



REFLECT

RECONCILIATION ACTION PLAN

December 2024 –
December 2025



RECONCILIATION
ACTION PLAN

REFLECT



Balit Baguruk

K. Wandoon

ACKNOWLEDGEMENT OF COUNTRY

Lord Mayor's Charitable Foundation recognises that we live, play, and work on the lands of the world's oldest living culture, and acknowledge this privilege and responsibility with respect, humility, and willingness to listen and learn.

We acknowledge the Wurundjeri Woi-wurrung peoples as the Traditional Owners and Custodians of the lands on which our office is situated, pay respect to their Elders past and present, and acknowledge their continuing connections to culture, community, land, and sea. We extend that respect to all Traditional Owners and Custodians of Country, to all Elders past and present, and to the young leaders across Country, their voices, and the changes they are informing.

We recognise the continuing connection to land, waters, community, and culture of all First Peoples, and support a Treaty with Victoria's First Peoples.

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About the Artist and the Artwork



(Above) Photo credit: Brett Walker. Portrait photo printed with permission from Aunty Kim Wandin and Chris Joy, Murrup Biik Public Art.

(Left) Artwork credit: Binak Etching is printed with permission from Aunty Kim Wandin and Chris Joy, Murrup Biik Public Art.

Aunty Kim Wandin

Aunty Kim Wandin is a Wurundjeri Woi-wurrung woman living in Healesville in the Yarra Valley. Her traditional name is 'Wandoon' which means 'spirits of the water'.

Aunty Kim is a master weaver, making baskets and eel traps. Collecting reeds and other fibre plants on Country, she hangs them to dry in the sun and when they are dried she soaks them in water to make them flexible and ready to use.

The art of using reeds to make baskets and eel traps is a tradition handed down to Aunty Kim by her Nana Ollie who was taught by Granny Jemima at Coranderrk. Aunty Kim uses many mediums in her practice.

This hand-made print is a perspex engraving watercolour mono-print.

A message from Reconciliation Australia CEO

Reconciliation Australia welcomes the Lord Mayor's Charitable Foundation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Lord Mayor's Charitable Foundation joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

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

Congratulations Lord Mayor's Charitable Foundation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

A message from our CEO

It is with immense pride and a deep sense of responsibility that I present to you the Lord Mayor's Charitable Foundation's first ever Reconciliation Action Plan (RAP) (Reflect).

This milestone marks a significant step in our ongoing commitment to reconciliation and our dedication to supporting the self-determination of Aboriginal and Torres Strait Island communities.

Early in my career I worked to support Indigenous land rights around the world. This experience profoundly shaped my personal understanding and appreciation of the rich cultural heritage and the enduring strength of First Nations peoples and their spiritual and educational practices. The importance of solidarity is fundamental, and I am proud to see the Lord Mayor's Charitable Foundation demonstrating its support through this RAP, not just in words but in real action across everything we do.

Our Reflect RAP is more than just a document; it is a testament to our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples. It is a pledge to listen, learn, and act in ways that promote equity and respect. This plan lays the groundwork for our reconciliation journey.

The Lord Mayor's Charitable Foundation has a long history of creating positive social change through our support of charitable organisations and innovative programs. Through this RAP, we aim to integrate reconciliation into all aspects of our work, ensuring that our efforts contribute to the broader national movement towards reconciliation.

We acknowledge the Traditional Owners and Custodians of the lands on which we live and work, the Wurundjeri and Bunurong peoples of the Kulin Nation. We pay our respects to Elders past and present, and we recognise their continuing connections to culture, community, land, and sea. For me, this acknowledgment is never just a formality, but a sincere recognition of the enduring contributions of First Nations peoples to our society.

Our RAP outlines specific actions and commitments that will guide our efforts. These include building relationships with Aboriginal and Torres Strait Islander communities and organisations, increasing our cultural awareness and competency, and creating opportunities for First Nations peoples with our organisation and beyond. We are committed to tracking our progress and holding ourselves accountable to these commitments.

In closing, I want to express my heartfelt gratitude to everyone who has contributed to the development of our Reflect RAP. Your dedication and passion are the driving forces behind this important work. Together, we can make a meaningful impact and contribute to a more just and equitable society for all.

Thank you for your ongoing support and commitment to reconciliation.



Peter Walton
Chief Executive Officer

Our business

Lord Mayor's Charitable Foundation is Australia's largest community foundation. Established in 1923, the Foundation creates positive social change through its support of charitable organisations delivering innovative, effective programs, and its collaborative Initiatives addressing current community challenges.

Our grants program supports four Impact Areas including: Healthy & Climate Resilient Communities; Homelessness & Affordable Housing; Inclusive, Sustainable Economy & Jobs; and Generous Melbourne.

Our positive social impact is achieved through our research, grants program and our support of individual, community and collective giving.

We are an independent foundation established by an Act of Parliament and our purpose is to respond to the social, economic, and environmental challenges facing Greater Melbourne, and broader, community.

We hold assets donated by many donors over the last 100 years. We have a Responsible Investment policy, which is now incorporating climate risks. We make grants and run initiatives in collaboration with others to address the priorities we have identified based on research and our Greater Melbourne Vital Signs™ report.

We are a team of 22 staff and our office is on Wurundjeri Woi-wurrung Country in Naarm's central business district. Currently we have no staff members who identify as Aboriginal and/or Torres Strait Islander.

Our work focuses on Greater Melbourne, though also supports work Australia-wide, including Victorian regional and rural communities. Through our work, we aim to support First Nations organisations and communities, and to amplify their voices and work. We seek to learn from First Nations peoples and are passionate about walking alongside their organisations and communities to grow the impact of their work.

Part of what we are aiming for is deeper conversations with First Nations grant partners, to seek their honest feedback, in order to improve our work and develop true collaborations around shared goals.

Our RAP

Through our work we aim to build a more inclusive and sustainable Melbourne. To do this, we know we must understand our history and role in reconciliation and reciprocity with First Nations peoples. We hope that through the development of our RAP, and the implementation of relevant policies and practices, we can mobilise thoughtful and meaningful action towards reconciliation in our organisation.

Our reconciliation journey to date has involved deep interest from our team in committing to not only developing a RAP, but subsequently embarking on a journey of reconciliation and implementing the identified actions.

We have increased staff's understanding of the purpose and significance behind cultural protocols, including the difference between an Acknowledgement of Country and Welcome to Country, through training with *Acknowledge This!*. Staff and Board representatives have walked along Birrarung with Koorie Heritage Trust, and attended an all-day Cultural Awareness Training with Wurundjeri WoiWurrung Cultural Heritage Aboriginal Council, led by Uncle Bill Nicholson. We have established a RAP Working Group consisting of our CEO who is also our RAP Champion, our Board Chair, and six staff members.

Our partnerships & current activities

Our granting supports work led by various First Nations organisations and those working in genuine partnership with First Nations, that aligns with our strategic goals and outcomes, particularly regarding social justice.

To date, our First Nations grant partners have included:

- Aboriginal And Torres Strait Islander Corporation Family Violence Prevention and Legal Service
- Aboriginal Health Team of the Royal Flying Doctor Service
- Aboriginal History Archive at Victoria University
- Aboriginal Housing Victoria
- Bangarra Dance Theatre
- Blak Pearl studios
- Ganbina
- Moondani Balluk at Victoria University
- Original Power
- Seed Indigenous Youth Climate Network
- Taungurung Land and Waters Council
- Weenthunga Health Network
- Willum Warrain Aboriginal Association
- Wurundjeri Woiwurrung Cultural Heritage Corporation, and
- Yawa: journeying together.

We have conducted a review of cultural learning needs within our organisation and are now implementing a range of activities to enable this learning. We have joined Philanthropy Australia's First Nations Funders Group and the Australian Environmental Granters Network's Indigenous Land and Sea Funders network to learn more about best practice philanthropy in partnership with First Nations e.g. paying what it takes. Several team members were part of a book club that read and worked through Clare Land's Decolonising Solidarity, and we are now continuing that book club.

Our aim is to ensure this important work becomes a guiding principle for our organisation.

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Cultural Awareness training day 2023; Birrarung



Relationships



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
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.	December 2024 to December 2025	Lead: CEO Support: Healthy & Climate Resilient Communities (HCRC) Program Manager, General Manager Development
	Engage with our current grant partners, our closest connections, with whom we can listen and learn.	December 2024 to December 2025	Lead: CEO Support: HCRC Program Manager, General Manager Development, Major Gifts Specialist, Grants Administrator, Stewardship Specialist
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Lead: HCRC Program Manager, and Board Chair
	Continue to support charitable First Nations led organisations operating in the 'Greater Melbourne' region whose work relates to our Impact Area objectives and outcomes.	August 2024 to December 2025	Lead: CEO Support: HCRC Program Manager, General Manager Development, Major Gifts Specialist, Grants Administrator, Stewardship Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, as well as promote externally with our donors and other stakeholders.	27 May to 3 June 2025	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2025	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2025	CEO

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff via surveys, conversations, and internal workshops.	August 2024	CEO & Communications Manager
	Communicate our commitment to reconciliation externally with our donors and other stakeholders via our communication channels.	December 2025	Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	June 2025	Lead: CEO Support: RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	August 2024 – December 2025	Lead: CEO Support: HCRC Program Manager, General Manager Development, Major Gifts Specialist, Grants Administrator, Stewardship Specialist
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2025	Operations Manager & HCRC Program Manager
	Continue annual compliance review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2024	CEO & Operations Manager

Respect



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Include an item in the Business Plan regarding increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	February 2025	CEO
	Establish and maintain a calendar of regular activities, to provide learning opportunities for all staff.	December 2024	Lead: RAP Working Group Chair Support: RAP Working Group
	Conduct an annual review of cultural learning needs within our organisation via a specific question in our annual staff engagement survey.	November 2024, June 2025	Lead: RAP Working Group Chair Support: RAP Working Group
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	October 2025	Lead: RAP Working Group Chair Support: RAP Working Group
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024 to December 2025	RAP Work Groups Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2025	CEO & RAP Working Group
	Introduce our staff to NAIDOC Week by promoting external events in our local area and explore how to use our own platforms to raise awareness among our donors and other stakeholders	27 May to 3 June 2025	CEO & RAP Working Group
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Working Group Chair



Opportunities

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
8. Improve employment outcomes and representation on our Board and, as relevant, our Grant Advisory Panels by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Talk with other Foundations, and First Nations employees and Board members of other Foundations regarding their experience and advice on the issue of employment/ Board outcomes.	January to June 2025	CEO, RAP Working Group, and Operations Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024, June 2025	CEO
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2025	Operations Manager
9. 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, in addition to our other social enterprise procurement that supports disadvantaged groups.	December 2024	Operations Manager
	Explore joining Supply Nation as part of our procurement, in addition to our other social enterprise procurement that supports disadvantaged groups.	December 2024	Operations Manager
10. Measure our impact as a grant partner of First Nation’s-led organisations and their mission.	Report on the impact of our granting to First Nation’s-led organisations in a designated section of our annual Impact Report.	October Annually	Communications Manager & CEO

Governance



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain a RAP Working Group to govern RAP implementation.	August 2024 to December 2025	CEO & Board Chair
	Have representation from different teams across the organisation	August 2024	CEO
	Annually review the Terms of Reference for the RAP Working Group.	June 2025	CEO & RAP Working Group
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group and identify ways of supporting First Nations involvement.	June 2025	CEO & Operations Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2025	Lead: RAP Working Group Support: Operations Manager, & CEO
	Engage senior leaders in the delivery of RAP commitments.	August 2024 to December 2025	CEO & LMCF Board Chair
	Appoint a senior leader to champion our RAP internally.	July 2024	CEO
	Define appropriate systems and capability, incorporated throughout the plan, to track, measure and report on RAP commitments.	August 2025	Lead: CEO Support: RAP Working Group

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITIES
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	HCRC Program Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Lead: HCRC Program Manager Support: RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Lead: HCRC Program Manager Support: RAP Working Group
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	December 2025	CEO



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**Lord Mayor's
Charitable Foundation**

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Act 2017 (Vic)

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