

Model Anti-Racism Strategy

for Local Government

[Council name]

Anti-Racism Strategy [year–year]

Before you start (delete this page before adoption)

This is a template. Text highlighted in **yellow** is a placeholder to replace with local information. Text marked *[Optional]* is optional: delete it if it does not apply. Actions marked ★ are best-practice options for councils choosing to do more. Select actions from the action plan and delete the rest. Full instructions, data sources and examples from other councils are in the accompanying Guideline.

Document control

Document title	[Council name] Anti-Racism Strategy [year–year]
Responsible team	[Team name]
Adopted by Council	[Date] — resolution [number]
Next review	[Date]
File reference	[Reference]
Related documents	[Community strategic plan / council plan]; [Reconciliation Action Plan]; [other]

Acknowledgement of Country

[Insert council's standard Acknowledgement of Country]

Message from the Mayor

[LGA name] is proud to be home to people of many cultures, languages and faiths. Aboriginal and Torres Strait Islander peoples have cared for this land for tens of thousands of years, and people from around the world have made their homes here.

Everyone in our community deserves to feel safe, respected and welcome. Racism has no place here. Yet we know that racism still happens, and that it causes real harm to the people who experience it and to our community as a whole.

This strategy sets out what council will do to prevent racism, to respond when it happens, and to lead by example. It applies to racism against people of every background.

[Optional: one or two sentences on why council has developed this strategy now, or on the community's contribution to it.]

I thank everyone who has helped shape this strategy, and I invite our whole community to join us in making [LGA name] a place where everyone belongs.

[Mayor's name]

Mayor of [Council name]

Strategy on a page

[Council name] Anti-Racism Strategy [year–year]

Our vision

[LGA name] is a place where everyone is treated fairly, feels safe and belongs, whatever their race, culture, ethnicity or faith. By working to end racism, we build a stronger, more connected community.

Our principles

1. We recognise racism exists and we will speak up against it
2. We listen to people with lived experience of racism
3. We communicate and engage in ways that work for everyone
4. We lead by example in our own workplace and services
5. We track our progress and report it openly
6. We work within our role and in partnership with others

Our six pillars and key actions

Pillar	Key actions
Respecting First Nations peoples	[2–3 selected actions]
Leading by example	[2–3 selected actions]
Fair and welcoming services	[2–3 selected actions]
Connected communities	[2–3 selected actions]
Reporting and responding	[2–3 selected actions]
Partnerships and advocacy	[2–3 selected actions]

How we'll know we're making progress

[3 headline indicators from Section 11, e.g. "80% of actions completed on time", "More residents feel they belong", "All councillors complete anti-racism learning"]

Timeline

10-year strategy · 4-year action plans · reviewed every [2–3] years

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1. Introduction

1.1 Background

On [date], [Council name] resolved to prepare an anti-racism strategy for [LGA name] [resolution number].

[LGA name] is home to people of many cultures, languages and faiths, including Aboriginal and Torres Strait Islander peoples, whose connection to this land continues today. This diversity is one of our community's great strengths.

Racism harms the people who experience it and weakens the whole community. It affects people's health, safety, work and sense of belonging. Racism can happen anywhere, including in places where most people feel welcome.

As the level of government closest to the community, council has an important role in preventing racism and responding when it happens. This strategy sets out how council will do that over the next 10 years.

1.2 Purpose

This strategy has four purposes:

- to state clearly that racism has no place in [LGA name]
- to set out council's role in preventing and responding to racism
- to bring council's anti-racism work together in one plan with clear actions, responsibilities and measures
- to strengthen social cohesion, so that everyone in our community feels they belong.

1.3 Scope

This strategy covers:

- racism in all its forms, affecting people of any background
- racism between people (interpersonal), within organisations (institutional), and in wider systems (systemic)
- racism within council, as an employer and service provider, as well as in the community
- related forms of discrimination, such as discrimination based on religion or migration status, where they overlap with racism.

This strategy does not:

- replace the role of police, courts or human rights bodies in dealing with unlawful discrimination, vilification or crime
- deal with matters outside council's role, although council may advocate on them (see Section 6)
- replace council's [Reconciliation Action Plan / multicultural plan / other], which continue to apply.

1.4 Related council documents

This strategy should be read with:

- [Community strategic plan / council plan]
- [Delivery / operational / annual plan]
- [Reconciliation Action Plan]
- [Multicultural, diversity or inclusion plan]
- [Code of conduct and workplace policies]

2. Understanding racism

2.1 What is racism?

This strategy uses the definition of racism in the Australian Human Rights Commission's *National Anti-Racism Framework* (2024):

"Racism is the process by which systems and policies, actions and attitudes create inequitable opportunities and outcomes for people based on race. Racism is more than just prejudice in thought or action. It occurs when this prejudice – whether individual or institutional – is accompanied by the power to discriminate against, oppress, or limit the rights of others."

2.2 How racism happens

Racism happens at three levels:

- **Between people (interpersonal racism).** Abuse, harassment, jokes, exclusion or unfair treatment in everyday life. It causes harm even when it isn't intended.
- **Within organisations (institutional racism).** Policies, practices or habits within an organisation that lead to unfair outcomes for some groups, even when nobody means them to.
- **Across society (systemic racism).** The ways laws, systems and long-standing patterns create unequal outcomes, sometimes long after the original causes have ended.

Council can act at all three levels: by encouraging respectful behaviour in the community, by checking its own policies and services, and by working with others on wider change.

2.3 What is anti-racism?

Anti-racism means taking active steps to prevent and respond to racism, rather than simply not being racist. For council, it means checking how we work, speaking up when racism happens, and supporting people and communities affected by it.

2.4 Racism and other forms of disadvantage

People's experience of racism can be shaped by other parts of who they are, such as their gender, age, disability, sexuality or income. Council will keep this in mind when designing and delivering the actions in this strategy.

2.5 Racism and social cohesion

Social cohesion is the sense of connection, trust and belonging that holds a community together. A cohesive community is one where people of different backgrounds get along, trust each other, trust their local institutions and find peaceful and just ways to resolve conflicts when they happen.

Racism damages social cohesion. By reducing racism, this strategy aims to strengthen the connections and trust that make [LGA name] a good place to live.

2.6 What the law says

Australian law protects people from racial discrimination and from racial vilification. The *Racial Discrimination Act 1975* (Cth) applies across Australia. [State/territory] also has its own law: [name of state/territory anti-discrimination law].

These laws set minimum standards. This strategy goes further by focusing on prevention, inclusion and practical support.

3. Racism affecting specific communities

3.1 One strategy for all communities

This strategy applies to racism against people of any background. Council does not rank communities or forms of racism. Every person who experiences racism deserves to be heard and supported.

Racism can increase against particular communities at particular times, often in response to events in Australia or overseas. When this happens, council will use this strategy to respond (see Section 3.4).

Across all communities, racism can include:

- abuse, threats, harassment or violence
- damage to, or graffiti on, homes, businesses, places of worship or community buildings
- harmful stereotypes including hidden biases
- subtle, casual or everyday racism (including subtle put-downs, racial slights and snubs, sometimes called microaggressions)
- conspiracy theories
- discriminatory treatment and exclusion from services, jobs, education, housing or community life
- online hate or abuse
- holding people responsible for the actions of other individuals, groups or governments, including those overseas, because of their background or faith.

3.2 A common definition for all communities

Council uses one definition for racism against all our diverse communities:

Racism against a community, or members of a community, is discrimination, prejudice, hostility or violence directed at people because they belong to, or are seen to belong to, that community. Racism may be directed at the community's places and institutions because they are associated with the community.

For example, applying the definition to anti-Jewish racism (antisemitism) gives the following:

Anti-Jewish racism (antisemitism) against Jewish people, or a Jewish person, is discrimination, prejudice, hostility or violence directed at people because they are Jewish, or are seen to be Jewish. Anti-Jewish racism (antisemitism) may be directed at the Jewish community's places and institutions because they are associated with Jewish people.

What all forms of racism have in common is the rejection of the principle that every person has equal human dignity. In its place racism creates a ranking, in which some communities are treated as having higher standing than others.

Racism targets people who have been *racialised*, meaning they are grouped together and treated as lesser, based on characteristics such as skin colour, descent, ethnicity, culture, national origin, migration status or religion. These characteristics may be real, or they may be assumed and imposed by others. Race is a social idea rather than a biological fact: what makes racism possible is that people are placed in these groups and then treated unequally.

Racism can be interpersonal, institutional or systemic, or a combination of these (see Section 2.2).

Criticism of a government or its policies, in Australia or overseas, is not in itself racism. It becomes racism when it targets people because of their background or faith, or relies on harmful stereotypes about them.

In Australia, this includes racism experienced by **[delete any not relevant locally]**: Aboriginal and Torres Strait Islander peoples; Jewish people (antisemitism); Muslim people (Islamophobia); people of Arab

and Palestinian background; people of Asian background, including Indian background; people of African descent; Pasifika communities; and many other *racialised* migrants and refugees.

Racism against Aboriginal and Torres Strait Islander peoples is distinct because of their place as Australia's First Peoples and the ongoing effects of colonisation. Council's response is set out in Pillar 1.

3.3 Council's previously adopted policies and positions

Council has previously adopted the following, which continue to apply alongside this strategy:

Title	Date adopted	Resolution
[Title of policy, statement or position]	[Date]	[Number]

3.4 Responding when racism increases against a community

When racism increases against a particular community, council will respond using the actions in this strategy. We will:

1. **Notice.** Stay alert to reports from the community, community organisations, police and media.
2. **Listen.** Contact local organisations representing the affected community to understand what is happening and what would help.
3. **Act.** Choose relevant actions from this strategy and focus them on the affected community. This may include a public statement, safety checks at community places, targeted information, or support for community-led responses.
4. **Report.** Include what we did in our next progress report to Council.

Actions in this strategy that are suited to targeted responses are marked with © in the action plan.

4. Our community

4.1 Snapshot

[LGA name] is home to [total population] people. Our community includes:

	[LGA name]	[State/territory]
Aboriginal and/or Torres Strait Islander people	[%] ([number])	[%]
Born overseas	[%] ([number])	[%]
Speak a language other than English at home	[%] ([number])	[%]
Arrived in Australia in the last five years [Optional]	[%] ([number])	[%]

Top five countries of birth (other than Australia): [country, %]

Top five languages other than English: [language, %]

Top five ancestries: [ancestry, %]

Religious affiliation: [top religions, %]; [%] no religion.

Source: ABS, *Census of Population and Housing* [year].

4.2 Community strengths

Our community is supported by [number] cultural, faith and community organisations, including [examples]. Local events such as [examples] bring people together and celebrate our diversity.

[Optional] [LGA name] includes the traditional lands of the [Traditional Owner group(s)]. [Local Aboriginal organisation(s)] play an important role in our community.

5. Why this matters

Racism is a real and ongoing problem in Australia:

- In 2025, two in five people in Australia who were born in Africa or Asia said they had experienced discrimination in the previous 12 months.¹
- In 2024, around two-thirds of adults said racism was a very big or fairly big problem in Australia.²
- Between March 2024 and March 2025, the national Call It Out register recorded 442 validated reports of racism against Aboriginal and Torres Strait Islander people.³
- In a 2025 study of communities affected by racism in Victoria, only about 15% of people who had experienced racism had ever reported it to an organisation. Recorded figures therefore understate the problem.⁴

Racism harms people's health and wellbeing, their access to work and services, and their sense of belonging. It also damages trust between people and in local institutions.

[Optional] In [LGA name]: [local evidence, if available, e.g. community survey results, council engagement findings, reports from local organisations].

[Optional – include or remove sources including numbering above] Sources:

¹ Scanlon Institute, *Mapping Social Cohesion 2025*.

² Scanlon Institute, *Mapping Social Cohesion 2024*, as reported by the Australian Institute of Health and Welfare.

³ Jumbunna Institute, UTS, *Call It Out Annual Report 2024–25*.

⁴ Peucker and others, Victoria University, *Speaking out against racism? Silence, agency and unheard voices among racialised communities in Australia* Ethnic and Racial Studies (2025).

6. Council's role

6.1 What council can do

Council cannot solve racism alone, but we can make a real difference. As the level of government closest to the community, council:

- runs services and facilities used by people of every background
- [Optional] employs [number] people
- buys goods and services from local businesses
- brings people together through events, programs and grants
- knows local communities and their organisations
- can speak up for the community to other levels of government.

Some matters sit with other government agencies. Council does not investigate crimes, decide discrimination complaints or make national laws. In these areas, council's role is to refer people to the right place and to advocate for change.

6.2 Who does what

Organisation	Main anti-racism roles
Australian Government	National anti-discrimination law; national policy, programs and funding; national data
[State/territory] Government	State/territory anti-discrimination law; multicultural and First Nations policy; funding for community programs; state-wide strategies
Police	Responding to and investigating crimes, including hate crimes; community safety
Australian Human Rights Commission and [state/territory human rights or anti-discrimination body]	Handling discrimination complaints; education; research and advice
Council	Leading locally; fair services and workplace; community programs and events; referral and support; partnerships; advocacy
Peak bodies and advocacy organisations	Representing affected communities; training and resources; advice to government
Community organisations and leaders	Local knowledge and trust; grassroots programs; support for people affected; sharing lived experience
Schools, businesses and residents [Optional]	Respectful workplaces and learning environments; speaking up when racism happens

6.3 Council's approach

Council's actions cover four types of work:

- **Prevent:** actions for the whole community, before racism happens
- **Target:** work with particular groups or settings
- **Respond:** support when racism happens
- **Recover:** helping people and the community recover afterwards.

Each action in this strategy is labelled with one of these types.

7. Frameworks we align with

This strategy is consistent with international human rights obligations, Australian and [state/territory] law, the Australian Human Rights Commission's National Anti-Racism Framework (2024), and council's own plans, including [community strategic plan / council plan] and [Reconciliation Action Plan]. The full list is in Appendix 1.

8. Vision and principles

8.1 Vision

[LGA name] is a place where everyone is treated fairly, feels safe and belongs, whatever their race, culture, ethnicity or faith. By working to end racism, we build a stronger, more connected community.

8.2 Principles

Six principles guide how council will put this strategy into practice.

1. We recognise racism exists and we will speak up against it.

Racism happens in every community, including ours. Council will name it and respond to it, including when it happens within council.

2. We listen to people with lived experience of racism.

People who experience racism understand it best. Council will seek out their views when planning and reviewing our work.

3. We communicate and engage in ways that work for everyone.

Council will make information and engagement accessible to people of all backgrounds, languages and abilities.

4. We lead by example in our own workplace and services.

Council will check that our policies, services and workplace treat everyone fairly, and support staff and councillors to act against racism.

5. We track our progress and report it openly.

Council will measure what we do and whether it is working, and report our progress to the community.

6. We work within our role and in partnership with others.

Council will focus on what we can influence, work with community organisations and other levels of government, and advocate for change where others are responsible.

[Optional] 7. Our leaders are accountable for anti-racism outcomes.

Council's executive and managers will include anti-racism outcomes in their planning and performance reporting.

9. Our action plan

This action plan sets out what council will do over the next four years ([years]). Actions are grouped under six pillars:

1. Respecting First Nations peoples
2. Leading by example
3. Fair and welcoming services
4. Connected communities
5. Reporting and responding
6. Partnerships and advocacy

Each action shows the type of work (Prevent, Target, Respond or Recover), the team responsible, when it will happen, its likely cost, and how we will measure progress. Actions marked © can be focused on a particular community when racism against that community increases (see Section 3.4).

Most actions use existing council resources by changing how we deliver current services. Actions that need new funding will be considered through council's [annual budget process].

Action plan [years]

Key	
Type	Prevent: whole-community actions before racism happens · Target: work with particular groups or settings · Respond: support when racism happens · Recover: helping people and the community recover
©	Can be focused on a particular community when racism against it increases (Section 3.4)
Cost	\$0 = existing resources · \$ = under \$5,000 · \$\$ = \$5,000–\$25,000 · \$\$\$ = \$25,000–\$100,000 · \$\$\$\$ = over \$100,000 (per year where ongoing)
★	Best-practice option for councils choosing to do more
Year	Year of this four-year action plan

Pillar 1. Respecting First Nations peoples

Aboriginal and Torres Strait Islander peoples have a unique experience of racism, shaped by the ongoing effects of colonisation. Council will work with Traditional Owners and local Aboriginal and Torres Strait Islander people and organisations to recognise and respect First Nations cultures, and to make council a culturally safe place to work and visit. These actions complement council's [Reconciliation Action Plan]. Where an action is already in that plan, it is not repeated here.

No.	Action	Type	Lead team	Year	Cost	Measure
1.1	Seek advice from [council's Aboriginal and Torres Strait Islander advisory committee / local Aboriginal organisations] on the delivery of this strategy	Prevent	Community Development	1–4	\$0	Advice sought at least [once] a year
1.2	Celebrate NAIDOC Week and National Reconciliation Week with local First Nations people and organisations	Prevent	Community Development / Events	1–4	\$–\$\$	[2] events a year; [80]% of surveyed participants satisfied
1.3	Include First Nations cultures, history and Reconciliation in staff induction	Prevent	People & Culture	1	\$0	Induction updated by [month 6]; [100]% of new staff complete it
1.4	Promote the Call It Out register for reporting racism against First Nations people, and share its annual findings with council's advisory committee	Respond ©	Community Development	1–4	\$0	Register promoted on council channels [twice] a year; [1] briefing a year to advisory committee
1.5	Include First Nations names and people in council's naming policy priorities	Prevent	Governance / Place	1–2	\$0	Naming policy updated by end of [Year 2]
1.6	Work with Traditional Owners to protect Aboriginal sites of significance	Prevent	Planning / Heritage	1–4	\$0–\$\$	Approach agreed with Traditional Owners by end of [Year 2]

No.	Action	Type	Lead team	Year	Cost	Measure
1.7	Support First Nations staff to reduce cultural load and build peer networks	Target	People & Culture	1–4	\$\$	[75] % of First Nations staff report feeling culturally safe (existing staff survey or check-in)
1.8	Create First Nations employment pathways, such as traineeships	Target	People & Culture	2–4	\$\$\$	[2] placements a year from [Year 2]
1.9	Encourage local businesses and organisations to develop Reconciliation Action Plans	Prevent	Economic Development	2–4	\$0	[5] local organisations engaged by end of [Year 4]
1.10	Support school events that bring students together to learn about First Nations cultures	Prevent	Community Development	2–4	\$–\$\$	[3] schools participating a year
1.11 ★	Create places of recognition and learning, such as memorials or interpretive signage, in partnership with Traditional Owners	Prevent	Place / Community Development	2–4	\$\$\$	[1] place established by end of [Year 4]

Pillar 2. Leading by example

Council is a large employer and a public leader. We will make sure our own workplace is fair and free from racism, that our staff and councillors understand racism and how to respond to it, and that our spending supports an inclusive local economy.

No.	Action	Type	Lead team	Year	Cost	Measure
2.1	Include anti-racism information and this strategy in staff and councillor induction	Prevent	People & Culture / Governance	1	\$0	Induction updated by [month 6]; [100]% of new staff and all councillors complete it
2.2	Make sure staff know how to raise concerns about racism at work, and that complaints processes deal with racism clearly	Respond	People & Culture	1	\$0	Process reviewed by [month 6]; communicated to [100]% of staff
2.3	Give frontline staff clear guidance and support for dealing with racist behaviour from customers	Respond ©	Customer Service / People & Culture	1	\$0	Guidance issued by [month 6]; [90]% of frontline staff briefed
2.4	Provide anti-racism training for councillors and staff	Prevent	People & Culture	1–2	\$\$	[100]% of councillors and [80]% of staff complete training within [24] months
2.5	Invite councillors and senior managers to visit local cultural and faith organisations early in each council term	Prevent ©	Mayor's Office / Community Development	1	\$0	[3] visits in the first year of each term
2.6	Review HR policies and procedures to strengthen anti-racism and anti-discrimination outcomes	Prevent	People & Culture	1–2	\$0	Review completed by end of [Year 2]
2.7	Make recruitment more inclusive, for example by advertising through community networks and using diverse interview panels	Target	People & Culture	1–4	\$0	[3] recruitment changes implemented by end of [Year 2]
2.8	Encourage suppliers from diverse backgrounds through procurement policies and practices	Prevent	Procurement	2–3	\$0	Procurement policy updated by end of [Year 3]
2.9	Offer mentoring or leadership development for staff from culturally diverse backgrounds	Target	People & Culture	2–4	\$	[5] participants a year
2.10	Create traineeships or apprenticeships for people from diverse backgrounds	Target	People & Culture	2–4	\$\$\$	[2] placements a year from [Year 2]
2.11 ★	Add a question about experience of racism to council's existing staff survey	Respond	People & Culture	1	\$0	Question added by [Year 1] survey; result reported each survey cycle
2.12 ★	Create a dedicated anti-racism officer role	All	People & Culture / Community Development	2	\$\$\$\$	Role filled by end of [Year 2]

Pillar 3. Fair and welcoming services

Council's services, facilities and public spaces are used by people of every background. We will make sure they are easy to find, easy to use and welcoming to everyone, and that our grants, venues and communications work fairly for all communities.

No.	Action	Type	Lead team	Year	Cost	Measure
3.1	Review council's written communications for plain language and accessibility	Prevent	Communications	1–2	\$0	[20] most-used documents reviewed by end of [Year 2]
3.2	Make grants criteria and application processes accessible to groups of all backgrounds	Prevent	Grants / Community Development	1	\$0	Criteria reviewed by [month 12]; [25]% of applications from culturally diverse groups
3.3	Make sure venue hire is fair and accessible for community groups of all backgrounds	Prevent ©	Venues / Community Facilities	1–2	\$0	Hire process reviewed by end of [Year 2]
3.4	Make library collections and programs reflect the community's diversity	Prevent	Libraries	1–4	\$0	Collection review by end of [Year 1]; [4] diversity-focused programs a year
3.5	Improve access to translated information and interpreting	Prevent ©	Customer Service / Communications	1–3	\$–\$\$	Key information available in top [5] local languages by end of [Year 3]
3.6	Plan community engagement so the language, place, format and timing work for diverse communities	Prevent	Engagement	1–4	\$0	Engagement plans for [100]% of major projects consider language, place, format and timing
3.7	Make sure sporting ground allocation supports groups of all backgrounds	Prevent	Recreation	1–2	\$0	Allocation policy reviewed by end of [Year 2]
3.8	Consider diverse users when designing parks and open spaces	Prevent	Open Space / Place	1–4	\$0	Diverse users considered in [100]% of new open-space design briefs
3.9	Promote inclusion and diversity in council's early learning and children's services	Prevent	Children's Services	1–4	\$0	Inclusion content reviewed annually across [all] services
3.10	Use images in council communications that reflect First Nations peoples and the community's diversity	Prevent	Communications	2	\$	Image library of [50] images created by end of [Year 2]
3.11 ★	Check new policies, programs and services for their impact on different communities before they are adopted	Prevent	Corporate Planning	2–4	\$0	Impact check applied to [all] new policies from [Year 3]

Pillar 4. Connected communities

Racism is less likely to take hold where people of different backgrounds know and trust each other. Council will bring people together, help residents understand racism and how to respond to it, and support community groups that are leading this work.

No.	Action	Type	Lead team	Year	Cost	Measure
4.1	Include celebration of local cultures and faiths in council's existing events program	Prevent	Events	1–4	\$0	[3] events a year include cultural content
4.2	Share national anti-racism campaign material, such as the Australian Human Rights Commission's "There's nothing casual about racism", on council channels	Prevent ©	Communications	1–4	\$0	[4] posts a year
4.3	Mark the International Day for the Elimination of Racial Discrimination (21 March) with community partners	Prevent	Community Development	1–4	\$–\$\$	[1] event or activity a year
4.4	Support community-led events that celebrate diverse cultures and faiths, through existing grants	Prevent ©	Grants	1–4	\$0–\$\$	[5] community-led events funded a year
4.5	Work with communities to develop simple resources explaining racism, its effects and how to report it and get support after an experience of racism	Prevent	Communications / Community Development	1–2	\$–\$\$	Resource published by end of [Year 2]
4.6	Offer bystander ("upstander") training to community groups, sports clubs and businesses	Prevent	Community Development	2–4	\$\$–\$\$\$	[4] sessions a year; [80]% of participants report greater confidence to respond
4.7	Work with local schools to promote evidence-based anti-racism programs	Target	Community Development / Youth	2–4	\$0–\$	[3] schools engaged
4.8	Run or support a youth program that builds understanding across cultures and faiths	Target ©	Youth Services	2–4	\$\$–\$\$\$	[20] young people participating a year
4.9	Provide or promote business workshops for First Nations and culturally diverse entrepreneurs	Target	Economic Development	2–4	\$0–\$	[2] workshops a year
4.10	Join a regional anti-racism campaign with neighbouring councils	Prevent	Communications / Community Development	1–2	\$	Campaign joined by end of [Year 2]
4.11	Install anti-racism signage, such as Racism Not Welcome, in consultation with local community groups	Prevent	Community Development	1–2	\$	[10] signs installed
4.12 ★	Run a multi-year local anti-racism campaign with community-designed content	Prevent	Communications	2–4	\$\$\$	Campaign reach; [3] community-designed pieces a year

No.	Action	Type	Lead team	Year	Cost	Measure
4.13	Run workshops with communities on what racism is, people's rights, and how to report it and get support	Target ☉	Community Development	2–4	\$–\$\$	[4] workshops a year; [70]% of participants know where to report afterwards
4.14	Work with local employers and business groups to prevent racism in local workplaces	Target	Economic Development / Community Development	2–4	\$–\$\$	[10] employers engaged by end of [Year 4]
4.15	Brief shopping centres, transport operators, health services and security providers on local support services, so their staff can refer people who report racism	Target	Community Development	2–4	\$0–\$	[5] organisations briefed by end of [Year 3]

Pillar 5. Reporting and responding

People who experience racism should know where to get help, and council should be ready to act when racism happens. Council will make reporting information easy to find, keep track of incidents that come to our attention, and have a plan for responding when racism affects our community.

No.	Action	Type	Lead team	Year	Cost	Measure
5.1	Publish clear information on where to report racism and get support (police, human rights bodies, community services) on council's website and at service centres	Respond ☉	Communications / Customer Service	1	\$0	Information published by [month 6]; reviewed annually
5.2	Work with communities to develop a list of local support services and community organisations for referral for support	Respond ☉	Community Development	1–4	\$0–\$	List updated [annually]
5.3	Prepare a short plan for how council will respond to a serious racist incident in the community	Respond ☉	Community Development / Emergency Management	1	\$0	Plan in place by end of [Year 1]
5.4	Work with communities to develop a local racist incident reporting framework (e.g. graffiti, abuse at facilities) and report trends to Council	Respond	Customer Service / Community Development	1–4	\$0–\$	Trends reported to Council every [6] months
5.5	Remove racist graffiti from public places quickly and report it to police	Respond ☉	City Services	1–4	\$0	Racist graffiti removed within [24] hours of report
5.6	Hold listening sessions with communities affected by a rise in racism	Recover ☉	Community Development	As needed	\$0–\$	Session held within [4] weeks of a significant rise

No.	Action	Type	Lead team	Year	Cost	Measure
5.7	Work with police on safety for community places affected by racism and improving their referrals to other agencies where racism does not reach a criminal threshold	Respond ©	Community Safety	As needed	\$0	Safety check requested within [2] weeks. Meeting with local police commands [2] times a year
5.8	Provide clear information about approvals and rules for public gatherings in council spaces	Prevent	Regulatory Services	1	\$0	Information published by end of [Year 1]
5.9	Add questions on feeling safe and welcome to council's existing community satisfaction survey	Respond	Corporate Planning	1	\$0–\$	Baseline set in [Year 1]; tracked each survey
5.10 ★	Establish or join a community-led racism reporting and support network, led by organisations the community already trusts	Respond	Community Development	2–4	\$\$\$	Network operating by end of [Year 3]
5.11	Promote reporting and support pathways through trusted community organisations and in community languages, not only on council's website	Respond ©	Community Development / Communications	1–4	\$–\$\$	Information promoted through [5] community organisations and in top [5] local languages
5.12	Make sure people can report racism to council anonymously, and promote anonymous options	Respond	Customer Service / Community Development	1–2	\$0–\$	Anonymous option available and promoted by end of [Year 2]
5.13	Train staff in community-facing services (libraries, neighbourhood houses, customer service) to receive a report of racism, listen, record it and refer the person to support	Respond ©	Libraries / Community Development / People & Culture	1–2	\$0–\$	[80]% of staff in named services trained by end of [Year 2]
5.14 ★	Publish an annual summary of racism reported locally, with the community organisations involved	Respond	Community Development	2–4	\$0–\$	Summary published [annually] from [Year 2]
5.15 ★	Research local experiences of racism with affected communities, using peer facilitators from those communities	All	Community Development	1–2	\$\$\$	Research completed and published by end of [Year 2]

Pillar 6. Partnerships and advocacy

Council can achieve more by working with others. We will build strong relationships with community organisations, neighbouring councils and other levels of government, and speak up for our community on matters that others are responsible for.

No.	Action	Type	Lead team	Year	Cost	Measure
6.1	Keep a contact list of local cultural, faith and First Nations organisations, and meet them regularly	Prevent ©	Community Development	1–4	\$0	List maintained; [2] meetings a year
6.2	Mayor meets leaders of local cultural and faith communities at the start of each council term	Prevent ©	Mayor's Office	1	\$0	Meetings held in first [6] months of term
6.3	Work with neighbouring councils to share resources and coordinate responses	Prevent ©	Community Development	1–4	\$0	[2] joint activities a year
6.4	Take part in state or national local government anti-racism networks	Prevent	Community Development	1–4	\$0	Participation maintained
6.5	Advocate to state and federal governments for anti-racism funding and action on local priorities	Prevent	Mayor's Office / Strategy	1–4	\$0	[1] advocacy submission or letter a year
6.6	Seek state and federal grants to fund actions in this strategy	Prevent	Grants / Community Development	1–4	\$0	[1] application a year
6.7	Provide free or low-cost venue access to organisations working against racism or discrimination	Target	Venues	1–4	\$0–\$	[5] bookings a year
6.8 ★	Work towards the Welcoming Cities Standard	Prevent	Community Development	2–4	\$–\$\$	Accreditation level achieved
6.9 ★	Set up a community advisory group to guide and oversee the strategy	All	Community Development	1–2	\$–\$\$	Group meets [4] times a year
6.10 ★	Publish an annual anti-racism scorecard and hold a public progress session	All	Corporate Planning	2–4	\$–\$\$	Scorecard published [annually]
6.11	Pay community members for their time and expertise when they take part in co-design, peer facilitation or advisory work	Target	Community Development	1–4	\$–\$\$	All community contributors offered payment or equivalent recognition

10. Governance and implementation

10.1 Who is responsible

The [General Manager / CEO] is responsible for delivering this strategy. [Director / executive position] is the executive sponsor. Each action has a lead team, which is responsible for delivering it and reporting progress.

[Optional] An internal working group of staff from the lead teams will meet [quarterly] to coordinate delivery, share information and prepare progress reports.

10.2 How the strategy fits with council's plans

This strategy supports [community strategic plan / council plan], in particular [relevant goal or outcome]. Actions will be included in council's [delivery program / operational plan / annual plan] so they are funded and reported through council's normal planning and reporting cycle.

10.3 Community advice

[Optional – include this action if committees are available] Council will seek advice on this strategy from [Aboriginal and Torres Strait Islander advisory committee] and [multicultural or community advisory committee], and report progress to them [annually].

10.4 Partners

Council will work with [key local partners, e.g. Traditional Owner organisations, community organisations, neighbouring councils, police] to deliver this strategy.

11. Measuring progress

Council will track two things: whether we have done what we said (action measures in the action plan), and whether things are getting better (the indicators below).

Indicator	Source	Baseline	Target ([Year 4])
Actions completed on time	Council progress reporting	—	[80]%
Residents who feel welcome and that they belong in [LGA name]	Council community survey (Action 5.9)	[Year 1 result]	[+5] percentage points
Residents who feel safe in public places	Council community survey (Action 5.9)	[Year 1 result]	[+5] percentage points
Councillors and staff who have completed anti-racism learning	Training records (Actions 2.1, 2.4)	[0]%	[100]% councillors; [80]% staff
People taking part in council anti-racism programs and events	Program records (Pillar 4)	[Year 1 result]	[Increase each year]
Community organisations council works with on this strategy	Contact list (Action 6.1)	[Number]	[Increase]
[Optional] First Nations staff who feel culturally safe at work	Staff survey or check-in (Action 1.7)	[Year 1 result]	[75]%
[Optional] ★ Staff who have experienced racism at work in the past year	Staff survey (Action 2.11)	[Year 1 result]	[Decrease]

Reporting. Council will report progress on this strategy [annually] through [council's annual report / progress report on the delivery program].

[Optional] **Public reporting.** A short progress summary will be published on council's website each year.

12. Review

This strategy runs for 10 years, from [year] to [year]. It will be delivered through four-year action plans aligned with the council term.

When	What
Every year	Progress report to Council
Every [2–3] years	Review of actions and budget
Year 4 and Year 8	New four-year action plan
Year 10	Full review of the strategy

Council may review the strategy earlier if national or [state/territory] anti-racism frameworks change significantly, or if council resolves to do so.

Definitions

Term	Meaning in this strategy
Anti-racism	Taking active steps to prevent and respond to racism.
Bystander (or upstander)	A person who sees racism happen. An upstander is a bystander who takes safe action in response.
Cultural load	The extra, often unrecognised work that First Nations and culturally diverse staff are asked to do because of their background, such as advising colleagues or representing their community.
Cultural safety	An environment where people feel respected and safe to be themselves, without challenge to their identity or culture.
Discrimination	Treating a person less favourably than others because of a characteristic such as their race.
First Nations peoples	Aboriginal and Torres Strait Islander peoples, the First Peoples of Australia.
Hate crime	A crime motivated by prejudice against a person's actual or perceived race, religion or other characteristic.
Institutional racism	Racism within an organisation's policies, practices or habits.
Interpersonal racism	Racism between people in everyday life.
Intersectionality	The way different parts of a person's identity combine to shape their experience of discrimination.
Lived experience	Knowledge that comes from personally experiencing racism.
Racism	See Section 2.1.
Racism against a community	See Section 3.2.
Social cohesion	The connection, trust and sense of belonging that hold a community together.
Systemic racism	Racism built into laws, systems and long-standing patterns across society.
Traditional Owners	The Aboriginal or Torres Strait Islander people with traditional connection to a particular area of land and water.
Vilification	A public act that encourages hatred, serious contempt or severe ridicule of a person or group because of their race or another characteristic.

Appendix 1. Frameworks this strategy aligns with

International

- International Convention on the Elimination of All Forms of Racial Discrimination
- United Nations Declaration on the Rights of Indigenous Peoples
- Universal Declaration of Human Rights

National

- *Racial Discrimination Act 1975* (Cth)
- *Australian Human Rights Commission Act 1986* (Cth)
- National Anti-Racism Framework (Australian Human Rights Commission, 2024)
- *Towards Fairness: A multicultural Australia for all* (Australian Government, 2024)
- National Agreement on Closing the Gap (2020)

[State/territory]

- [State/territory anti-discrimination law]
- [State/territory anti-racism, multicultural or First Nations strategy]

Council

- [Community strategic plan / council plan]
- [Reconciliation Action Plan]
- [Other relevant council plans and policies]

[Optional] Council is also a member of [e.g. Welcoming Cities, a regional anti-racism network].