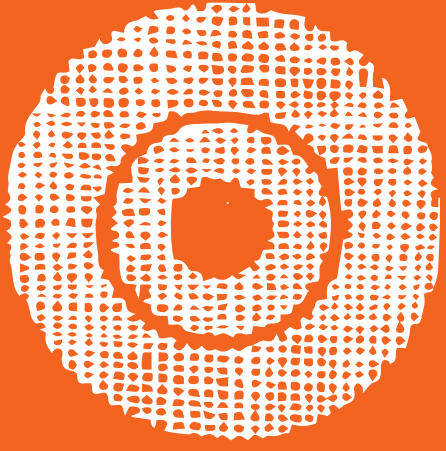




City of  
**DAREBIN**

the place  
to live



**ABORIGINAL AND  
TORRES STRAIT ISLANDER  
EMPLOYMENT STRATEGY  
AND ACTION PLAN**

**2017 - 2027**

# Acknowledgements

Darebin City Council acknowledge and thank the following members for their valuable contribution and input in developing Darebin City Council's Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2027.

Social Compass

Darebin Aboriginal Advisory Committee (DAAC)

Internal Working Group

Graphic Designer: Dixon Patten - Gunnai and Yorta Yorta

Artwork Story:

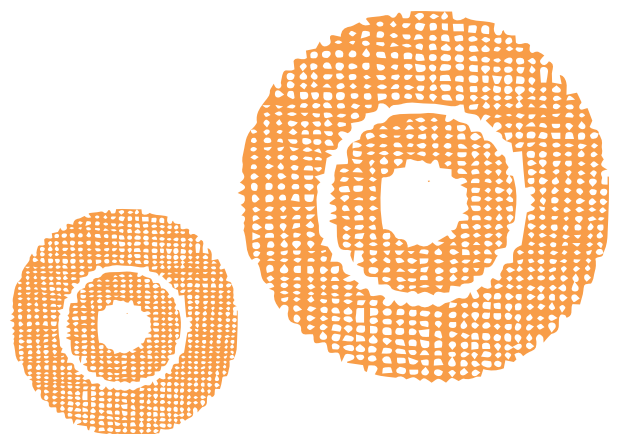
*The Lorikeet represents the the City of Darebin and the circles depict the diverse cultural communities living within the Municipality.*

Rochelle Patten - Kurnai and Yorta Yorta



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# Statement from the Darebin Aboriginal Advisory Committee

The Darebin Aboriginal Advisory Committee (DAAC) is a collective representation of Aboriginal and Torres Strait Islander men and women from the Darebin Aboriginal and Torres Strait Islander community with each member representing a significant Aboriginal and Torres Strait Islander or mainstream organisation.

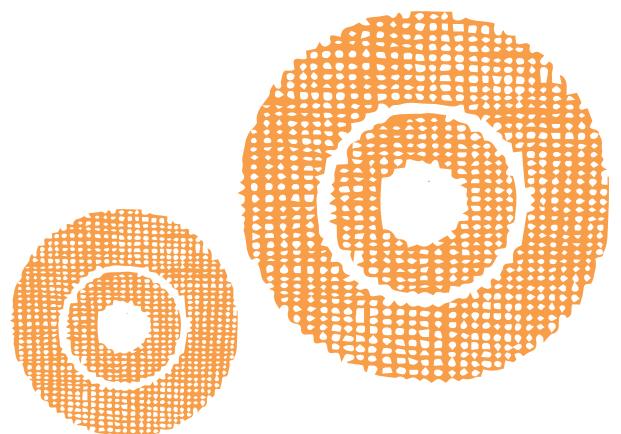
The role of the DAAC is to bring the collective views and knowledge of both Aboriginal and Council representatives together to develop and implement key strategies and policies that will provide and account for sustainable economic outcomes for Aboriginal and Torres Strait Islander people and their communities.

Both the DAAC and Council recognise the importance of this employment strategy as it is the key to providing a long term economic starting base for Aboriginal and Torres Strait Islander people, in a workplace where they will feel respected, valued, culturally safe and get to share in the same opportunities for skill and career development on parity to all other peoples.

The DAAC acknowledges that employment equity is a key determinant of positive health and wellbeing and consequences that lead to a more harmonious, strong and dynamic Aboriginal and Torres Strait Islander community.

Darebin is the homeland of many significant Aboriginal organisations and Council has a perfect opportunity to learn and share in the living history of both Traditional Owner groups and the many other Aboriginal and Torres Strait Islander groups and nations that have now settled in Preston and contribute to the growing local economy of Darebin.

The DAAC recognises and acknowledges that there is strength in partnerships and therefore understands that this strategy is a partnership that must be tangible, challenging, long term, flexible and provide empowerment and leadership whilst delivering positive outcomes to the Aboriginal community of Darebin. This is the commitment that DAAC seeks from Council.





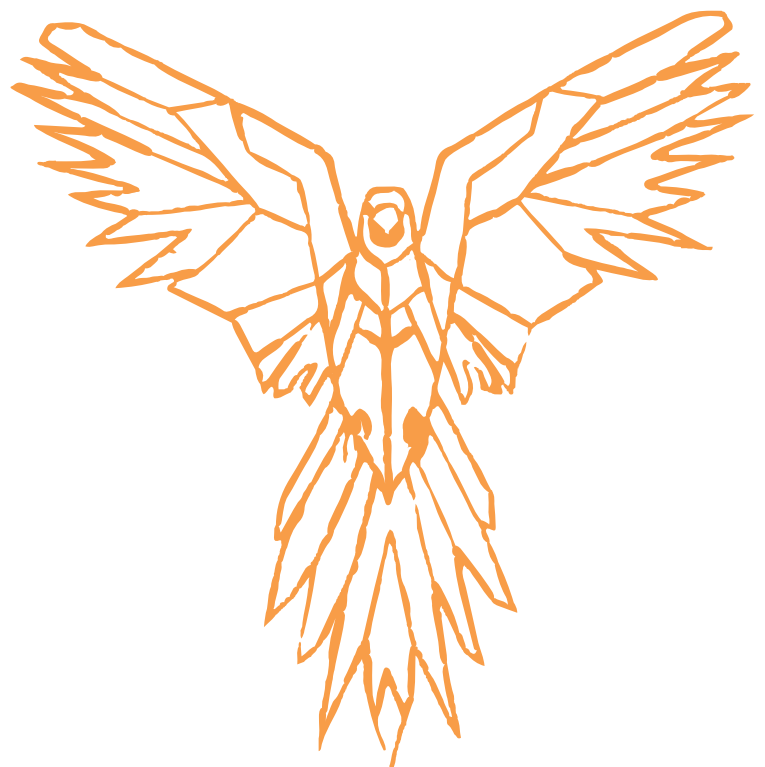
# Statement from the Mayor

Darebin City Council acknowledges the Wurundjeri people as the Traditional Owners and custodians of this land and pays respect to Elders past and present. Council also acknowledges Aboriginal and Torres Strait Islander communities' values, living culture and right to self-determination.

Darebin City Council is proud to see the new Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2027 come to life. Developed in close consultation with the DAAC and Aboriginal and Torres Strait Islander Community, the plan formalises Council's commitment and sets out a long-term vision aimed at building a sustainable foundation to improve employment and economic development opportunities for Aboriginal and Torres Strait Islander communities in Darebin.

Council has a significant history and long standing relationship with the Aboriginal and Torres Strait Islander community in Darebin. Our municipality is privileged to be home to a significant number of Aboriginal and Torres Strait Islander organisations and residential population and acknowledges the significant cultural, social and economic benefits this brings to the broader community.

The Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan is a living plan that all employees should own. People and relationships lie at the core of this work and as such, employees at all levels of our organisation are encouraged to explore opportunities; to develop a deeper awareness and understanding of Aboriginal and Torres Strait Islander culture; to work with the many organisations that exist within our municipality and to build relationships and working partnerships to help achieve our commitment.



# Darebin City Council

Darebin City Council applies a rights-based approach across all its work to achieve improved health and wellbeing outcomes for local communities. The Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan (ESAAP) aligns with strategic priorities as outlined in our Council Plan 2017-2021 and its key equity and inclusion principals of Social justice, Accountability, Participation, Empowerment, Human rights, Diversity - *'working with our diverse community to build a sustainable and livable City'*.

The Darebin Aboriginal Action Plan 2012-2017 outline 3 overarching goals:



**To build an organisation within Council that is inclusive and reflective of Darebin's Aboriginal and Torres Strait Islander communities.**



**To build services and programs that are inclusive, responsive, accessible and equitable.**



**To contribute to building inclusive and empowered Darebin communities.**

Council's principles of equity and inclusion are also reflected and advanced through the following:

- Darebin Health and Wellbeing Plan 2013-2017
- Darebin Diversity Capabilities Framework 2014-2020
- Darebin Arts Strategy 2014-2020
- Darebin Community Engagement Framework 2012-2017
- Darebin Equity and Inclusion Policy 2012-2017 under which sits the:
  - Darebin Human Rights Action Plan
  - Darebin Anti-Racism Strategy
  - Darebin Aboriginal Action Plan.

The plan has a stated commitment to employment and training for Aboriginal and Torres Strait Islander people as its first objective. The ESAAP is an outcome of this commitment.



# Introduction

The ESAAP is a long-term strategy aimed at building an organisational foundation to increase employment outcomes for Aboriginal and Torres Strait Islander communities in Darebin. Informed by findings of consultations undertaken with the DAAC, Community members and other internal and external stakeholders, it builds on and leverages off Darebin City Council's (Council) years of building relationships and the development of collaborative partnerships supporting equity, health and wellbeing outcomes.

## Strategic Actions

The Strategy is implemented across two identified actions:

**Action A.** Internal Focus – what we can achieve as an organisation as set out in the following:

**Objective 1** Create a culturally safe workplace

**Objective 2** Attract, recruit and retain Aboriginal and Torres Strait Islander employee in a culturally safe workplace

**Action B.** External Focus - how we can help foster and support employment and economic participation for local communities in Darebin through the following objective:

**Objective 3** Strengthen procurement investment in regional Aboriginal and Torres Strait Islander business and promotion of local employment opportunities



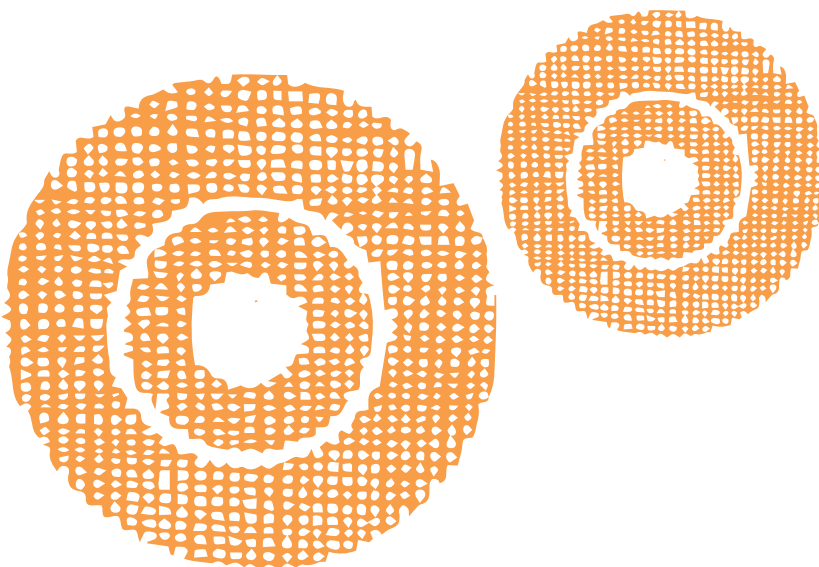
# Strategic objectives

The long term strategic objectives that build long term and meaningful employment underpinning the ESAAP are to:

- **Provide a supportive, safe and culturally inclusive work environment for Aboriginal and Torres Strait Islander people**
- **Attract and recruit Aboriginal and Torres Strait Islander people through providing culturally appropriate and flexible recruitment and selection processes**
- **Implement support mechanisms and provide flexible working arrangements and career development opportunities**
- **Effectively resource the strategy/action plan to ensure its sustainability and success.**

Through the development of the ESAAP, it has been acknowledged that improvements and goals are best met incrementally, so as to ensure the greatest environment of cultural safety is developed, before major efforts toward increasing the Aboriginal and Torres Strait Islander workforce are undertaken. The desired outcomes and expectations demand a long-term and sustained commitment. Key priorities at the commencement of implementation lie with cultural education and community partnerships. It should also be noted that the implementation of the ESAAP is just one of a number of strategies and the commitment that Council has in place supporting health and wellbeing outcomes for Aboriginal and Torres Strait Islander communities with clear intersection across much of this work.

The ESAAP is a whole of organisation plan and is an initiative all employees should feel proud of and own. It belongs to all employees and in and of itself demonstrates commitment and respect.





# Key Consultation Themes and Findings

This ESAAP has been developed in consultation with key Council employees (Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander) across departments and Aboriginal and Torres Strait Islander community members and organisations including the Municipal Association of Victoria. The ESAAP has a particular focus on the local Aboriginal and Torres Strait Islander Community and consultation with the DAAC, which plays a critical role as a bridge between Community and Council, informs strategic direction, allowing Council to take Community and Cultural guidance from local Aboriginal and Torres Strait Islander people, and providing key expert advice on the implementation of Council’s Aboriginal and Torres Strait Islander specific projects and initiatives.

## Five key themes emerged from the consultations:



**These findings have helped inform this ESAAP.**

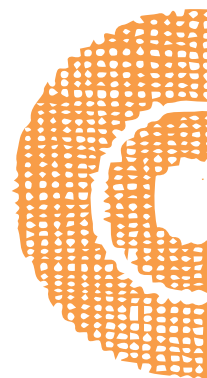
**EDUCATION:** Council's level of Aboriginal and Torres Strait Islander social/cultural knowledge is currently uneven and requires a more strategic top down approach to build a culturally safe workplace for Aboriginal and Torres Strait Islander people. Council leadership teams should lead by example and therefore must be culturally aware in order to advocate for Aboriginal and Torres Strait Islander community improvement. Top-tier Council employees are amongst priority groups to receive regular, consistent, and ongoing education, which will build the capacity of Council to deliver high quality programs and outcomes.

**CHAMPIONS:** there is a need to increase the number of internal champions for Aboriginal and Torres Strait Islander participation with a whole of organisation commitment to the ESAAP and Aboriginal and Torres Strait Islander engagement more broadly. An increase in educated and supportive individuals within Council can shift organisational culture, as well as ensure ongoing responsibilities are not placed on a small number of employees.

**IDENTITY:** the ESAAP should define who the City of Darebin is/wants to be with regard to the Aboriginal and Torres Strait Islander Community. The ESAAP needs a strong vision aligned to Council priorities/plans. Darebin must continue to develop a strong understanding of the Aboriginal and Torres Strait Islander Community, and its relevance, and particularly with regard to local Aboriginal and Torres Strait Islander organisations. Strong engagement practices and applying our developing knowledge will improve Aboriginal and Torres Strait Islander outcomes in Darebin.

**IDENTIFIED ROLES:** these are to increase the capacity to develop and drive projects and programs and reduce the burden on current Aboriginal and Torres Strait Islander employees. Aboriginal and Torres Strait Islander expertise is vital to improved decision-making, and is best sourced internally. More Aboriginal and Torres Strait Islander-specific roles at all levels of the organisation will add great value to Darebin's initiatives, as well as providing employment opportunities for Aboriginal and Torres Strait Islander people.

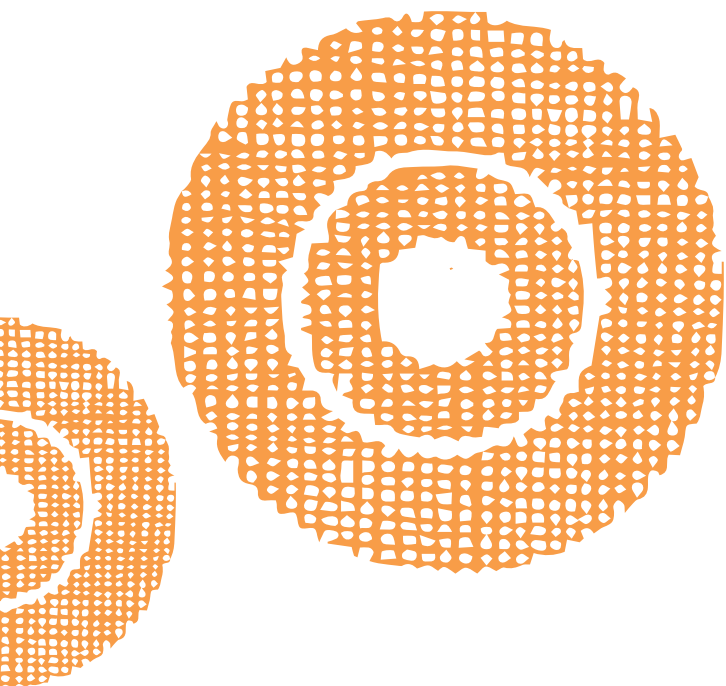
**OPPORTUNITIES:** that reach into all areas of Council will see Council become a stronger employer and Community supporter. Opportunities should be enhanced, and actively aimed at long-term high-achieving careers. Administration-based traineeships are low entry-points but important nonetheless. However, more ambitious and innovative opportunities should be enabled. Aboriginal and Torres Strait Islander people must have access to safe, supported, and valuable job pathways.



# Aboriginal and Torres Strait Islander Employment Strategy implementation, monitoring and resourcing

This ESAAP is a foundational guide for the whole of Council. The successful implementation of the ESAAP relies on the support of leadership and a commitment across Council to incorporate the ESAAP into Council's business strategy and planning processes. The successful recruitment of an Aboriginal Employment Officer, the formation of an ESAAP Working Group and provision of adequate resourcing will allow the ESAAP to be operational. DAAC will remain involved in the Working Group as the key Aboriginal and Torres Strait Islander Community voice in Council and receive regular progress updates as a form of monitoring and accountability.

A key objective is to establish a Council environment that is **culturally aware, culturally safe**, and has capacity to support high-level initiatives, even beyond employment. As such, this version of the ESAAP does not prescribe or set target numbers for Aboriginal and Torres Strait Islander employees. Rather, it seeks to ensure that the organisation focuses on its personal growth, so as to ensure a strong foundation of Cultural Safety to be measured when this ESAAP is reviewed and the Action Plan updated after the first twelve months of implementation. The review will be subject to the direction of the ESAAP Working Group, DAAC, and other key stakeholders and will consider the impact of the ESAAP against the stated Actions and Measures. Most importantly, impacts need to incorporate the experiences of Aboriginal and Torres Strait Islander employees and Community.



## IMPLEMENTATION

The following stages are proposed to be undertaken within 12 months of Council approval. Key implementation milestones include:

**STAGE 1:** ESAAP working group, with defined terms of reference and responsibilities, defined timelines and resource implications for measurable outcomes. Council-wide promotion of the ESAAP commences and actions commenced.

**STAGE 2:** All actions and responsibilities identified in the ESAAP are placed with appropriate staff and departments and supported by the working group. All associated departments are encouraged to participate in the working group, and are offered priority access to Cultural Awareness training.

There will be a six-month review, which is a checklist of achievements to date, and reflections of the efficacy of the processes from the perspective of the working group and DAAC. This review is an opportunity to fine-tune the ESAAP to better fit the capacities and needs of Council and the Aboriginal and Torres Strait Islander Community. This review will be completed as a facilitated workshop with key stakeholders (internal and external) and followed up with a report.

**STAGE 3:** The final six months of the first year will be dedicated to ongoing support for key staff, and the continuation of the actions within the ESAAP.

Completion of Stage 3 results in a Year 1 Review, with an evaluation of the success, impact, and efficacy of the ESAAP across Darebin and the local Community. This review will be a further developed version of the six month review within two working group workshops. This review will consider the strengths and weaknesses of the processes and outcomes and discuss strategy for improvements.

Most importantly, impacts will be measured by the experiences of Aboriginal and Torres Strait Islander employees and Community.

The Action Plan will be refined at this 12-month milestone with any modifications/ adjustments made to ensure it remains responsive. This will ensure capability for ongoing evaluation of project efficacy and success, and allow for regular revision of approaches based on evidence. Approaches will be altered to best meet needs, and match capacity.

The Community will be involved at all every stage, via key Aboriginal and Torres Strait Islander employees, DAAC membership on the ESAAP Working Group, the presentation of all reports to DAAC, and the engagement and relationships developed with local Aboriginal and Torres Strait Islander organisations and Community members as part of the ESAAP implementation.

## **MONITORING**

Ongoing monitoring of the ESAAP will be supported through Council annual reporting cycles across each department and annual reports are required for Council and the Aboriginal and Torres Strait Islander Community.

Over the first year, quarterly progress/information updates will be prepared for the Executive Leadership Team (ELT)/Managers Group. An annual progress update to EMT will be provided to ensure visibility and engagement across the organisation as the new strategy is rolled out.

Beyond this first year, the ESAAP will be reviewed by Council, via the working group, on an annual basis to measure short and longer-term outcomes and impacts and will be aligned with internal reporting mechanisms as appropriate.

## **RESOURCING**

To adequately and effectively resource the strategy and to ensure sustainability and success of the ESAAP, the following structures and processes will be put in place:

### **Aboriginal Employment Officer**

In addition to generalist human resource and workforce development, the Aboriginal Employment Officer Position sitting within People and Development (Human Resources) and working across the organisation will help support implementation of the ESAAP.

### **ESAAP Working Group**

The achievement of key deliverables will be supported and monitored through the ESAAP Working Group. The Working Group is not a decision-making group; rather, it is a central reference and steering group for the ESAAP. The working group will meet bi-monthly and assess progress at key stages. Overall governance and approval of the actions are the responsibility of Council's EMT which, along with the DAAC and Council, will receive half yearly progress reports.

### **Council budget commitment**

The People and Development Department (Human Resources) has budget responsibility and coordination of the annual corporate training program that includes the training deliverables set out in this ESAAP and coordination of mentoring programs for employees. The Department also has carriage of the Aboriginal Employment Officer position.

Individual departments are responsible for budget allocations in consultation with the ESAAP Working group and aligned with budget planning cycles.



The following tables for Objective 1, 2 & 3 shows the actions and outcomes and which department is responsible for the development of the outcomes.

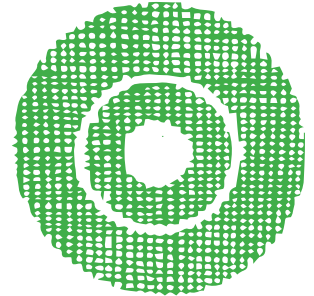
## Objective 1: Create a culturally safe workplace

**Strategic Focus:** Respect – understanding and acknowledgement

**Outcome:** Aboriginal and Torres Strait Islander people choose Council as an employer because they feel welcomed, safe, valued and respected and where opportunities for skill and career development in a supportive environment exists.

**Strategy review:** Ongoing annual review.

**Next review date:** September 2018



| ACTION  | TIMELINES        | OUTCOMES   |
|---|------------------|--|
| <ul style="list-style-type: none"> <li>Deliver Aboriginal and Torres Strait Islander Cultural Awareness Training.</li> </ul>            | Annual           | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Increase cultural competency and understanding of issues that may affect Aboriginal and Torres Strait Islander employees and community members.</li> <li>Identify relevant training to be delivered annually.</li> <li>Improve employee awareness and understanding of Aboriginal and Torres Strait Islander culture, historical and contemporary issues.</li> </ul> |
| <ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander Culture Awareness e-learning module.</li> </ul> | Year 1-2 ongoing | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Assign the mandatory e-learning to employees.</li> </ul>   |

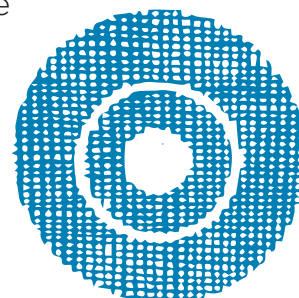
| ACTION   | TIMELINES      | OUTCOMES  |
|--|----------------|---|
| <ul style="list-style-type: none"> <li>Continue to strengthen the employee induction process to include a focus on Aboriginal and Torres Strait Islander-specific programs and initiatives, highlighting key Council commitments.</li> </ul> | Ongoing        | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Conduct training for new employees to support increased understanding and awareness of Aboriginal and Torres Strait Islander culture and Council's commitment and expectation.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Develop and introduce a standard procedure and protocols for the Acknowledgement of Wurundjeri Country across Council.</li> </ul>   | Year 1 ongoing | <p><i>Communications will:</i></p> <ul style="list-style-type: none"> <li>Develop and implement procedures.</li> <li>Communicate that Acknowledgment is delivered at all formal occasions of Council and meetings.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Identify opportunities to enhance the recognition of Aboriginal and Torres Strait Islander culture and heritage into the design of Council publications, spaces and places.</li> </ul>                | Year 1-2       | <p><i>Equity &amp; Diversity and Communications will:</i></p> <ul style="list-style-type: none"> <li>Commit to having all Council buildings have Acknowledgement of Wurundjeri Traditional Owner plaques displayed.</li> <li>Ensure all Council public spaces (e.g. Customer Services) have updated Aboriginal and Torres Strait Islander specific images and information displayed.</li> <li>Propose to Council to consider assigning Aboriginal and Torres Strait Islander names to meeting rooms.</li> </ul> |

| ACTION   | TIMELINES | OUTCOMES   |
|--|-----------|--|
| <ul style="list-style-type: none"> <li>Establish an official process for a particular percentage of allocated budget to be reserved for the acquisition of Aboriginal and Torres Strait Islander art.</li> </ul>   | Annual    | <p><i>Creative Culture &amp; Events to:</i></p> <ul style="list-style-type: none"> <li>Have a percentage of Aboriginal and Torres Strait Islander representation in the collections</li> <li>Regularly audit and catalogue current collection/s undertaken.</li> <li>Increase Aboriginal and Torres Strait Islander Art displayed across Council.</li> </ul> |
| <p>Map Aboriginal spaces in Darebin.</p> <p>Activities include:</p> <ul style="list-style-type: none"> <li>Creation of a Darebin Aboriginal and Torres Strait Islander Map which highlights local Aboriginal and Torres Strait Islander Community organisations and cultural landmarks to build organisational and community awareness.</li> <li>Gather information on organisational role, history and workforce profile that goes beyond basic data to build awareness.</li> </ul> | Year 1    | <p><i>Equity &amp; Diversity will:</i></p> <ul style="list-style-type: none"> <li>Produce and promote the Darebin Aboriginal and Torres Strait Islander Map.</li> <li>Promote employee and community awareness of local Aboriginal and Torres Strait Islander organisations.</li> </ul>  |

## Objective 2: Attract, recruit and retain Aboriginal and Torres Strait Islander employees in a culturally safe workplace

**Strategic Focus:** Relationships, engagement and connection leading to opportunities for increased employment of Aboriginal and Torres Strait Islander people

**Outcome:** Increased employment and retention of Aboriginal and Torres Strait Islander employees. Council seen as an employer of choice by the Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Community. Increased engagement and connection between Council and Aboriginal and Torres Strait Islander Communities.



**Strategy review:** Ongoing annual review.

**Next review date:** September 2018

| ACTION   | TIMELINES     | OUTCOMES   |
|--|---------------|--|
| <ul style="list-style-type: none"> <li>Review all aspects of recruitment and selection to ensure Aboriginal and Torres Strait Islander people are attracted to employment with Council.</li> </ul> | <p>Annual</p> | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Advertise positions through Aboriginal and Torres Strait Islander networks.</li> <li>Provide weekly vacancy updates to partners as well as additional information to support recruitment of Aboriginal and Torres Strait Islander people.</li> <li>Put in place culturally specific process &amp; policy for interviewing Aboriginal and Torres Strait Islander applicants.</li> <li>Encourage feedback and input from all Aboriginal and Torres Strait Islander employees to contribute to changes to policies, practices and processes.</li> </ul> |

| ACTION   | TIMELINES | OUTCOMES  |
|--|-----------|---|
| <ul style="list-style-type: none"> <li>Identify opportunities for a mentor program in partnership with Aboriginal and Torres Strait Islander organisations.</li> </ul>   | Year 1-2  | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Support the development of a Mentor program which includes training and orientation for mentors and mentees and provides for mentors to support Aboriginal and Torres Strait Islander employees to develop professional skills which supports the pursuit of career development.</li> <li>Invite mentors to participate in ESAAP Working Group.</li> </ul>                      |
| <ul style="list-style-type: none"> <li>Develop and implement activities to communicate Council's focus on proactively attracting, recruiting and retaining Aboriginal and Torres Strait Islander employees to key stakeholders i.e. local Aboriginal and Torres Strait Islander community members and groups, employment providers and schools.</li> </ul> | Ongoing   | <p><i>People &amp; Development, Communications, Equity &amp; Diversity will:</i></p> <ul style="list-style-type: none"> <li>Conduct regular meetings with employees and key partners to discuss challenges and celebrate successes.</li> <li>Host an annual employment information session in partnership with local Aboriginal and Torres Strait Islander Community members to enhance understanding of career opportunities within local government.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Partner with local educational institutions to explore year-round work experience placements for Aboriginal and Torres Strait Islander students with consideration given to mature-age work experience initiatives.</li> </ul>  | Year 1-2  | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Develop and implement a Aboriginal and Torres Strait Islander specific student work experience placement program.</li> <li>Provide cultural support to Aboriginal and Torres Strait Islander students with placements across Council.</li> <li>Liaise with job placement services to enable placements for mature age Aboriginal and Torres Strait Islander clients.</li> </ul> |



| ACTION  | TIMELINES               | OUTCOMES  |
|---|-------------------------|---|
| <ul style="list-style-type: none"> <li>Develop a Trainee/ Apprenticeship plan within the ESAAP to establish identified pathways and opportunities across departments and roles to diversify the options and experiences of trainees.</li> </ul>   | Plan Year one<br>Annual | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>Identify departments to assist with Aboriginal and Torres Strait Islander-specific traineeship/ apprenticeship opportunities.</li> <li>Facilitate a minimum of two Aboriginal and Torres Strait Islander traineeships annually..</li> <li>Support trainees who successfully complete traineeship to transition to Council's casual pool.</li> <li>Support trainees to apply for advertised roles and prepare for interviews.</li> </ul> |
| <ul style="list-style-type: none"> <li>Develop a cultural leave policy to allow Aboriginal and Torres Strait Islander and other employees to meet work, family and/or community/ cultural obligations.</li> </ul>                                 | Year one                | <p><i>People &amp; Development will:</i></p> <p>Develop a cultural leave policy to be endorsed, implemented, communicated and monitored.</p>  |
| <ul style="list-style-type: none"> <li>Provide assistance to Aboriginal and Torres Strait Islander employees to expand employment opportunities and career progression, through performance development, planning and review programs.</li> </ul> | Annual                  | <p><i>All managers and supervisors will be supported by People &amp; Development to:</i></p> <ul style="list-style-type: none"> <li>Have performance plans in place for all permanent Aboriginal and Torres Strait Islander employees that include professional development.</li> <li>Report through to DAAC progress against professional development plans.</li> </ul>  |

| ACTION  | TIMELINES     | OUTCOMES   |
|---|---------------|--|
| <p>Workforce data</p> <ul style="list-style-type: none"> <li>• Conduct an annual review of Darebin’s workforce to monitor progress and provide reports to internal leadership teams and external Community.</li> <li>• Based on the reviews, establish continuous improvement plans leading to the ongoing development of the ESAAP.</li> <li>• Conduct an employee survey 12 months from the implementation of the ESAAP, to track the experience of key employees.</li> </ul> | <p>Annual</p> | <p><i>People &amp; Development will:</i></p> <ul style="list-style-type: none"> <li>• Provide current workforce data for ESAAP review.</li> <li>• Report findings to inform the progress and review of ESAAP.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Coordinate a whole-of-Darebin Council ‘careers in local government program’ for all Aboriginal and Torres Strait Islander students in Years 10 and 11 in Darebin high schools.</li> </ul>  | <p>Annual</p> | <p><i>Community Wellbeing &amp; Social Policy will:</i></p> <ul style="list-style-type: none"> <li>• Engage 15-20 Aboriginal and Torres Strait Islander students every year to better understand the alternative and diverse career opportunities in local government</li> </ul> |

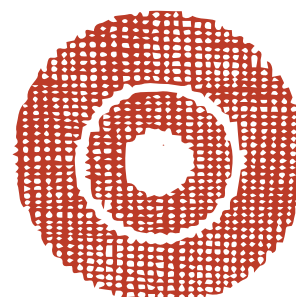
### **Objective 3: Strengthen procurement investment in regional Aboriginal and Torres Strait Islander business and promotion of local employment opportunities.**

**Strategic Focus:** Increased support for Aboriginal and Torres Strait Islander economic development through procurement.

**Outcome:** Economic outcomes for the Aboriginal and Torres Strait Islander business community are strengthened through investment in outsourcing and contracts.

**Strategy review:** Ongoing annual review.

**Next review date:** September 2018



| ACTION   | TIMELINES        | OUTCOMES  |
|--|------------------|---|
| <ul style="list-style-type: none"> <li>• ESAAP working group to investigate current procurement process, and develop strategies to achieve diversity in suppliers.</li> </ul> <p>Activities may include:</p> <ul style="list-style-type: none"> <li>• Identify and develop a Darebin specific register of Aboriginal and Torres Strait Islander businesses for procurement.</li> <li>• Use Aboriginal and Torres Strait Islander businesses listed in the Aboriginal Business Directory compiled by the Victorian Government that includes Darebin based and surrounding regions.</li> </ul> | <p>2017/2018</p> | <p><i>Economic Development/ Procurement &amp; Contracts to:</i></p> <ul style="list-style-type: none"> <li>• Ensure current policy is interpreted by ESAAP working group to allow for Aboriginal and Torres Strait Islander focus including Section 6 – Social Procurement and noting Council resolution 12 December 2016.</li> <li>• Identify and list local businesses.</li> <li>• Work with and encourage business to employ or provide placement opportunities to Aboriginal and Torres Strait Islander people – where possible encourage business to promote opportunities through relevant publications.</li> <li>• Have the Procurement Policy updated and endorsed with identified inclusions relating to ESAAP actions.</li> </ul> |

| ACTION   | TIMELINES                 | OUTCOMES   |
|--|---------------------------|--|
| <ul style="list-style-type: none"> <li>Utilise Darebin skills, knowledge and resources to assist suppliers and local Aboriginal and Torres Strait Islander businesses in achieving better economic outcomes.</li> </ul> <p>Activities may include:</p> <ul style="list-style-type: none"> <li>Support current suppliers to increase their own employment of Aboriginal and Torres Strait Islander employees.</li> <li>Facilitate partnerships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander suppliers to build capacity.</li> <li>Increase understanding and awareness of local Aboriginal and Torres Strait Islander community employment needs and aspirations through participation on Aboriginal and Torres Strait Islander Employment Networks, Job Networks, promotion of Aboriginal and Torres Strait Islander business and ongoing engagement with Aboriginal and Torres Strait Islander controlled agencies in the region.</li> <li>Develop a communications and engagement strategy to promote Aboriginal and Torres Strait Islander procurement targeting local businesses and encouraging employment of Aboriginal and Torres Strait Islander employees, or partnering with Aboriginal and Torres Strait Islander businesses.</li> </ul> | <p>Annual<br/>Ongoing</p> | <p><i>Economic Development/ Procurement &amp; Contracts will:</i></p> <ul style="list-style-type: none"> <li>Table Aboriginal and Torres Strait Islander employment and business at relevant Council events and meetings.</li> <li>Build local business partnerships to promote awareness of the Darebin Procurement Policy and potential benefits of employing Aboriginal and Torres Strait Islander employees.</li> <li>Where possible, local business is given preference when Aboriginal and Torres Strait Islander employees or partnerships are present.</li> <li>Build local business awareness of Aboriginal and Torres Strait Islander organisations in Darebin.</li> </ul> |

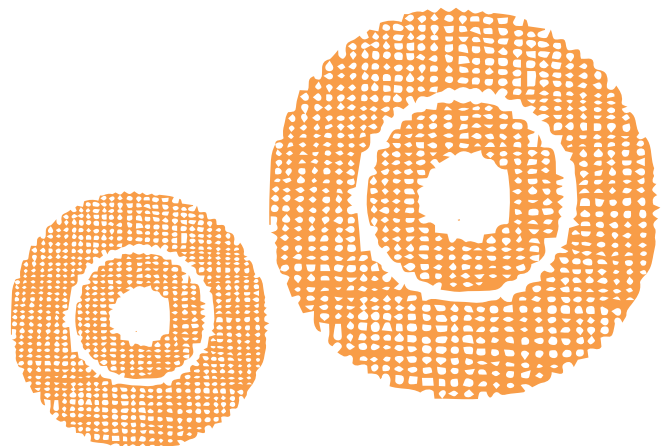
# Darebin profile

The Darebin region is acknowledged as a heartland of Melbourne's Aboriginal and Torres Strait Islander Community. According to the 2011 Census, of the 37,990 people who identified as Aboriginal and Torres Strait Islander in Victoria, 1,165 (3.04%) are residing within the City of Darebin Local Government Authority (LGA), making it the second largest Aboriginal and Torres Strait Islander population of the 31 municipalities in the Greater Melbourne region.

With such a distinct and growing Aboriginal and Torres Strait Islander population, Council recognises it has an obligation to maintain momentum of initiatives that support enhanced outcomes for Aboriginal and Torres Strait Islander people. The presence of many key Aboriginal and Torres Strait Islander organisations and centres within the LGA signifies responsibility and opportunity to engage and partner with local organisations and communities. These include:

- Aborigines Advancement League (AAL)
- Aboriginal Catholic Ministry
- Aboriginal Community Elders Service (ACES)
- Connecting Home
- Darebin Aboriginal Women's Soccer Club
- Dardimunwurro
- Fitzroy Stars Football & Netball Club
- Link-Up Victoria
- Minajalku Healing Centre
- Secretariat of National Aboriginal & Islander Child Care (SNAICC)
- Songlines Music Aboriginal Corporation
- Victorian Aboriginal Child Care Agency (VACCA)
- Victorian Aboriginal Community Services Association Limited (VACSAL)
- Victorian Aboriginal Education Association Inc. (VAEAI)
- Victorian Aboriginal Health Service (VAHS)
- Victorian Aboriginal Legal Service (VALS)
- Yappera Children's Service Cooperative Ltd.
- 3KND Kool n Deadly Aboriginal Radio

Engagement with these organisations and an assessment of their individual relevance and importance to Council will be critical to the strengthening of Aboriginal and Torres Strait Islander Community outcomes and specifically, employment outcomes, as a key foundational element to the broader health, wellbeing, and equity of Aboriginal and Torres Strait Islander Communities.





# Statistics at a glance

## VICTORIA-WIDE

(Source: Municipal Association of Victoria – Victorian Local Government Framework)

Over 47,000 Aboriginal and Torres Strait Islander people live in Victoria, with government projections expecting this number to rise to over 80,000 people by 2021.

Over 12,000 Aboriginal and Torres Strait Islander people are in the labour force in Victoria, with a further 2,800 registered as unemployed.

## DAREBIN

(Current as at 15/11/2017)

Total population in Darebin is 150,881 with 1,165 Aboriginal and Torres Strait Islander people recorded as living in the municipality. The median age is 25. (Source: Australian Bureau of Statistics, Census of Population and Housing, 2011. Compiled and presented by .id, the population experts).

*Note: No projections for Darebin Aboriginal and Torres Strait Islander population – hard to tell with small sample*

In 2011, there were 458 Aboriginal and Torres Strait Islander people identified as in the labour force in Darebin. Darebin’s Aboriginal and Torres Strait Islander labour force contributes significantly to the local economy and the labour force across Victoria. The most popular occupations for Aboriginal and Torres Strait Islander people in Darebin were Community and Personal Service Workers; Professionals, and Clerical and Administrative Workers.

In 2011, there were 335 Aboriginal and Torres Strait people (40%) in Darebin registered as not in the labour force, and 55 people were registered as unemployed.

## VICTORIA-WIDE

## DAREBIN

The unemployment rate for Aboriginal and Torres Strait Islander people is 18.9%, three times the general rate of 6.5%.

In 2011, the Darebin unemployment rate was 12% for Aboriginal and Torres Strait Islander people compared to 6.1% for non-Aboriginal and Torres Strait Islander people. (Source: Australian Bureau of Statistics, Census of Population and Housing, 2011)

More than half (42 out of 79) of councils have specific Indigenous commitments or initiatives as part of their organisational plans.

The DAAC provides strategic advice to Council. Internally, Council commitment is specifically articulated through the Equity and Inclusion Policy and Darebin Aboriginal Action Plan. This plan is currently being reviewed and aligned with the new Council Plan.

Only 76 Aboriginal and Torres Strait Islander people are known to be employed in a Victorian council workforce of more than 40,000 employees.

As at January 2017, there are 11 Aboriginal and Torres Strait Islander people known to be employed at Council and 2 traineeships from a workforce of approximately 1300.

61 councils celebrate Aboriginal and Torres Strait Islander culture through events such as NAIDOC Week and Reconciliation Week.

Council hosts a range of events in partnership with Aboriginal and Torres Strait Islander community organisations throughout year including NAIDOC Week, Reconciliation Week, and Wurundjeri Week.

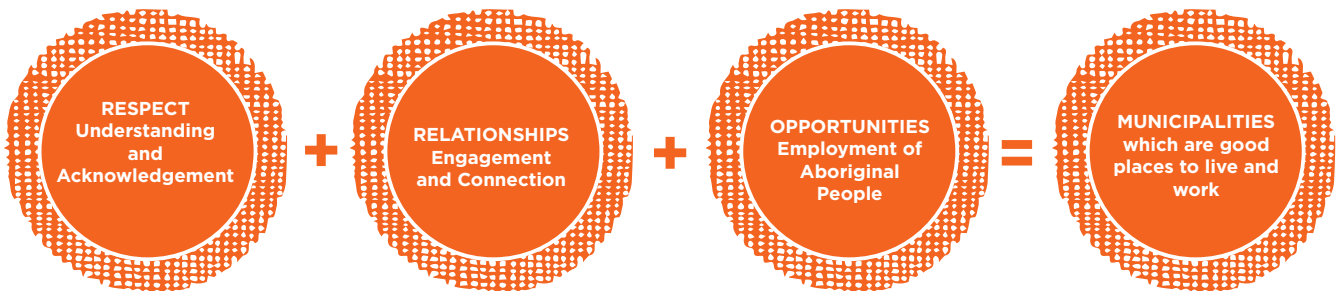
32 councils have Reconciliation Action Plans or similar commitments.

Darebin commitment to reconciliation is articulated through the Darebin Aboriginal Action Plan. A new community led Darebin Aboriginal Reconciliation Group is being explored with the support of Reconciliation Victoria and Council.

# Strategic links

## STATE

Municipal Association of Victoria Local Government Aboriginal Employment Framework



<http://www.mav.asn.au/policy-services/social-community/indigenous/aboriginal-employment/Pages/default.aspx>

### The Victorian Indigenous Affairs Framework

The Victorian Indigenous Affairs Framework (VIAF) prepared by the Victorian Government reflects the Council of Australian Governments' (COAG) commitments and supports a collaborative whole of government approach to improving outcomes for Aboriginal and Torres Strait Islander people. The VIAF provides an overarching policy direction and includes a commitment to improving economic development.

[www.dpcd.vic.gov.au/indigenous/publications-and-research/victorian-indigenous-affairs-framework-via](http://www.dpcd.vic.gov.au/indigenous/publications-and-research/victorian-indigenous-affairs-framework-via)

### Moonda Wurrin Gree: Pathways to a Better Economic Future

This is the report of the Victorian Aboriginal Economic Development Group that was established in 2008 to improve the economic circumstances of Victorian Aboriginal and Torres Strait Islander people. Moonda Wurrin Gree includes consideration of initiatives to improve workforce participation and economic development opportunities for Indigenous Victorians, including employment in both the public and private sector. The report has driven a number of strategies to improve employment outcomes for Aboriginal and Torres Strait Islander Victorians, including the funding of employment brokers in areas with high Aboriginal and Torres Strait Islander population and for industry sectors, including local government.

[www.dpcd.vic.gov.au/aboriginaltaskforce](http://www.dpcd.vic.gov.au/aboriginaltaskforce)

# NATIONAL

## **Closing the Gap**

In 2008 the COAG set a target to halve the gap in Indigenous employment outcomes in Australia within a decade. As reported, no progress has been made against the target since 2008, however Indigenous employment rates are considerably higher now than they were in the early 1990s. Employment opportunities for Aboriginal and Torres Strait Islander people are being generated through setting targets for government procurement and public service. There is a strong link between education and employment – at high levels of education there is virtually no employment gap between Indigenous and non-Indigenous Australians. The Australian Government Department of Families, Housing, Community Services and Indigenous Affairs is the lead agency on Closing the Gap.

[www.aihw.gov.au/closingthegap/](http://www.aihw.gov.au/closingthegap/)  
[www.fahcsia.gov.au/sa/indigenous](http://www.fahcsia.gov.au/sa/indigenous)

## **The Indigenous Economic Development Strategy 2011-2018**

This national strategy provides a comprehensive framework and plan for government to support improved Indigenous economic development. Actions related to skills development and jobs aim to improve job readiness, increase training and mentoring and support cultural awareness training. The strategy includes a focus on increasing public sector employment.

[www.indigenous.gov.au/ieds/](http://www.indigenous.gov.au/ieds/)

## **The National Partnership on Indigenous Economic Participation**

Particularly relevant for local government, the partnership agreement commits the Australian Government and all states and territories to achieving a target of 2.6% Indigenous employment across the whole of the public sector by 2015.

[www.coag.gov.au](http://www.coag.gov.au)

## **The Local Government Indigenous Employment Program**

In 2010, the Australian Centre of Excellence for Local Government (ACELG) released a Green Paper entitled 'Closing the gap through place based employment'. The paper argues the economic and business case for increasing Aboriginal and Torres Strait Islander employment in local government and suggests a focus on leadership and management, entry level jobs, language and literacy, high demand jobs, regional cross sector approaches and Aboriginal and Torres Strait Islander controlled organisations.

[www.acelg.org.au/](http://www.acelg.org.au/)

## **Reconciliation Australia**

Reconciliation Australia is the peak organisation promoting reconciliation between Aboriginal and Torres Strait Islander people and the broader Australian community. It works closely with the state and territory reconciliation councils, all of which are separate, independent bodies.

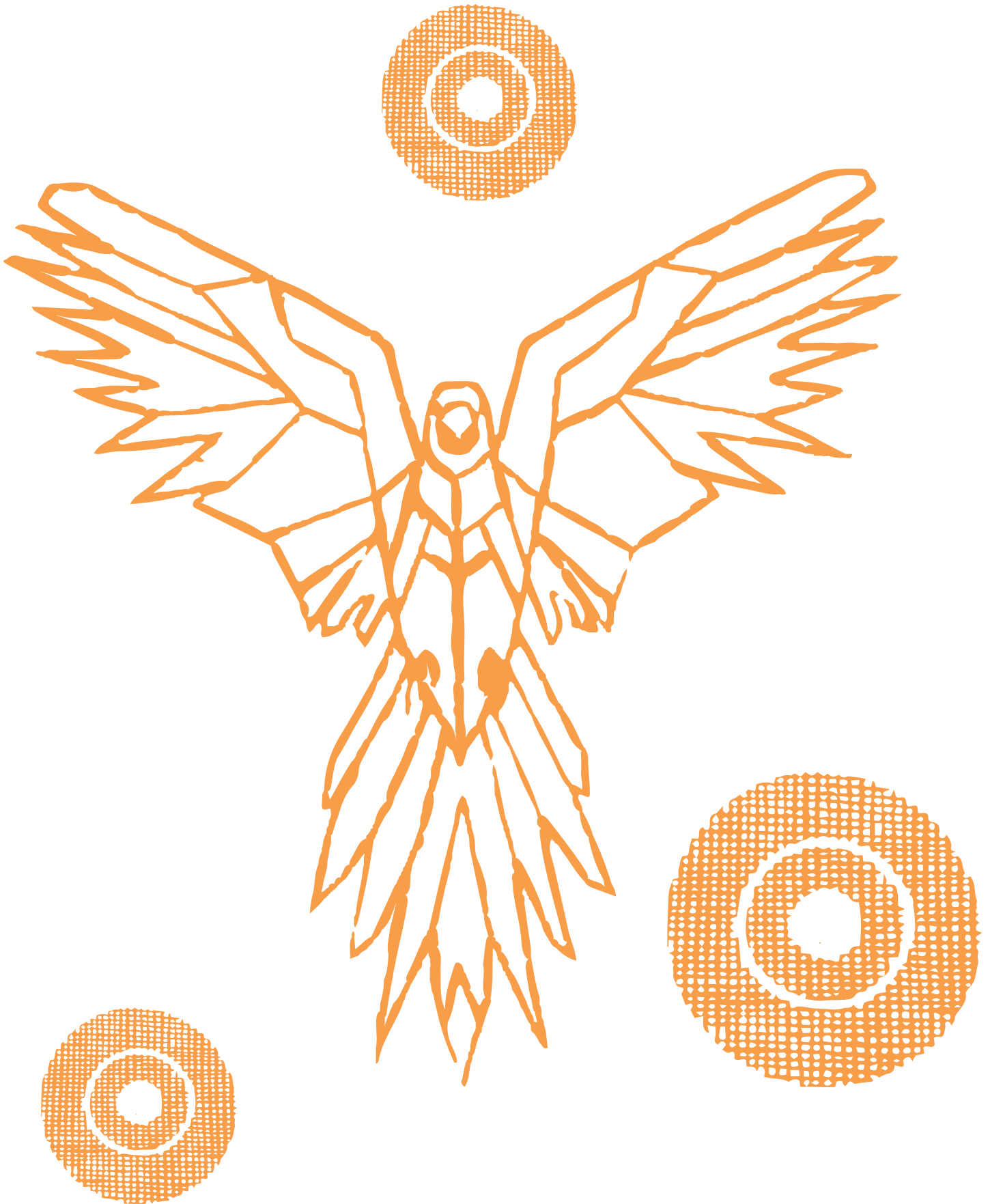
<https://www.reconciliation.org.au/>

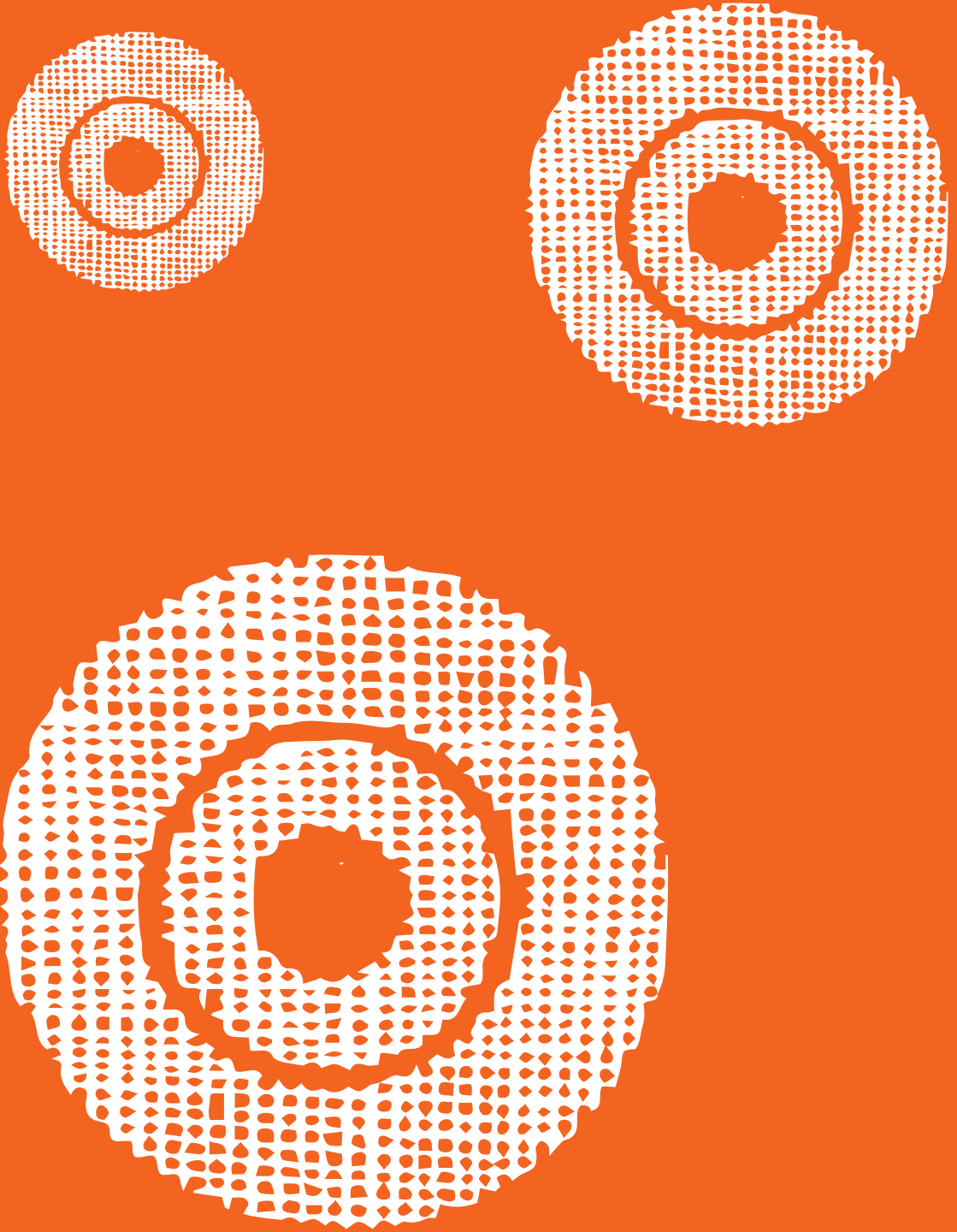
## **Karreeta Yirramboi: Victorian public sector employment and career development plan and toolkit**

This action plan includes a target of 1% Aboriginal and Torres Strait Islander employment in the Victorian public sector by 2015. The plan outlines a number of strategies to increase Aboriginal and Torres Strait Islander employment and is supported by an Aboriginal and Torres Strait Islander employment toolkit. While local government forms a significant part of the public sector, Karreeta Yirramboi includes no reference to local government and is geared toward Victorian state government departments and agencies. Nevertheless, most of the strategies and ideas in the plan are relevant to local government.

<http://vpsc.vic.gov.au/resources/karreeta-yirramboi-toolkit/>







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