in responding to property-based opportunities as they arise.	June 2023, June 2024	Executive Manager, Assets & Conservation
		9.2	Raise awareness of our capacity to partner with local Aboriginal and Torres Strait Islander organisations and individuals in the activation of our properties.	March 2023	Executive Manager, Assets & Conservation
		9.3	Investigate opportunities to enter into a Cultural Heritage Agreement with a relevant Registered Aboriginal Party at a property where an Aboriginal cultural heritage survey has been undertaken, in accordance with the <i>Aboriginal Heritage Act 2006</i> .	April 2023	Executive Manager, Assets & Conservation



RESPECT

As Victoria's largest grassroots heritage advocacy organisation and custodian of historic house museums and heritage sites, it is our mission to inspire the community to appreciate, conserve and celebrate our diverse natural, cultural, social and Aboriginal and Torres Strait Islander heritage. We recognise that Aboriginal and Torres Strait Islander peoples have lived and held an enduring connection to this land for over 60,000 years. It is deeply important for us to ensure that respect for these cultures, knowledge and deep history is at the heart of everything that we do and is clearly communicated to our membership base, key stakeholders and general audience.

No.	Action	No.	Deliverable	Timeline	Responsibility
10	Continue to engage Board Directors, staff and volunteers in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge, rights, and achievements.	10.1	Conduct a review of cultural learning needs within our organisation.	June 2023	Executive Manager, People & Culture
		10.2	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2023	Executive Manager, People & Culture
		10.3	Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	June 2023, June 2024	Executive Manager, People & Culture
		10.4	Develop and implement a cultural awareness training strategy for Board Directors, staff and volunteers which defines cultural learning needs and considers ways cultural learning can be provided (e.g. online, workshops and/or cultural immersion).	December 2022	Executive Manager, People & Culture
		10.5	Develop a digital cultural awareness training module in collaboration with Aboriginal and Torres Strait Islander stakeholders and the Aboriginal Advisory Committee.	June 2024	Executive Manager, People & Culture
		10.6	Promote Reconciliation Australia's <i>Share our Pride</i> online tool to staff and volunteers.	December 2022	Executive Manager, People & Culture
		10.7	Develop cultural competency questions to be used during recruitment processes and investigate how the RAP can be mentioned in job descriptions to ensure new staff are aware of our commitment to the RAP.	June 2023	Executive Manager, People & Culture

No.	Action	No.	Deliverable	Timeline	Responsibility
11	Continue to engage Board Directors, staff and volunteers in understanding and respecting Aboriginal and Torres Strait Islander cultural protocols , such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	11.1	In collaboration with the Aboriginal Advisory Committee, undertake a review of the existing cultural protocol document for Welcome to Country and Acknowledgement of Country, and develop a list of key contacts for organising Welcome to Country.	November 2022	Chair RAP Working Group
		11.2	Develop, implement and communicate an updated cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2022	Chair RAP Working Group
		11.3	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022	Chair RAP Working Group
		11.4	Invite a Traditional Owner to provide a Welcome to Country at significant public meetings and formal events where speakers are engaged, such as the Annual General Meeting and major exhibition launch events.	November 2023, November 2024	Executive Manager, Commercial Engagement
		11.5	Include an Acknowledgement of Country at the commencement of all important internal and external meetings, and at the commencement of a property tour or special talk/event.	June 2023, June 2024	Chief Executive Officer
		11.6	Undertake an audit of Traditional Owner Acknowledgement plaques to ensure they are installed at all NTV properties which are open to the public, and that they reflect current Registered Aboriginal Party boundaries. Ensure that Board Directors, staff and volunteers understand the importance of these.	June 2023	Executive Manager, Assets & Conservation
		11.7	Develop and implement a style guide for Acknowledgement of Country for all published materials.	April 2023	Executive Manager, Brand & Marketing

No.	Action	No.	Deliverable	Timeline	Responsibility
12	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week .	12.1	RAP Working Group to participate in an external NAIDOC Week event.	July, 2023, 2024	Chair, RAP Working Group
		12.2	Review People and Culture policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	July 2022	Executive Manager, People & Culture
		12.3	Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in their cultures and communities during NAIDOC Week.	July 2022, 2023, 2024	Executive Manager, People & Culture
		12.4	Promote and encourage participation in external NAIDOC events, both internally to staff and volunteers and externally via communication channels.	July 2022, 2023, 2024	Executive Manager, People & Culture
		12.5	Provide opportunities for Aboriginal and Torres Strait Islander staff to coordinate and lead NAIDOC Week events.	July 2022, 2023, 2024	Chair, RAP Working Group
13	Develop and host heritage advocacy and/or property-based events that encourage respect for, and celebrate, Aboriginal and Torres Strait Islander cultures and histories.	13.1	Develop an annual schedule to partner with Aboriginal and Torres Strait Islander organisations and individuals to host at least three heritage advocacy and/or property based events per year that encourage respect for, and celebrate, Aboriginal and Torres Strait Islander cultures and histories.	June 2023, 2024	Chair, RAP Working Group
		13.2	Partner with an Aboriginal and Torres Strait Islander organisation or individual to create at least one Australian Heritage Festival event and one Trust Talk per year that encourage respect for, and celebrates, Aboriginal and Torres Strait Islander cultures and histories.	April 2023, 2024	Executive Manager, Advocacy
		13.3	Encourage Branch Presidents to partner with Aboriginal and Torres Strait Islander organisations and individuals to host an event that encourages respect for, and celebrates, Aboriginal and Torres Strait Islander cultures and histories.	April 2023, April 2024	Executive Manager, Advocacy
14	Chief Executive Officer and Board Directors to advocate on state-significant issues including treaty; review of <i>Aboriginal Heritage Act 2006</i> .	14.1	Position/policy statements to be developed by the Advocacy Team in consultation with the Aboriginal Advisory Committee for endorsement by the Board.	April 2023, April 2024	Chief Executive Officer
		14.2	Share advocacy position statements with internal and external stakeholders.	May 2023, May 2024	Chief Executive Officer



OPPORTUNITIES

One of the core strategic objectives of our organisation is to invest in our people to grow our culture of passion, engagement and expertise, providing a great place to work and volunteer. Opportunities for strategic engagement by Aboriginal and Torres Strait Islander staff, volunteers and external stakeholders has enriched our organisation and deepened our connection to our past, people and places. We will continue to foster the contribution of internal and external Aboriginal and Torres Strait Islander stakeholders to increase meaningful engagement and encourage leadership, social inclusion and self-determination.

No.	Action	No.	Deliverable	Timeline	Responsibility
15	Encourage Aboriginal and Torres Strait Islander peoples to engage with the NTV.	15.1	Identify how many members identify as Aboriginal and/or Torres Strait Islander and how they currently engage with the NTV via the annual membership survey to inform	June 2023, June 2024	Executive Manager, Commercial Engagement
		15.2	Develop a tailored membership program to expand Aboriginal and Torres Strait Islander memberships.	March 2024	Executive Manager, Commercial Engagement
16	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	16.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023, June 2024	Executive Manager, People & Culture
		16.2	Engage with Aboriginal and Torres Strait Islander staff to consult on recruitment, retention and professional development strategy.	May 2023	Executive Manager, People & Culture
		16.3	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	June 2023	Executive Manager, People & Culture
		16.4	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023, June 2024	Executive Manager, People & Culture
		16.5	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in the organisation.	June 2023, June 2024	Executive Manager, People & Culture
		16.6	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.	June 2023	Executive Manager, People & Culture
		16.7	Investigate opportunities to develop an internship for an Aboriginal and/or Torres Strait Islander university or TAFE student working towards a career in cultural heritage management or another field within the NTV's operational remit.	July 2023	Executive Manager, People & Culture

No.	Action	No.	Deliverable	Timeline	Responsibility
17	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	17.1	Review procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander Businesses.	November 2022	Executive Manager, Commercial Engagement
		17.2	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2022	Executive Manager, Commercial Engagement
		17.3	Ensure staff consult the Victorian Aboriginal Business Directory when seeking new suppliers.	November 2022	Executive Manager, Commercial Engagement
		17.4	Develop at least one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned business each year.	June 2023, June 2024	Executive Manager, Commercial Engagement
		17.5	Investigate Supply Nation membership.	June 2023	Executive Manager, Commercial Engagement



Lisa Waup and Bob Kelly, Baluk Arts, Australian Heritage Festival, 2018



GOVERNANCE

The support of our Board and Executive Team and their commitment to a strong and equitable society will provide the foundation for the longevity and vitality of our RAP, sustained by open and honest communication and transparent processes for tracking and reporting. Working closely with our staff, volunteers, members and external stakeholders, we will work towards realising our aspirations to build new relationships, create meaningful opportunities and foster a culture of respect and wellbeing.

No.	Action	No.	Deliverable	Timeline	Responsibility
18	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	18.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023, June 2024	Chair, RAP Working Group
		18.2	Establish and apply a Terms of Reference for the RWG.	June 2023, June 2024	Chair, RAP Working Group
		18.3	Meet at least four times per year to drive and monitor RAP implementation.	June 2023, June 2024	Chair, RAP Working Group
19	Provide appropriate support for effective implementation of RAP commitments.	19.1	Define resource needs for RAP implementation.	March 2023, March 2024	Chair, RAP Working Group
		19.2	Allocate an annual budget for RAP activities and implementation.	March 2023, March 2024	Chief Executive Officer
		19.3	Engage the Executive team and staff in the delivery of RAP commitments.	June 2023, June 2024	Chair, RAP Working Group
		19.4	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2023, June 2024	Chair, RAP Working Group
		19.5	Appoint and maintain an internal RAP Champion from senior management.	June 2023, June 2024	Chief Executive Officer
		19.6	Work with internal and external stakeholders to encourage strategic engagement with the organisation through membership of Aboriginal and/or Torres Strait Islander people on the Board and Board committees. All Board Committees to have an Aboriginal and Torres Strait Islander Representative by 2024.	June 2023, June 2024	Chief Executive Officer

No.	Action	No.	Deliverable	Timeline	Responsibility
20	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	20.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September Annually	Chair, RAP Working Group
		20.2	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Chair, RAP Working Group
		20.3	Report RAP progress to the Aboriginal Advisory Committee triannually.	October 2022, March 2023, July 2023, October 2023, March 2024	Chair, RAP Working Group
		20.4	Publicly report RAP achievements, challenges and learnings at the Annual General Meeting and in the Annual Report.	November 2022, November 2023	Chief Executive Officer
21	Continue reconciliation journey by developing next RAP .	21.1	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Chair, RAP Working Group

CONTACT

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