



**RECONCILIATION
ACTION PLAN**

REFLECT

MARCH 2026 – SEPTEMBER 2027



Contents

Acknowledgement of Country	1
About the artist and the artwork	2
Reconciliation Australia CEO statement	5
From our CEO	6
The purpose and vision of our RAP	7
Our reconciliation journey	10
Our partnerships and current activities	13
Our Reconciliation Action Plan	18



Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the Lands on which we live, learn and work, and pay our deep respect to Elders past and present.

We recognise the Wadawurrung people as the Traditional Owners of the Land on which our Mount Helen site is located; the Wurundjeri Woi Wurrung people of the Kulin Nation as the Traditional Owners of the Land on which our East Burwood site stands; and the Bunurong people of the Kulin Nation as the Traditional Owners of the Land on which our Williams Landing site is located. We also acknowledge the many Aboriginal and Torres Strait Islander peoples across Victoria whose Lands we work on, respond from and serve every day.

This Reconciliation Action Plan marks the beginning of Triple Zero Victoria's formal reconciliation journey. It is both a symbol of our commitment and a practical foundation for how we strengthen trust, care and accountability across our organisation and with the communities we serve.

We recognise the enduring and unbroken connection Aboriginal and Torres Strait Islander peoples have to Country, culture, community and story. These connections remind us that trust is built through consistency, responsibility and respect – values that sit at the heart of both emergency response and reconciliation.

Triple Zero Victoria commits to bring both humility and intent to our reconciliation journey. It is not a single action or statement but an ongoing responsibility of listening, learning, leading and responding every day and in every role.



About the artist and the artwork

The artist

I am a Melbourne-based Aboriginal artist and Traditional Owner of Victoria's Woi Wurrung Wurundjeri and Yorta Yorta language groups through my mother, and I am Irish and Scottish through my father.

I draw inspiration for my art from the abundant textures and colours of this beautiful Land along with the ancestral bonds I have to the Birrarung (Yarra River) and Dhungala (the Murray River). My people are river people, so I find that waterways often interweave into my art along with dreaming and creation stories of the sky.

I pay my respects to my mother, my maternal grandmother Kooka Geraldine, and her mother, my great-grandmother – Kooka Yarmuk. It is through them in particular that I carry the language, stories and ancestral oral history and knowledge passed down to me from my mother.

I have been blessed with a strong cultural education that includes traditional song and dance as a young child. These cultural practices continued into my teenage years where I became the first graduating student of Victoria's first Aboriginal school, Worawa Aboriginal College. It's here that I picked up my first paint brush at fifteen and created my first dreaming story.

Little did I know that I would continue this sacred art of storytelling well into my adult years and that I would still receive the same spiritual healing and strength I did back then from connecting to my culture.

I invite you to share with me my dreaming stories and journey.

Galnyan, Respect.

Simone Thomson

Wurundjeri, Yorta Yorta, Wiradjuri



The artwork

Muk-Muk – Messenger bird

Birrarung, the majestic river of mist and shadows weaves gently from its birthplace at the foothills of the southern slopes of the Great Dividing Range, through to the saltwater bay in Naarm, the place known as Melbourne.

These sacred and spiritual waters were once a vital food and water source for the Wurundjeri Tribe and were a significant meeting place for Wurundjeri and visiting Clans to hold ceremonies, trade and to discuss cultural business. Birrarung, known as the Yarra River, represents respect for the traditional Lands and waterways in which Triple Zero Victoria's head office is situated, Wurundjeri Country.

Mountainous ranges hug the surrounding landscape, representing the strength of Triple Zero Victoria's commitment to building the foundations of an inclusive culture and their commitment to voice, recognition, truth telling and inclusion of First Nations communities in all that they do.

Aboriginal Peoples have the oldest continuous culture on Earth. Our stories are in heavens and stars and in the Lands and waterways. We have a deep and spiritual connection to our ancestral Lands and are the guardians of Country. We are taught that we must respect and care for our Lands and waterways, and in return, they will continue to care and provide for us in this cycle of life. Silhouetted trees line the riverbanks representing Triple Zero Victoria's acknowledgement of First Nations Peoples and their unique ability to care for Country, celebrating and respecting their knowledge and wisdom that has ensured the continuation of culture and their traditional practices since the beginning of time.



Small, blue arcs weave throughout the trees and along the riverbank. The motif for campsite; these symbols represent the homes of the Victorian community and Triple Zero Victoria's values in putting community at the heart of everything they do. From the bird's eye view, a person is symbolised by the 'u' or 'n' motif, representing a person sitting on the ground with their knees crossed. Thin strokes accompany these symbols. In the traditional way, the stroke represents a shield and spear for the male, and a digging stick and coolamon for the female – items and utensils made from the grandfather trees used to defend and protect, and to nurture and cultivate.

These people symbols gather around thirty-eight meeting circles each interlinked across Country. The circles represent the thirty-eight Clan groups across Victoria and symbolise the ongoing custodianship of these Lands and waterways which First Nations Peoples have guarded and cared for, for thousands of generations. The connected circles represent Triple Zero Victoria's respect and recognition of First People's guardianship of these traditional cultural practices and for each Clan's ongoing unique protocols for caring for Country and healing. Kangaroo tracks lead from each meeting place and Clan territory towards the large Gathering Circle that is Triple Zero. The tracks represent the various and diverse communities within Victoria, requiring Triple Zero Victoria's services, and symbolise its inclusive support and commitment to all communities – promoting a high-performing public service.

The Gathering Circle is a place of meeting and discussion. In the traditional way, Elders and Senior Leaders and Lore men and women would gather to discuss matters of importance and cultural business. It is a place of community and communication and takes the circular form from the bird's eye view. Repeated arcs around its perimeter detail the recurring campsite-homes of the Victorian community who rely on and depend on Triple Zero Victoria – 24 hours a day, 365 days of the year.

Five pathways extend from the Triple Zero Victoria Gathering Place to the core emergency services within Victoria, signified by the white layered arcs. Journey tracks within the black pathways reach to the furthest corners of the state signifying Triple Zero Victoria's commitment to reconciliation with First Nations Peoples throughout the Land we know as Australia, and their dedication to ensuring a safe and positive work environment and experience for all employees.

The Owl is known to be a spirit bird and considered an omen. His presence indicates ominous warning and he often appears during events to deliver messages of urgency. He is known to fly and watch over the campsites with his powerful vision, ensuring distress and alarm calls are heard. The Owl signifies the role of Triple Zero Victoria and represents its crucial function within community in delivering time critical, life dependent emergency services. The Owl is the Messenger Bird. He is *Muk-Muk*.

Galnyan, Respect.

Simone Thomson

Wurundjeri, Yorta Yorta, Wiradjuri





Reconciliation Australia CEO statement

Reconciliation Australia formally endorses Triple Zero Victoria's first Reconciliation Action Plan (a Reflect RAP). We welcome the organisation to our RAP program which now comprises 3,000+ corporate, government and not-for-profit organisations.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support national reconciliation. With over 5.5 million people now working or studying in an organisation with a RAP, the program's impact has never been greater.

There are four RAP types – Reflect, Innovate, Stretch and Elevate. Together, these allow RAP partners to continuously develop and strengthen their reconciliation commitments. The RAP program's relationships, respect and opportunities allow organisations to effectively align their reconciliation commitments with business objectives.

This Reflect RAP prepares the Triple Zero Victoria workplace for future RAPs and reconciliation initiatives. It helps drive Australia's awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership while contributing towards reconciliation's five dimensions:

1. race relations
2. equality and equity
3. institutional integrity
4. unity
5. historical acceptance.



Triple Zero Victoria's Reflect RAP makes a unique and leading contribution to all these. Getting the first steps right ensures the sustainability of future RAPs and reconciliation initiatives and meaningfully progresses Australia's reconciliation journey.

Congratulations Triple Zero Victoria and welcome to the RAP program. I look forward to watching your reconciliation journey unfold.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



From our CEO



Our 24/7, high-pressure environment calls for a considered and practical approach to reconciliation. Carefully building strong internal foundations allows us to respond with care, professionalism and respect for our people and for the community we're honoured to serve.

The RAP sits within Triple Zero Victoria's broader journey towards wellbeing, inclusion and belonging and will be guided by our values, operational legality and continuous improvement.

I proudly support this Reflect RAP and the many conversations it will generate. I encourage all staff to meaningfully engage with it in their role and experiences and in our shared purpose.

Together, we will continue to build an organisation that reflects our values and the trust people place in us every day.

David Clayton APM
Chief Executive Officer
Triple Zero Victoria

Triple Zero Victoria provides Victorians with emergency support. To do this we need strong operations and a solid base of respect, inclusion and cultural understanding.

This Reflect RAP strengthens our understanding of Aboriginal and Torres Strait Islander histories, cultures and experiences while serving Victoria's diverse communities.

The Triple Zero Victoria RAP is an ongoing journey that requires listening, learning and reflection. It will consolidate a robust internal understanding starting with our people, our workplaces and how we support each other every day.



The purpose and vision of our RAP

About us

Our business

Triple Zero Victoria (TZV) provides the critical link between the Victorian community and their state emergency services agencies. We are responsible for:

- 24-hour emergency call-taking and dispatch services for police, fire, ambulance and the Victoria State Emergency Service (VICSES)
- advanced, operational communications supporting emergency services personnel in the field.

Our role and function

TZV was established as a statutory authority by the *Triple Zero Victoria Act 2023*. We link Victoria to:

- Ambulance Victoria (AV)
- Victoria Police (VP)
- Fire Rescue Victoria (FRV)
- Country Fire Authority (CFA)
- VICSES.

TZV also provides major emergency management and event support to Emergency Management Victoria (EMV) and our emergency service organisation (ESO) partners. This helps Victoria to prepare, respond and recover from critical events and emergencies. Our integration of emergency services communications across community safety, emergency management and health systems is unique in Australia and reflects the Victorian Government's vision for coordinated emergency management.

On your worst day, we're here

We bring expertise, urgency and care in connecting the community to emergency services. We're the frontline to the frontline; a critical partner in Victoria's emergency response and community safety network that receives that, in 2024-25, received an average of 8,500 calls every day.

As the communication centre for ESO responders, we manage 165,000+ emergency and event messages to and from ESO personnel each day. We stay with callers and responders who need us during an emergency, capturing and relaying information, arranging further assistance and connecting to other services and authorities.

About our staff

In 2026, TZV had 1,412 employees – 67.3 per cent women, 32.4 per cent men and 0.3 per cent 'self-described' or 'undeclared'. TZV staff help thousands of people a day and include our emergency communication officers – 'frontline to the frontline'.

We support and develop our people so they can do their best work. Our systems and practices keep them safe and help them feel they belong, are valued and have a clear purpose. Workforce planning and deployment across our three operational centres helps ensure we have the right people, in the right place, at the right time.

In 2026, our Human Resource Information System listed 11 (0.8 per cent) Aboriginal and/or Torres Strait Islander staff. Our anonymous 2024 People Matter survey revealed only eight.

Our four work sites are located on the Lands of the Wurundjeri Woi Wurrung (two sites), Wadawurrung, and Bunurong peoples. Our emergency call-taking and dispatch services operate from the three State Emergency Communications Centres in Ballarat, Burwood East and Williams Landing. Head office is also in Burwood East.

Our reconciliation vision

We want TZV to:

- be a culturally safe, connected, and welcoming environment where Aboriginal and Torres Strait Islander peoples are respected, visible, heard and proud to work
- offer emergency services telecommunications that support Aboriginal and Torres Strait Islander communities to fully participate and develop and lead their own knowledge systems and practices
- provide a safe, inclusive space to call in times of need – working collaboratively with Victoria’s Aboriginal and Torres Strait Islander communities, guided by co-design, trust, and mutual respect – growing and improving while supporting everyone’s safety and wellbeing and celebrating their strengths and resilience, as we as help build cohesive services in a united, caring and thriving community
- work towards unity, understanding and trust – committed to safety and respect for all – through reconciliation and understanding, career opportunities and meaningful relationships.

Our RAP

We worked with Reconciliation Australia to develop our first Reflect RAP. We aim to provide a culturally safe, connected and welcoming environment where Aboriginal and Torres Strait Islander peoples feel respected, listened to and valued. This RAP puts our commitment in to action by setting out how we will support voice, recognition, truth-telling and inclusion of Aboriginal and Torres Strait Islander peoples and communities in all we do.

RAP governance

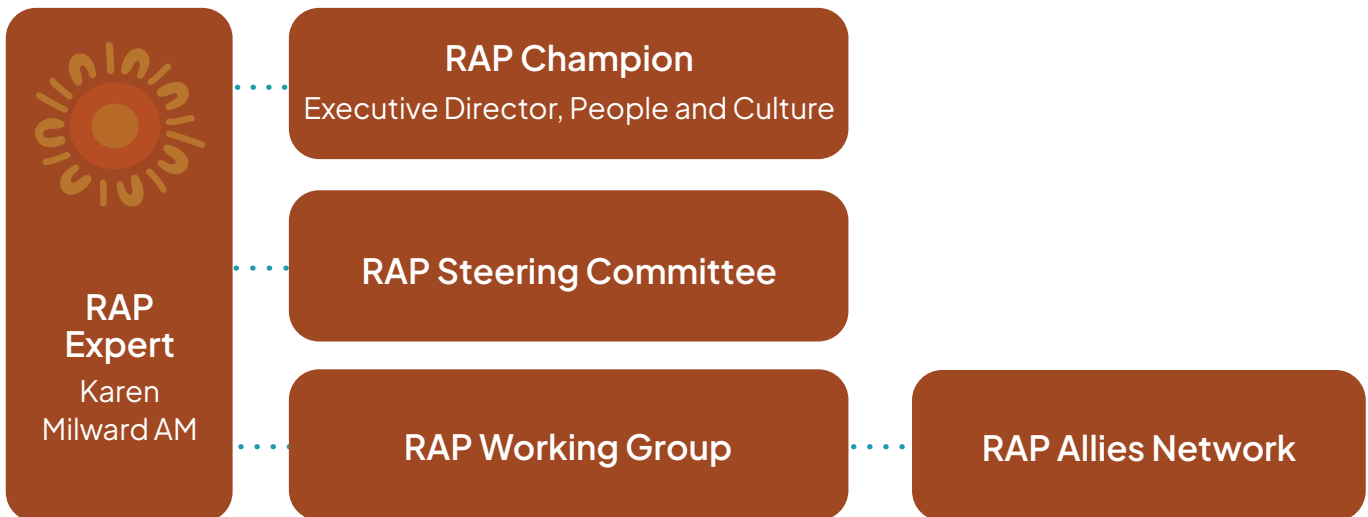
Our RAP Executive Sponsor and Champion is Simone Keenan, Executive Director, People and Culture. Simone chairs the RAP Steering Committee and is the executive responsible for championing and leading all our RAP activities.

Our governance structure assists with oversight and commitment to delivering on RAP actions.

The **RAP Steering Committee** has executive group members, including the **RAP Executive Sponsor**. It is responsible for the program’s overall strategic direction and management, and guides and controls RAP development and implementation activities. It provides program governance, advice on issues and changes, project management (endorsing key project deliverables and providing authority to progress a project at each key decision point) and uses its influence and authority to help achieve outcomes. The committee has committed to fully fund RAP implementation.

The **RAP Executive Sponsor** will continue meeting with external **RAP Expert**, Yorta Yorta woman, Karen Milward AM, who will be a permanent and ongoing member of the **RAP Working Group**, attending meetings and supporting RAP implementation. As part of the working group, Karen has already helped develop both our RAP and TZV’s many 2025 cultural education activities.

Operational call-takers and dispatchers, managers, support office and other employees have joined the **RAP Working Group**. Two are First Nations people. We’re aiming for permanent Aboriginal and/or Torres Strait Islander representation, ideally in leadership positions. Ongoing monthly meetings will be led by the group’s Chair and supported by Karen, our **Inclusion and Wellbeing Lead** (dedicated role for RAP implementation) and our **Senior Manager, Workplace Health, Safety and Wellbeing in People and Culture**.



The **RAP Allies Network** will share its knowledge and help with initiatives and activities across all work sites. It will actively seek new members. There are currently 22.

Actions and deliverables will be monitored and reviewed, and progress will be formally reported monthly to the **Executive Leadership Team** and our **Board**, including successful outcomes, risks and opportunities.

The TZV draft Corporate Plan (2024–2025) has three objectives for RAP success:

- Develop relationships with Aboriginal and Torres Strait Islander stakeholders and formalise our commitment to voice, recognition, truth telling and inclusion, via the Reconciliation Action Plan.

- Improve cultural awareness for our frontline emergency communication officers as part of TZV providing accessible and responsive community services, via the Aboriginal Cultural Awareness Training Program.
- Review community awareness and engagement approaches collaborating with Emergency Services Officers and sector partners, that will support community outcomes, via a Community Engagement Review.

As part of the People and Culture Framework, we'll continue to develop our leaders' and hiring managers' capability, through education and cultural immersion activities, using culturally appropriate and culturally safe practices.



RAP Expert, Karen Milward AM (centre), at the flag-raising and Smoking Ceremony at TZV's Burwood office.



Our reconciliation journey

2019

Early foundations

Building cultural awareness and visibility

- ▶ Aboriginal Cultural Awareness, Cultural Safety and Reflexive Anti-Racism workshops
- ▶ Hosted an Aboriginal intern for six months through Barring Djinang (First Peoples Workforce Development Strategy)
- ▶ Smoking Ceremony at Williams Landing with Boonwurrung Traditional Owners
- ▶ Aboriginal artwork acquired for Ballarat and Wesley sites

Formal commitment

Commencing our Reflect RAP (July 2024)

- ▶ Registered with Reconciliation Australia
- ▶ Began drafting our first Reflect RAP

2023

Identifying the Gap

Recognising the need for structured capability

- ▶ Identified gap in Aboriginal cultural awareness training
- ▶ Secured funding (Public Intoxication Reform grant)
- ▶ Committed to developing tailored Aboriginal cultural awareness training

2024

Organisational readiness

Creating momentum toward a RAP (Early-mid 2024)

- ▶ National Reconciliation Week 2024 hybrid event
- ▶ NAIDOC Week 2024 cultural awareness activities
- ▶ Aboriginal artwork storytelling across sites
- ▶ Executive engagement and DEI Strategy alignment
- ▶ 90-minute Aboriginal Cultural Awareness eLearn developed after co-designing with staff

Governance & co-design

*Establishing structure and informed action
(September–December 2024)*

- RAP Working Group formed with Aboriginal and Torres Strait Islander representation (EOI process; Terms of Reference established and meetings held)
- Aboriginal consultant engaged to guide development
- RAP Allies Network established (22 members across sites)
- Desktop review of Emergency Services RAPs and VPS Aboriginal Employment Plans

Partnership in practice

*Beginning in relationship
(December 2024)*

- Smoking Ceremony and flag raising at Tally Ho with Mullum Mullum Aboriginal community
- Community engagement and operations tour with RAP Working Group

2025

Learning on Country & capability building

*Deepening cultural understanding and organisational readiness
(March–June 2025)*

- Cultural education and On Country learning with Wadawurrung Traditional Owner (Ballarat)
- Cultural education engagement with Bunurong Land Council Aboriginal Corporation (Williams Landing)
- Partnered with Yamagigu to design and launch Aboriginal cultural awareness training

2026

Reflect RAP endorsed

From reflection to implementation

- Reflect RAP endorsed and launched
- Transition to structured implementation and accountability

Embedding cultural support

*Sustaining respectful practice
(Ongoing)*

- Access to culturally appropriate EAP support through Acacia Connection
- Continued Working Group oversight and Allies Network engagement

Our formal reconciliation journey with Reconciliation Australia began in July 2024 with our first (Reflect) RAP. However, we have been taking steps since 2018.

Earlier initiatives included:

- quarterly workshops on Aboriginal Cultural Awareness and Cultural Safety and Cultural Awareness and Reflexive Anti-racism (2018–20)
- we engaged an Aboriginal intern to work at TZV for six months as part of the **Barring Djinang program** (First Peoples Workforce Development Strategy for the Victorian Public Sector)
- a traditional Smoking Ceremony at the new Williams Landing building with Boonwurrung Traditional Owners
- buying Aboriginal artwork for the Wesley Court and Ballarat sites.

Activities that helped develop our RAP included:

- RAP Working Group set up in September 2024 – all staff invited to join through an expression of interest and clear terms of reference established. The group met seven times during development, recording agendas, minutes and action items. Aboriginal and/or Torres Strait Islander colleagues were represented and work was guided by an Aboriginal consultant.

- RAP Allies Network created – Member staff supported RAP development by sharing knowledge and helping deliver initiatives and activities across all sites.
- A desktop review of RAPs by similar ESOs and Aboriginal Employment Plans from Victorian Public Sector entities. We used these to create a detailed list of actions under the pillars of Relationships, Respect and Opportunities.

Before we formalised our RAP, we held cultural immersion activities and put things in place for staff, engaging with local Traditional Owner groups. These included a Smoking Ceremony, education tours, a training partnership with Yamagigu and engaging Acacia, an Employee Assistance Provider, to ensure culturally sensitive and informed support for Aboriginal and/or Torres Strait Islander staff. Details of our activities can be found on the following pages.

TZV staff joined Elder Aunty Daphne Milward (far right) at the Mullum Mullum Gala event.





Our partnerships and current activities

TZV hosted several events during 2024–25 designed to foster reconciliation and increase awareness of First Nations' culture and practices.

An important milestone in our reconciliation journey

In early December 2024, to mark the beginning of our collaboration, TZV held a Smoking Ceremony and flag raising event with members of the local Mullum Mullum Aboriginal community at the Tally Ho office in Burwood.

The 60,000 year old smoking custom uses cleansing smoke from native Australian plants to show respect for ancestors, Country, waters and seas. About 100 Tally Ho and Wesley Court staff attended.

The Aboriginal attendees also met with our CEO, executives, senior leaders and RAP Working Group for a yarn and to establish an ongoing relationship.



Around 100 TZV staff from Tally Ho and Wesley Court attended the Smoking Ceremony and flag raising event conducted by members of the Mullum Mullum Aboriginal community at our Burwood office.



Cultural Education Tour highlights Aboriginal stories on Country

In March 2025 our RAP Working Group and staff attended a cultural education tour with Wadawurrung Traditional Owner, Ash Skinner, visiting:

- Lal Lal Falls
- Mount Clear
- Black Hill Lookout.

This was followed by a yarn with the RAP Working Group and leaders and a TZV site tour on Wadawurrung Country (Ballarat).

“It was a great cultural immersion day in Ballarat and Ash was truly amazing in his knowledge and passion about caring for his Country and sharing his great stories of the Land, waterways and skies with us,” said RAP Expert, Karen Milward AM.



Traditional Owner, Ash Skinner, helped build knowledge of cultural heritage on Wadawurrung Country (Ballarat).



Staff from Williams Landing joined Bunurong and Gunditjmara Elder, Uncle Mark Brown (centre), for a cultural immersion experience of the TZV site.

Cultural significance of our site highlighted in visit

In June 2025 the RAP Working Group and interested staff joined Bunurong Traditional Owners for another significant milestone in building relationships with Traditional Owners across our three sites.

A tour around Williams Landing with Bunurong Traditional Owners revealed our site’s cultural significance and everyone enjoyed a yarn.

Cultural immersion activities like these strengthen our commitment to recognition, truth telling and including Aboriginal and Torres Strait Islander peoples and communities in everything we do.

National Reconciliation Week

2025

Severe weather and an activated Emergency Management Plan meant staff could not attend the National Reconciliation Week event planned for 27 May 2025. Instead, TZV offered pre-recorded commemoration activities so staff could still take part.

These included:

- Acknowledgement of Country videos from team members
- a National Reconciliation Week message from the Executive Director, People and Culture and RAP Steering Committee
- RAP expert and proud Yorta Yorta woman, Karen Milward AM, answering staff questions about the RAP and our RAP journey.

Karen was also interviewed by a RAP Working Group member and we shared a 12-minute recording of their exchange, covering:

1. How can organisations make Aboriginal and Torres Strait Islander inclusion initiatives authentic and genuinely inclusive?

2. What have been some positive steps taken by TZV in the past 12 months?
3. How do non-Indigenous staff walk away from today with a deeper understanding of reconciliation?
4. What is one personal, local and immediate action you can take to provide a culturally safe, connected and welcoming environment where Aboriginal and Torres Strait Islander peoples are respected, heard and valued?

2024

To mark National Reconciliation Week, we held a 90 minute hybrid online event. Karen spoke about key themes to help guide our journey towards meaningful reconciliation and development of our RAP. Participants heard a shared perspective on reconciliation including hopes, challenges and aspirations grounded in truth and the idea of walking together. Earlier that day, Karen addressed the Executive Leadership Group about TZV's commitment to reconciliation and RAP development.



TZV staff were in attendance at the Mullum Mullum Market during National Reconciliation Week.

National Aboriginal and Islander Day Observance Committee (NAIDOC) Week 2023 and 2024

In 2024, we invited staff to reflect on our collection of Aboriginal artworks across Wesley Court and our other sites, read the accompanying materials and learn more about the histories, stories and languages the artworks represent.

In 2023, we hosted a Smoking Ceremony on Wadawurrung Country (Ballarat) as part of TZV's annual NAIDOC Week celebrations.



Boonwurrung Traditional Landowner, David Tournier, cleanses the new Williams Landing building through a traditional Smoking Ceremony.

Growing awareness through art

Having Aboriginal and Torres Strait Islander artwork in the workplace builds stronger cultural understanding. Our current, but growing collection, is produced by Victorian artists, including the Yorta Yorta, Gunaikurnai, Gunditjmara and Wadawurrung peoples. We were honoured to partner with Simone Thomson, a proud Wurundjeri, Yorta Yorta, Wiradjuri woman to design 'Muk-Muk – Messenger Bird' a unique artwork created for our RAP imagery.

Information exchange

Our communication channels promoting reconciliation and the RAP include:

- the workplace
- an interactive bulletin board
- a RAP Allies Network Teams channel
- a dedicated intranet page listing all RAP activities including information about Traditional Owner groups, other reading and activities.

Cultural awareness e-Learn goes live

What is Aboriginal Cultural Awareness Training?

Aboriginal Cultural Awareness Training (ACAT) supports TZV's commitment to creating a culturally safe and inclusive workplace. The new eLearn aims to:

- build Aboriginal cultural knowledge, understanding and awareness of team members,
- raise awareness of historical and contemporary issues facing Aboriginal communities and
- highlight key cultural considerations to create a culturally safe and inclusive workplace.

Why is TZV rolling out this training?

This training provides foundational Aboriginal cultural awareness for TZV team members and complements development of our first Reflect RAP. Having a RAP formalises our commitment to voice, recognition, truth telling and inclusion of Aboriginal and Torres Strait Islander peoples and communities in all we do.

What does the new training involve?

In 2024, TZV engaged two external suppliers to develop and build a tailored 90-minute eLearn product. The content developed for the eLearn was led by Aboriginal consulting firm Yamagigu (formerly known as PwC Indigenous Consulting) and involved co-design workshops with TZV team members across both Operations and Support offices.

The eLearn can be paused if required. Ongoing learning is a continuous process of gaining new skills, knowledge, and insights.

Who is the training for?

ACAT training must be done by:

- all new support office and emergency communication services (ECS) employees as part of induction
- all existing support office staff
- all ECS People Leaders.

It is recommended for other ECS employees.

The training modules

- 1 Introduction to Aboriginal cultural awareness training
- 2 Australia's shared history
- 3 Victorian Aboriginal landscape
- 4 Putting your learning into practice



Our Reconciliation Action Plan

Reflect RAP on a page



RELATIONSHIPS

RESPECT

OPPORTUNITIES

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders/organisations

Through cultural learning, grow understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights

Increase Aboriginal and Torres Strait Islander recruitment, retention and professional development

Build relationships through celebrating National Reconciliation Week

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Promote reconciliation through our sphere of influence

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Promote positive race relations through anti-discrimination strategies

Build understanding of impact of vicarious trauma and provide adequate access and support

Implement the RAP with Aboriginal leadership in line with Self Determination Guiding Principles

ACTIONS

Reflect RAP in full



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2026	Lead: Inclusion & Wellbeing
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	Lead: Inclusion & Wellbeing
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	November 2026 & November 2027	Lead: Inclusion & Wellbeing
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	Lead: RAP Working Group Chair Support: RAP Expert
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2026	Lead: RAP Working Group Chair Support: RAP Expert
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	Quarterly: March, June, September, December 2026 & 2027	Lead: Executive Director, People & Culture
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2026	Lead: RAP Working Group Chair Support: RAP Expert
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	Lead: Inclusion & Wellbeing



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in race relations and anti-discrimination.	March 2027	Lead: Inclusion & Wellbeing
	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	May 2027	Lead: Senior Manager, Workplace Relations & Change
5. Implement the RAP with Aboriginal leadership in line with Self Determination Guiding Principles	Consult First Nations advisors and team members to make sure our RAP implementation is Aboriginal and Torres Strait Islander led and supported.	April 2026	Lead: RAP Working Group Chair Support: RAP Expert
	Develop a communication campaign encouraging and supporting Aboriginal and Torres Strait Islander employees to drive meaningful internal change.	June 2026	Lead: RAP Working Group Chair Support: RAP Expert



RESPECT

Action	Deliverable	Timeline	Responsibility
6. Through cultural learning, grow understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights	A business case for increasing understanding, value and recognition of these cultures, their histories and knowledge and rights.	February 2027	Lead: RAP Working Group Chair Support: RAP Expert
	Review our cultural learning needs.	June 2026	Lead: Senior Manager, Workforce Capability
	Cultural education with Traditional Owner Groups at each TZV location; an annual visit to local sites of cultural significance with each Traditional Owner group – invite relevant employees.	October 2026	Lead: RAP Working Group Chair Support: RAP Expert
	80% of managers and Year 1 employees complete Aboriginal Cultural Awareness Training program; 95% for Year 2 employees.	September 2026 (Year 1) & September 2027 (Year 2)	Lead: Senior Manager, Workforce Capability
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop understanding of the local Traditional Owners or Custodians of the seas in our operational area.	July 2026	Lead: RAP Working Group Chair Support: RAP Expert
	Grow staff understanding of the purpose and significance of cultural protocols, like Acknowledgement of Country and Welcome to Country.	July 2026	Lead: Inclusion & Wellbeing
	Acknowledgment of Country signage at the entrance of each work place.	April 2026	Lead: Manager, Facilities Planning & Management



RESPECT

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information with staff about NAIDOC Week.	July 2026 & 2027	Lead: Inclusion & Wellbeing
	Promote external, local NAIDOC related events to staff.	July 2026 & 2027	Lead: Inclusion & Wellbeing
	RAP Working Group members attend external NAIDOC Week events.	July 2026 & 2027	Lead: RAP Working Group Chair Support: RAP Expert
9. Build understanding of impact of vicarious trauma and provide adequate access and support	Deliver, monitor and review Acacia, a culturally appropriate employee assistance provider.	June 2027	Lead: Senior Manager, Workplace Health & Safety
	Deliver targeted training and awareness activities to build understanding of vicarious trauma and available supports. This will give leaders confidence to recognise its impacts, know the available resources and let staff know where to find the right support.	March 2027	Lead: Inclusion & Wellbeing



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander recruitment, retention and professional development	A business case for Aboriginal and Torres Strait Islander employment.	January 2027	Lead: Senior Manager, Workforce Operations
	Build a clearer picture of our current Aboriginal and Torres Strait Islander staff and plan future employment and professional development opportunities.	November 2026	Lead: Senior Manager, Workforce Operations Support: Senior Manager Workforce Capability
	Investigate partnering with local First Nations communities that support education and emergency services employment pathways – for example, the Australian Indigenous Mentoring Experience (AIME).	April 2027	Lead: Senior Manager, Workforce Operations
	Collect and analyse data from Hive digital hub and our anonymous People Matter survey to build an accurate picture of First Nations staff, in a culturally sensitive way. This will include their experience of inclusion, belonging, cultural safety, behaviours, recruitment, career progression, flexibility and leave.	November 2026	Lead: Senior Manager, Workforce Operations Support: Senior Manager Workforce Capability
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2027	Lead: Senior Manager, Procurement
	Investigate Supply Nation membership.	June 2026	Lead: Inclusion & Wellbeing
	Investigate Kinaway Chamber of Commerce Victoria membership.	June 2026	Lead: Inclusion & Wellbeing



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive RAP governance	Maintain a RWG to govern RAP implementation.	March 2026	Lead: RAP Working Group Chair
	Draft a Terms of Reference for the RWG's RAP implementation.	March 2026	Lead: Inclusion & Wellbeing
	Establish Aboriginal and Torres Strait Islander representation to lead the RWG.	December 2026	Lead: RAP Working Group Chair
	Maintain the RAP Steering Committee to govern RAP implementation.	March 2026	Lead: Executive Director, People & Culture
13. Support effective implementation of RAP commitments	Define resource needs for RAP implementation.	October 2026	Lead: RAP Working Group Chair
	Engage senior leaders in the delivery of RAP commitments.	August 2026	Lead: Inclusion & Wellbeing
	Provide support to senior leaders to effectively champion our RAP internally.	December 2026	Lead: Executive Director, People & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2026	Lead: Inclusion & Wellbeing
14. Build accountability and transparency by reporting on our RAP achievements, challenges and learnings both internally and externally	Confirm with Reconciliation Australia that our primary and secondary contact details are current, so we don't miss important RAP correspondence.	March 2026	Lead: Inclusion & Wellbeing
	Request our unique link to access Reconciliation Australia's RAP Impact survey.	July 2026	Lead: Inclusion & Wellbeing
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 & 2027	Lead: Inclusion & Wellbeing
15. Start developing our next RAP (Innovate)	Register at Reconciliation Australia to begin this.	March 2027	Lead: Inclusion & Wellbeing



Contact

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