

# Innovate

## Reconciliation Action Plan

November 2020 – November 2022







## Together We Stand, Forever We Grow

*Samantha Ballard, 2020*

Acrylic on canvas

Commissioned for inclusion in the City of Kwinana's *Innovate Reconciliation Action Plan*, this piece explores various themes around reconciliation. *"Our past heals in our hearts, respect never dies, staying connected with our family and friends, growing stronger forever, and through reconciliation our nation accepts."*



# Message from Reconciliation Australia

Reconciliation Australia commends The City of Kwinana on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for The City of Kwinana to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, The City of Kwinana will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The City of Kwinana is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals The City of Kwinana's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The City of Kwinana on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



Come  
 Marrier  
 Winmar  
 Isaac  
 Ugie  
 Walley  
 Krakouer  
 Coomer  
 Gentle  
 Nannup  
 Woods  
 Bynder  
 Champion  
 Bolton  
 Penny  
 Wheellock  
 Abrahams  
 Ryder  
 Ballard  
 James  
 Buck  
 Yorkshire  
 Thorne  
 Henry  
 Kennell



## Acknowledgment of Country

City of Kwinana acknowledges the Traditional Custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

The City would also like to acknowledge and thank all individuals, community groups and organisations who have provided input and feedback, which has been instrumental in the development of the City's Innovate Reconciliation Action Plan (RAP).

*Warning: Aboriginal and Torres Strait Islander readers are advised that this document may contain sensitive information and references to, or images of, people who are deceased.*

## Conciliation Statement of Intent

City of Kwinana's Conciliation Statement of Intent was announced during National Reconciliation Week in May 2018. This statement and the Nyoongar translation outlines the City's commitment towards conciliation.

The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial and sustainable.

## Kaya Wanjoo

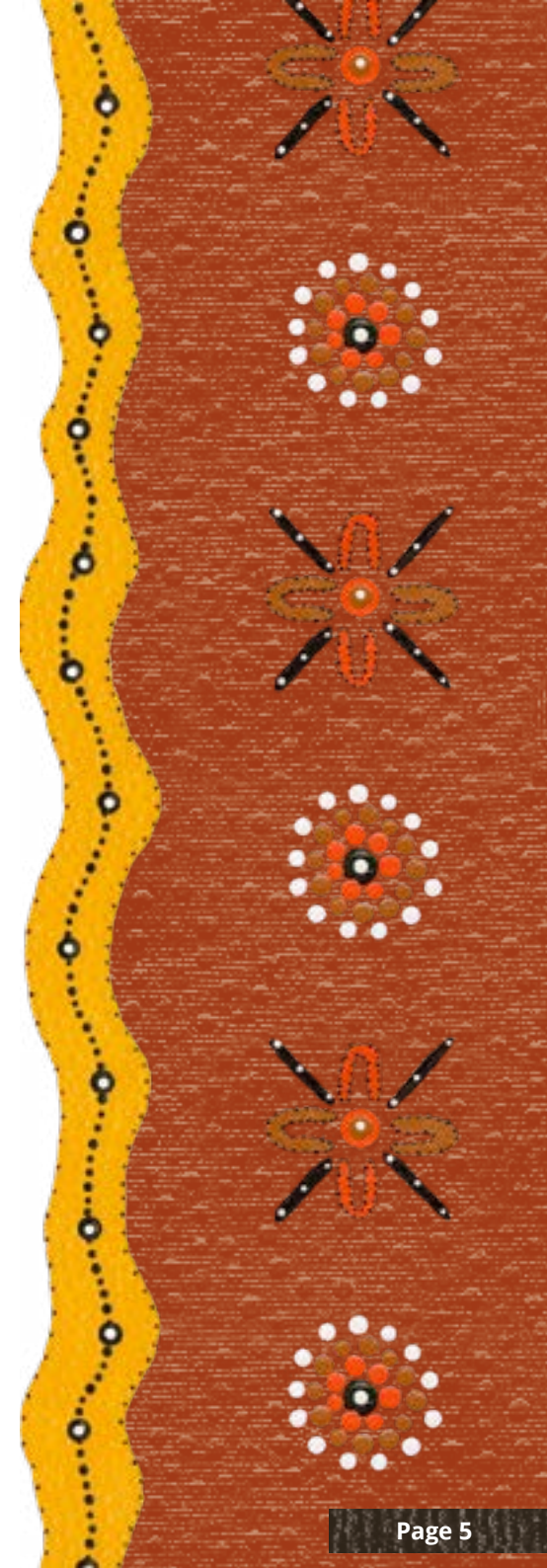
The City of Kwinana baldja warelook kolbang nidja noonookatinj moort Nyoongar Boodja.

The City of Kwinana kaadatjiny kidji kandidjoogoo moorditj maar-koodjal kolbang weyaniny bidi noonookatinj djoowak mila.

## Hello and Welcome

The City of Kwinana is firmly united in jointly going forward with you all on this, your people's land.

The City of Kwinana understands and extends both our hands in strong friendships going forward in the aim to build pathways for present and future generations hereafter.



# Our Vision

**Our Vision of conciliation is for a community that embraces culture and demonstrates respect for Aboriginal and Torres Strait Islander peoples and histories. A community where strong foundations have been embedded that support lasting relationships into the future. We envision a community where greater equality is experienced by all Aboriginal and Torres Strait Islander peoples and one where we can all walk together to champion new opportunities and celebrate success.**

## Mayor's Message

I am delighted to present the City of Kwinana's Innovate RAP for the period 2020-2022.

The City has made great progress to date since the launch of our first RAP in March 2019, successfully implementing and delivering on its first 'Reflect' RAP. The City will now continue its journey by implementing the Innovate RAP as we continue to further develop and strengthen the City's relationship with local Aboriginal and Torres Strait Islander communities.

This plan has been created to drive and support community aspirations, build capacity and create pathways for future employment. It is designed to embed the practice of consulting with our Aboriginal and Torres Strait Islander communities on City business, developing strategies that will have the greatest impact on our communities, as well as development of programs, events, activities and services within the City.

Our City continues to develop and nurture strong relationships with Elders and Aboriginal and Torres Strait Islander community members who live and work in and around Kwinana. I have been personally involved in listening to their feedback as we implement the important phases of this journey together.

Together we have delivered a number of milestones since the original RAP was launched. These include the provision of inspiring cultural awareness training to City staff, the upgrade of the Kwinana loop trail signage to reflect past histories, the creation of two additional Aboriginal and or Torres Strait Islander specific staff positions at the City and broad support for a variety of community projects, activities and events.

I have particularly fond memories of the NAIDOC Week celebrations the community held in July 2019 at the City's Darius Wells Library and Resource Centre, where I witnessed local Aboriginal and Torres Strait Islander youth perform traditional tributes to their heritage through dance and music, to a hall packed to the brim with local community members.

Through this plan, the City continues to find ways to support and connect with our Aboriginal and Torres Strait Islander communities as we walk along the path to conciliation together.

**Carol Adams OAM**  
**Mayor, City of Kwinana 2020**



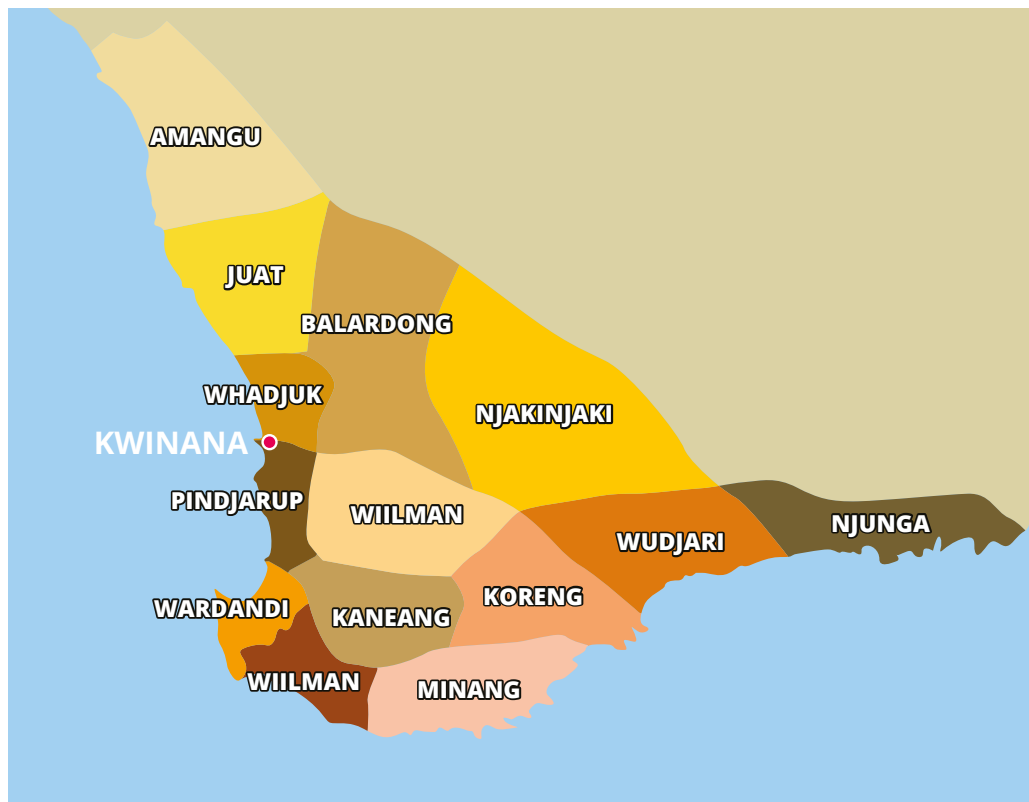


## Introduction

The City of Kwinana (the City) sits within the lands of the Nyoongar people. While Nyoongar is identified as a single language, there are variations in both pronunciation and spelling – Noongar, Nyungar, Nyoongar, Nyoongah, Nyungah, Yungar, and Noonga. The City of Kwinana uses the spelling 'Nyoongar' which is reflected throughout this document except when specifically referring to an external organisation that utilises alternative spelling.

The Nyoongar people are the Traditional Custodians of Kwinana and surrounding areas. The City has a strong, active, Aboriginal and Torres Strait Islander community representing 3.6% of our population. Within the Perth Metropolitan Region, the City of Kwinana has the highest proportion of residents that identify as Aboriginal and/or Torres Strait Islander people.

### Aboriginal groups of the South West of Western Australia



*The City's CEO Wayne Jack is Welcomed to Nyoongar Boodja.*

Nyoongar Country is the land in the south-west corner of Western Australia. There are 14 clan groups of people from Nyoongar descent within Australia.

The City's Boola Maara (Many Hands) Advisory Group (BMAG) was formed in May 2018. The main purpose of this group is to drive conciliation through the implementation of the Reconciliation Action Plan. The Kwinana Boola Maara Advisory Group advised the City to use the term 'conciliation' as it is more accurate with respect to the process and journey we are embarking upon.

The City sought guidance and took direction from the Boola Maara Advisory Group when seeking a name for the Reflect RAP. The Boola Maara Advisory Group chose to name the Plan 'Boola Maara Baldja Koorliny', which means, 'Many hands firmly united going forward'. The Boola Maara Advisory Group were unanimous in a vote to retain the name for the Innovate RAP.

Reconciliation Australia provides a framework for organisations to support the national reconciliation movement. The framework has three pillars: Relationships, Respect and Opportunities. Each of the four types of a Reconciliation Action Plan (Reflect, Innovate, Stretch and Elevate) outline the minimum elements required for an organisation's plan to be endorsed by Reconciliation Australia.





*Young Dance Performers at the NAIDOC Week 2020 opening event.*





## Our business

The City of Kwinana is located in Perth's outer southern suburbs between 25 and 37 kilometres south of the Perth CBD. The City is a rapidly growing residential area with substantial industrial, rural and rural-residential areas and some commercial areas. The City encompasses a land total of nearly 120 square kilometres and is the second fastest growing local government area in Western Australia. Our population is predicted to double in the next 15 to 20 years.

In the 2016 Census, 3.6% of the City's population identified as Aboriginal and/or Torres Strait Islander, totalling 1,405 people. This is double the percentage of Aboriginal and Torres Strait Islander people in the greater Perth area (1.8%).

The City of Kwinana has nine work locations including the Administration Building, Bright Futures Family Day Care, the Operations Centre, Darius Wells Library and Resource Centre, John Wellard Community Centre, William Bertram Community Centre, the Recquatic, Callistemon Court Aged Persons Units and the Zone Youth Space. The City currently employs 436 staff and of this number, four employees identify as being Aboriginal and/or Torres Strait Islander. The City's ambition is to grow the number of Aboriginal and Torres Strait Islander people within the organisation, particularly within the City Engagement Directorate where the majority of direct interactions with the community occur. This is an important step in strengthening our community relationships and will support the development of all staff by providing more understanding of cultural practices and protocols.

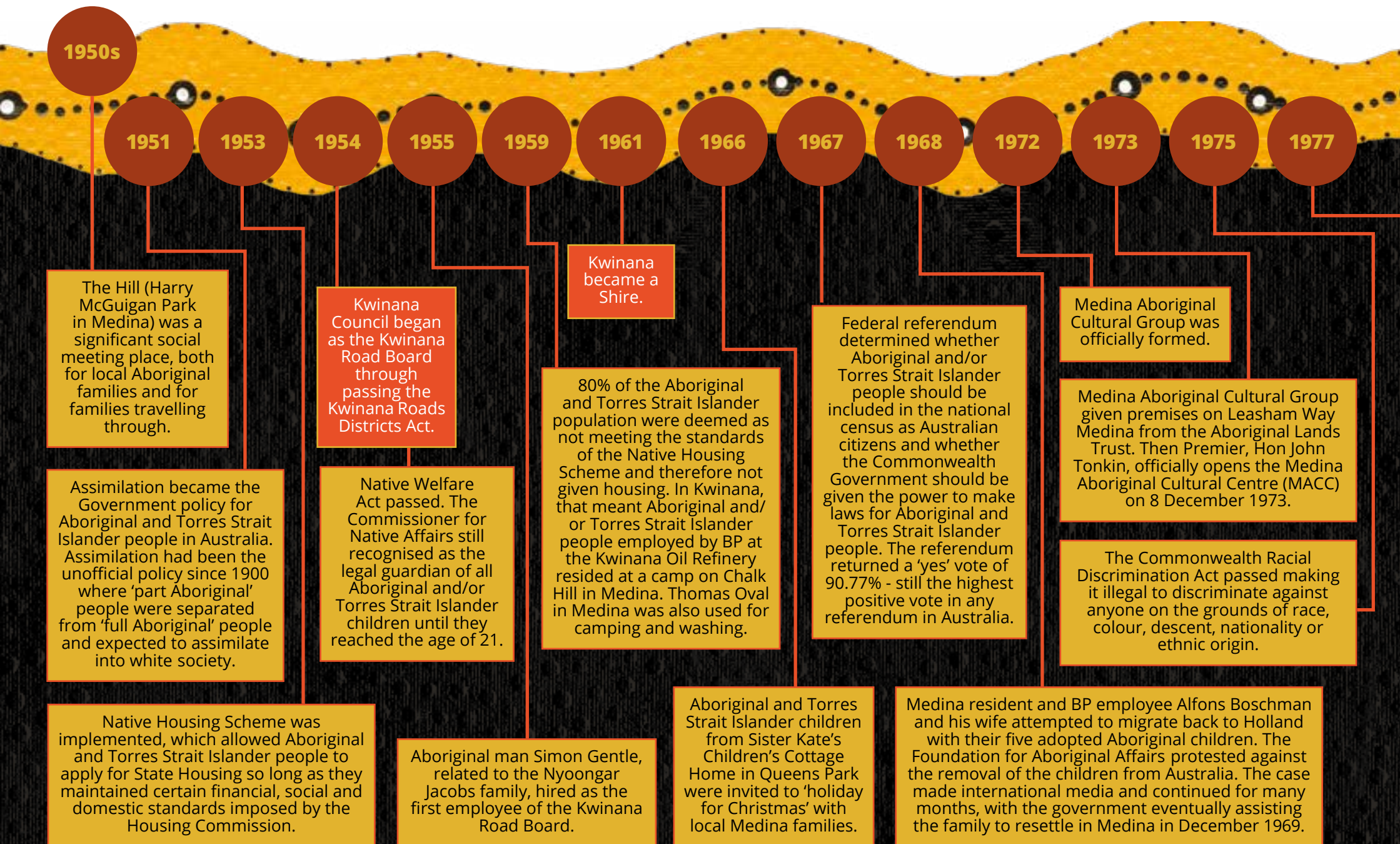
The City's core business comprises delivery of a variety of services to the residents of Kwinana. These services include recreation and events, library services, waste collection, youth programs, environmental protection and community development to name a few. In addition, the City is involved in the provision and maintenance of facilities and infrastructure such as roads, parks and community spaces.

The City's vision for the future is 'Rich in Spirit, Alive with Opportunities, Surrounded by Nature – It's all here'. The vision statement succinctly represents the community's aspirations for the future and is derived directly from the community visioning priorities. The Innovate Reconciliation Action Plan (Boola Maara Baldja Koorliny) aligns directly with this vision.

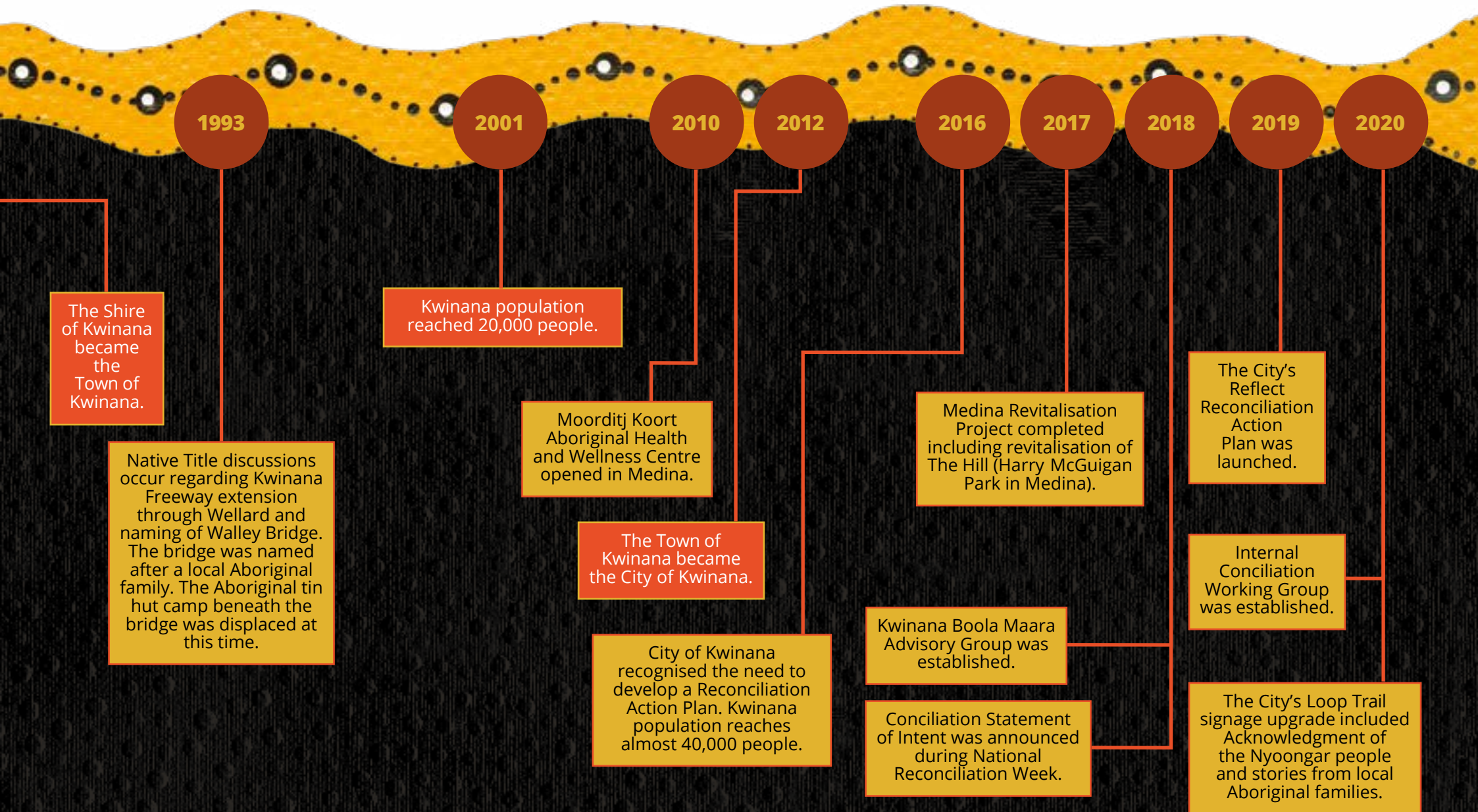
This Reconciliation Action Plan will assist in driving the organisation's conciliation journey. It will continue to build meaningful relationships, demonstrate respect and be accountable to our Conciliation Statement of Intent.



## Brief historical overview and summary of Kwinana's conciliation journey









## Our RAP



The City of Kwinana progressed through the development and implementation of its initial Reflect RAP and will continue to progress conciliation through the implementation of the City's Innovate RAP. Over the next two years, the City will be delivering on its Innovate RAP which will support the City to deepen its impact by helping to set measurable targets across the organisation.

The City has developed and maintained strong relationships with Elders and Aboriginal and Torres Strait Islander community members who live and work in and around Kwinana. The Aboriginal and Torres Strait Islander communities have expressed a need for increased awareness of histories and cultures among the wider community and aspire to develop a strong sense of pride in Aboriginal and Torres Strait Islander youth and children.

The purpose of this plan is to:

- further develop and strengthen the relationship between the City and the community; and
- embed the practice of consulting with Aboriginal and Torres Strait Islander communities on City business. In particular, when developing frameworks and strategies that have the greatest impacts on our community, but also, when developing programs, events, activities and services within the City.

This Reconciliation Action Plan is created to identify and support the achievement of community aspirations, build capacity and create pathways for future employment. We understand conciliation is a journey and we hope to learn and adapt as we progress.

The City's Boola Maara Advisory Group is made up of Elders, community members, representatives from community organisations, City staff and Councillors. The Boola Maara Advisory Group will continue to provide advice and guidance to the City on all matters relating to Aboriginal and Torres Strait Islander peoples and will continue to monitor the implementation of the Innovate Reconciliation Action Plan.

## Boola Maara Advisory Group

Mayor Carol Adams, OAM	Council Co-Chair, City of Kwinana Mayor
Barry Winmar	Community Co-Chair, CEO, Institute of Indigenous Wellbeing and Sports
Cr Matthew Rowse	City of Kwinana, Councillor
Sarah-Jane Patton	City of Kwinana, Community Development Officer - Diversity
Charlie Kickett	Community Member (Elder)
Doris Getta	Community Member (Elder)
Lindsay Calyun	Community Member (Elder)
Cindy Ballard	Community Member
Marianne Mackay Headland	Community Member
Tilman Lowe	Community Member
Paul Garlett	Chairperson Medina Aboriginal Cultural Centre
Gabrielle Giles-Gregory	Moorditj Koort Aboriginal Health & Wellness Centre
Sue Veness	Moorditj Koort Aboriginal Health & Wellness Centre

As part of the development process, the City has also formed its first Conciliation Working Group (CWG). This group is made up of internal staff who are responsible for championing the Plan throughout the organisation and delivering and reporting on the City's agreed actions and deliverables. The City has two Aboriginal and Torres Strait Islander employee representatives that sit on the Internal Conciliation Working Group. In addition to this group the City's Director City Engagement champions the RAP at the senior leadership level.



# Internal Conciliation Working Group

Director City Infrastructure
Human Resources Performance and Development Officer
Human Resources Development Coordinator
Senior Team Leader – Community Wellbeing
Community Outreach Worker
Community Liaison Officer
Senior Marketing and Communications Officer

Community Programming Team Leader
Aquatic Programs Team Leader
Dry Program Team Leader
Community Development Officer – Diversity
Community Development Officer – Arts and Culture
Local History Officer
Bush Care Officer



The Boola Maara - Advisory Group members. Not pictured Cindy Ballard and Tilman Lowe



# Achievements and challenges from the Reflect RAP



NAIDOC Week 2020, opening event



## ACHIEVEMENTS

### Relationships

- Maintained Boola Maara Advisory Group and has continued to provide feedback on City projects and support the implementation of the RAP.
- Developed an internal stakeholder list made up of community members and organisations to support our conciliation journey.
- Continued to share and provide feedback to the community through ongoing engagement.
- Launched the Reflect Reconciliation Action Plan March 2019.
- Worked with local organisations and Aboriginal and Torres Strait Islander communities in the planning and delivery of NAIDOC events.
- Developed a poster of NAIDOC events and circulated this to all stakeholders.
- Supported community groups and organisations to deliver projects across the City including, Relationships Australia's National Empowerment Program, Blue Tree community project.
- Staff and members of Boola Maara Advisory Group attended the Sorry Day event planned and delivered by Moorditj Koort.
- Hosted two Aboriginal and Torres Strait Islander community engagement meetings May 2019 and March 2020.





*Smoking Ceremony at the Launch of the Reflect Reconciliation Action Plan*

## Respect

- Provided Aboriginal and Torres Strait Islander cultural awareness training to 230 staff members, delivered by Aboriginal Leaders Danny Ford and Rosemary Walley of Kambarang Services.
- Liaised with an external provider to support grant applications to deliver Aboriginal and Torres Strait Islander cultural awareness training to community members.
- Displayed Aboriginal and Torres Strait Islander flags at all citizenship ceremonies and significant events.
- Permanent Aboriginal Flag displayed at the City's Administration Building.
- Loop Trail signage upgrade includes Acknowledgement of Country, dual language, stories and rest stops at significant Aboriginal sites.
- Developed a marketing communications plan to promote Aboriginal and Torres Strait Islander days of significance via social media.
- Included Acknowledgement of Country on all staff signatures, power point presentations and City agenda templates.

## Opportunities

- Created an additional two Aboriginal and Torres Strait Islander specific (50D) positions across the City Engagement Directorate.
- Continued one Aboriginal and Torres Strait Islander traineeship at the City Operations Centre in partnership with Kwinana Industries Council and the Clontarf Academy.
- Worked in collaboration with Institute of Indigenous Wellbeing and Sports to deliver a fortnightly Beat Ball program at the Recquatic.
- The Koya, Kinship Empowerment Program has been supported with in-kind services to assist the delivery of their programs throughout the City.



*Artwork displayed at the NAIDOC Week 2020 opening event*





NAIDOC Week 2020 Opening Event

## CHALLENGES

- A restructure and recruitment of staff has meant that relationships and mutual trust needed to be built between new staff and the Aboriginal and Torres Strait Islander communities. This has allowed us to identify the need for ongoing networking and consultation to support the development of mutually beneficial and sustainable relationships.
- The City has had a low number of Aboriginal and Torres Strait Islander applicants applying for City of Kwinana jobs. The City is committed to identifying how we can recruit and retain Aboriginal and Torres Strait Islander peoples in the City's workforce.
- Some staff have limited understanding of the significance of cultural protocols and histories of the Aboriginal and Torres Strait Islander peoples. In addition to the development of cultural protocol document, the City aims to continue to provide Aboriginal and Torres Strait Islander Cultural awareness training to all staff.

To support us in overcoming these challenges, the City will have a strong focus on the outstanding deliverables from the Reflect RAP and will strive to achieve these over the next two years:

- Developing Welcome to Country and Acknowledgement to Country Protocols document.
- Develop Aboriginal and Torres Strait Islander Employment Strategy.
- Develop an Aboriginal and Torres Strait Islander Procurement strategy to support the procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.







*Launch of the Kwinana Loop Trail Signage Upgrade Project*

## INTERNAL AND EXTERNAL STAKEHOLDER ENGAGEMENT

The City undertook a range of internal and external engagement activities throughout the development of this plan including:

- Red Cross invited City staff to speak with Elders during a group lunch to seek support and guidance to inform the City's Innovate RAP, December 2019.
- Two Aboriginal and Torres Strait Islander Community Engagement meetings held in May 2019 and March 2020.
- Two internal staff forums/planning meetings held February 2020 and March 2020.
- Conducted several one-on-one consultation meetings with staff members responsible for the deliverables within the Reflect RAP to identify actions achieved and to inform the development of the Innovate RAP.
- City staff held external meetings with local organisations listed below, to discuss the support needs of Aboriginal and Torres Strait Islander peoples and to identify potential future collaborative projects.
- Ongoing consultation and advice received from the City's Boola Maara Advisory Group.

The City would like to acknowledge the following community organisations who have been instrumental in assisting the City with the delivery of the Reflect RAP and development of the City's Innovate RAP:

- Medina Aboriginal Cultural Centre (MACC);
- Moorditj Koort Aboriginal Health and Wellness Centre;
- Koya Aboriginal Corporation;
- The Institute of Indigenous Wellbeing and Sport; and
- Ngalla Yorga Waangkan.

The key community aspirations for reconciliation remain constant:

- the need for the City to develop strategies involving the Aboriginal and Torres Strait Islander community in order to build stronger relationships and rapport with the community; and
- the need to have more Aboriginal and Torres Strait Islander people working internally at the City of Kwinana and externally within the City of Kwinana.

The City recognises that the Innovate RAP (Boola Maara Baldja Koorliny) will enable the organisation to spend time developing these relationships while together deciding on the future vision for conciliation between the organisation and the community.



## RELATIONSHIPS

The City recognises that building and developing strong relationships is the foundation to creating sustainable and mutually beneficial partnerships. Relationships help us to communicate and understand shared goals and aspirations. Building sustainable relationships will not only help the City foster connections, but will bring to the organisation a better understanding of the needs of the community and will enhance community and organisational outcomes.

The City will aim to build and maintain relationships with the Boola Maara Advisory Group and the wider community and to develop collaborative partnerships with the Aboriginal and Torres Strait Islander communities and other like-minded organisations.



Action	Deliverable	Timeline	Responsibility
1. Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, organisations and groups.	Consult with the Boola Maara Advisory Group and service providers on appropriate actions/protocols to follow when engaging with the local Aboriginal and Torres Strait Islander community.	<i>February 2021</i>	Community Development Officer - Diversity
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholder and organisations.	<i>October 2021</i>	Community Development Officer - Diversity
2. Build relationships through celebrating and supporting National Reconciliation Week (NRW).	Internal Conciliation Working Group members to participate in a minimum of one external National Reconciliation Week activity.	<i>27 May to 3 June 2021, 2022</i>	Community Development Officer - Diversity
	Encourage and support senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	<i>27 May to 3 June 2021, 2022</i>	Community Development Officer - Diversity
	Organise at least one National Reconciliation Week activity or event each year.	<i>27 May to 3 June 2021, 2022</i>	Community Development Officer - Diversity
	Register all our National Reconciliation Week events and activities on Reconciliation Australia's National Reconciliation Week website.	<i>27 May to 3 June 2021, 2022</i>	Community Development Officer - Diversity
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	<i>May 2021, 2022</i>	Community Development Officer - Diversity



Action	Deliverable	Timeline	Responsibility
3. Promote our RAP across all sector areas internally and to key community stakeholders to help drive our commitment to reconciliation.	Develop and implement an internal Communication Plan to inform and engage staff in our reconciliation journey.	<i>June 2021, 2022</i>	Community Development Officer – Diversity (Lead), Senior Marketing and Communications Officer
	Develop and implement an annual external marketing plan that demonstrates our commitment to reconciliation publically.	<i>June 2021, 2022</i>	Community Development Officer – Diversity (Lead), Senior Marketing and Communications Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	<i>Ongoing with annual review March 2021, 2022</i>	Community Development Officer - Diversity
	Work with Local Government Authorities and other RAP organisations to identify existing services and activities that support conciliation and identify how we can collaborate and work with stakeholders to develop ways to advance reconciliation.	<i>Ongoing with review twice a year - July 2021, 2022 and December 2021, 2022</i>	Community Development Officer - Diversity
	Host Aboriginal and Torres Strait Islander community engagement meetings twice a year to provide feedback on RAP actions and deliverables, and identify community needs and aspirations.	<i>March and October 2021, 2022</i>	Community Development Officer - Diversity
	Provide updates and information to community on RAP achievements via City's e-newsletter.	<i>April and October 2021, 2022</i>	Community Development Officer – Diversity (Lead), Senior Marketing and Communications Officer





Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies and ensure all City processes and procedures are equitable and inclusive.	Continue to review, update, implement and communicate the anti-discrimination strategies that are included in the City's Equal Opportunity Management Plan.	<i>April 2021</i>	Manager Human Resources
	Continue to review, update, implement and communicate the City's Workplace Behaviour Harassment, Discrimination and Bullying policy to identify existing anti-discrimination provisions and future needs.	<i>July 2021</i>	Manager Human Resources
	Engage and consult with Aboriginal and/or Torres Strait Islander staff and the Boola Maara Advisory Group to identify current and future anti-discrimination needs of staff.	<i>July 2021</i>	Manager Human Resources
	Provide ongoing coaching and support to senior leaders to promote anti-discrimination needs and education on the effects of racism.	<i>June 2021, 2022</i>	Manager Human Resources



# RESPECT

The City is committed to improving awareness of Aboriginal and Torres Strait Islander cultural practices, histories and knowledge amongst City staff and community, further developing an understanding of where we have come from and what is important to the local community. Respect brings with it healthy relationships and workplaces that embrace diversity. We endeavour to create a City that embraces culture, demonstrates respect and creates understanding.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through continuous cultural learning.	Conduct a review of cultural learning needs within the City.	<i>April 2021, 2022</i>	Manager Human Resources
	Consult with our Boola Maara Advisory Group and Aboriginal and Torres Strait Islander staff on the development and implementation of a Cultural Learning Strategy.	<i>May 2021</i>	Manager Human Resources
	Develop, implement and communicate a Cultural Learning Strategy for City staff.	<i>October 2022</i>	Manager Human Resources
	Identify and provide additional appropriate formal and structured cultural learning/training to senior management, HR Managers and Conciliation Working Group to enhance their understanding of local Aboriginal and Torres Strait Islander histories.	<i>Ongoing with review March 2022</i>	Manager Human Resources
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by increasing employee and community understanding of, and by observing the significance of cultural protocols including Welcome to Country and Acknowledgement of Country.	Invite local Elders and Traditional Custodians to speak to City staff to increase staff understanding and explain the purpose and importance of a Welcome to Country, Acknowledgement of Country and other cultural protocols and what this means to the community.	<i>September 2021, 2022</i>	Community Development Officer - Diversity



Action	Deliverable	Timeline	Responsibility
6. <i>(continued)</i> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by increasing employee and community understanding of, and by observing the significance of cultural protocols including Welcome to Country and Acknowledgement of Country.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<i>Ongoing with review March 2022</i>	Community Development Officer - Diversity
	Consult with the Boola Maara Advisory Group to develop a cultural protocol document, implement and communicate this to all staff including protocols for Welcome to Country and Acknowledgement of Country.	<i>April 2021</i>	Community Development Officer - Diversity
	Provide information to new staff during the City induction process informing them of the City's Conciliation Statement of Intent, the RAP and our cultural protocols document.	<i>Review annually December 2020, 2021</i>	Community Development Officer - Diversity
	Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events and important meetings.	<i>Review March 2021, 2022</i>	Events and Stakeholder Management Specialist, Community Development Officer - Diversity (Lead)
	Educate, promote and encourage grant recipients and external event organisers to conduct an Acknowledgement of Country at the beginning of their events and meetings.	<i>Ongoing with annual review December 2020, 2022</i>	Manager Community Engagement
7. Celebrate, promote and participate in cultural celebrations including NAIDOC week.	Develop an internal communication plan to promote participation in cultural celebrations and ensure all staff and elected members are made aware of events and resources relating to NAIDOC Week.	<i>November 2020 July 2021, 2022</i>	Community Development Officer - Diversity
	Conciliation Working Group to participate in one external NAIDOC week event.	<i>November 2020 July 2021, 2022</i>	Community Development Officer - Diversity
	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	<i>April 2022</i>	Manager Human Resources
	Promote and encourage participation in external NAIDOC events to all staff.	<i>November 2020 July 2021, 2022</i>	Community Development Officer - Diversity
	When invited, assist and support community groups in the planning and delivery of NAIDOC Week events.	<i>November 2020 July 2021, 2022</i>	Community Development Officer - Diversity



Action	Deliverable	Timeline	Responsibility
8. Build respect and recognition for Aboriginal and Torres Strait Islander people by including visual representation of Aboriginal and Torres Strait Islander histories, cultures and art within City buildings, landmarks and at Aboriginal Heritage sites.	Review existing Aboriginal named and themed landmarks and research the location, interpretation, spelling, meaning, and history of existing significant sites within the City.	<i>January 2022</i>	Community Development Officer - Diversity, Local History Officer
	Liaise with the Boola Maara Advisory Group to identify and list appropriate Nyoongar names to consider when naming City parks, buildings and place areas within the City.	<i>July 2021</i>	Community Development Officer - Diversity
	Identify opportunities to Acknowledge local registered Aboriginal heritage sites and promote areas of cultural significance through dual naming and appropriate signage to learn about local Aboriginal and Torres Strait Islander histories and cultures.	<i>January 2022</i>	Community Development Officer – Diversity (Lead, Community Development Officer - Arts and Culture, Local History Officer
	Investigate dual Nyoongar/English naming and develop a signage plan for City-owned buildings.	<i>November 2021</i>	Community Development Officer – Diversity (Lead), Community Development Officer - Arts and Culture, Local History Officer
	Subject to funding, implement dual Nyoongar/English naming signage to City owned buildings.	<i>November 2022</i>	Community Development Officer – Diversity (Lead), Community Development Officer - Arts and Culture Local History Officer, Manager Asset Management Services
	Review and update the City's History and Heritage Implementation Plan, the Arts and Cultural Plan and Policy, to include reference to all Aboriginal sites within Kwinana.	<i>June 2022</i>	Community Development Officer - Arts and Culture





*Dancer from the City's Symphony Spectacular*



## OPPORTUNITIES

The City seeks to identify, create and support opportunities for current and future generations by building capacity and creating pathways for improved economic and social outcomes. We recognise that having a workforce that is reflective of our community helps to build relationships, create diversity and offers sustainable pathways not only for Aboriginal and Torres Strait Islander peoples but also for the wider community in general.

We aim to develop strong foundations with Aboriginal and Torres Strait Islander people to support increased employment opportunities whilst also supporting current employees in their professional development.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of previous and current Aboriginal and Torres Strait Islander staff to support employment, retention and professional development opportunities for current and future Aboriginal and Torres Strait Islander peoples.	<i>July 2021</i>	Manager Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and the Boola Maara Advisory Group regarding development of a Recruitment, Retention and Professional Development Strategy.	<i>October 2021</i>	Manager Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy.	<i>July 2022</i>	Manager Human Resources
	Continue to review and update HR recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workforce.	<i>Ongoing with review every year. March 2021, 2022</i>	Manager Human Resources
	Consult with Aboriginal and Torres Strait Islander staff to identify how to best support their professional development outcomes.	<i>July 2021</i>	Manager Human Resources
	Upskill HR staff to be able to provide additional training/information to managers about the Staff Development Review process.	<i>July 2022</i>	Manager Human Resources



Action	Deliverable	Timeline	Responsibility
	Provide training and update business case templates to include additional information outlining the importance of developing a workforce that is truly reflective of our community.	<i>January 2022</i>	Manager Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	<i>Ongoing with review quarterly March, June, September and December 2020, 2021, 2022</i>	Manager Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	<i>October 2022</i>	Manager Human Resources, Internal Conciliation Working Group
	Subject to budget capacity, develop an Aboriginal and Torres Strait Islander specific (50D) Apprentice Mechanic position at the City's Operations Centre.	<i>October 2022</i>	Director City Infrastructure
	Investigate the option of employment-based training programs to support Aboriginal and Torres Strait Islander people seeking future ongoing employment in their chosen fields.	<i>October 2022</i>	Manager Human Resources
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Liaise with the Boola Maara Advisory Group to develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy.	<i>July 2022</i>	Contracts Coordinator
	Investigate Supplier Nation Membership.	<i>July 2021</i>	Contracts Coordinator
	Develop and communicate opportunities to staff for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	<i>October 2022</i>	Contracts Coordinator
	Review and update the City's Procurement Policy and practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<i>April 2021</i>	Contracts Coordinator



Action	Deliverable	Timeline	Responsibility
10. <i>(continued)</i> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and maintain a list of local Aboriginal and Torres Strait Islander suppliers City staff can draw upon for the procurement of goods and services.	<i>April 2021</i>	Manager Finance
	Develop and maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	<i>April 2022</i>	Economic Development and Advocacy Manager, Community Development Officer - Diversity (Lead)
11. Provide opportunities that support and promote the wellbeing, education and health of Aboriginal and Torres Strait Islander peoples through delivering collaborative and culturally sensitive programs and events.	Investigate opportunities to provide resources and support to local organisations and community groups in the delivery of programs and events that promote the education, wellbeing, and health of Aboriginal and Torres Strait Islander people.	<i>March, June, September and December 2021, 2022</i>	Community Development Officer – Diversity (Lead), Community Resource Centres Manager, Kwinana Recquatic Manager, Youth and Community Wellbeing Manager, Coordinator Community Engagement and Place
	Work in collaboration across business units to investigate the City’s capacity to deliver health and educational programs that build capacity and create opportunities to support the growth and development of Aboriginal and Torres Strait Islander peoples.	<i>Ongoing with review every quarter March, June, September and December 2021, 2022</i>	Community Development Officer – Diversity (Lead), Community Resource Centres Manager, Kwinana Recquatic Manager, Youth and Community Wellbeing Manager
	Investigate Aboriginal and Torres Strait Islander land management practices and programs and identify how these could be incorporated into City strategies/ approaches.	<i>April 2022</i>	Bush Care Officer





## GOVERNANCE, TRACKING, REPORTING



Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	<i>January 2021, 2022</i>	Manager Community Engagement
	Engage our senior leaders and other staff in the delivery of RAP commitments.	<i>January 2021, 2022</i>	Director City Engagement
	Appoint and maintain an internal RAP Champion from senior management.	<i>January 2022</i>	Director City Engagement
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	<i>January 2021</i>	Community Development Officer - Diversity
13. Maintain an effective Conciliation Working Group (CWG) and Boola Maara Advisory Group to drive governance of the RAP.	CWG to meet at least four times per year to oversee the development, endorsement and drive and monitor the implementation of the Innovate RAP.	<i>Meetings quarterly March, June, September and December 2020, 2021, 2022</i>	Community Development Officer - Diversity
	Maintain Aboriginal and Torres Strait Islander representation on the CWG.	<i>January 2021, 2022</i>	Community Development Officer - Diversity
	Continue to conduct regular Boola Maara Advisory Group meetings to seek support and advice when working towards achieving RAP deliverables.	<i>Bi monthly: February, April June, August, October and December 2020, 2021, 2022</i>	Community Development Officer - Diversity
	Establish and apply a Terms of Reference for the CWG and the Boola Maara Advisory Group.	<i>December 2020, 2021</i>	Community Development Officer - Diversity



Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings to Reconciliation Australia.	CWG to seek and provide data for the RAP Impact Measurement Questionnaire.	<i>July 2021, 2022</i>	Community Development Officer - Diversity
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<i>September 2021, 2022</i>	Community Development Officer - Diversity
	Investigate participation in the biennial Workplace RAP Barometer.	<i>April 2022</i>	Community Development Officer - Diversity
15. Report on the progress of our RAP internally and externally.	CWG to provide feedback and updates on individual team actions and deliverables to all staff and senior leaders through internal systems.	<i>Quarterly March, June, September and December 2021, 2022</i>	Community Development Officer - Diversity
	Publically report on the progress of implementation of the RAP in the City's Annual Report.	<i>August 2021, 2022</i>	Community Development Officer - Diversity
16. Review, refresh and update the RAP.	Liaise with Reconciliation Australia to develop a new Reconciliation Action Plan based on learning challenges and achievements of the Innovate Reconciliation Action Plan.	<i>April 2022</i>	Community Development Officer - Diversity
	Send draft RAP to Reconciliation Australia for feedback and conditional endorsement.	<i>June 2022</i>	Community Development Officer - Diversity
	Submit draft RAP to Reconciliation Australia for final endorsement.	<i>October 2022</i>	Community Development Officer - Diversity





## Glossary of terms

### Welcome to Country

A Welcome to Country ceremony gives Traditional Custodians, the Nyoongar people, the opportunity to formally welcome people to their land. This ceremony should be undertaken by Elders acknowledged as such by their family and community.

### Acknowledgement of Country

An Acknowledgment of Country is a way that non-Aboriginal people can show respect for Nyoongar heritage and the ongoing relationship of Traditional Custodians with the land. An example of a suitable Acknowledgement of Country to be used in the Kwinana area is *“I/we wish to acknowledge the Traditional Custodians of the land we are meeting on today, the Nyoongar people, and pay my/our respects to their Elders past and present”*.

### Elders

Elders are our keepers of knowledge in family and community. They are usually senior people but some families may agree to a younger person taking on this cultural responsibility.

### Nyoongar

Nyoongar language word is a generic and accepted term which is used to broadly identify Aboriginal people who come from the South West region of Western Australia. It is estimated that there are approximately 30,000 Nyoongar people living in the south west making this group the largest Aboriginal or Torres Strait Islander peoples in Australia. Nyoongar language is a spoken language, not a written language; as such, there are many ways to spell the word, depending on the dialect of the clan group. Sometimes spelt Noongar, Nyungar, Nyoongah, Nyugha or Nyungah.

### Traditional Custodians

Aboriginal representatives of the traditional language group that inhabited the area prior to European settlement are recognised as Traditional Custodians by local Aboriginal communities.

Information in this glossary has been taken from the South West Aboriginal Land & Sea Council's document on Noongar Protocols 'Living Culture – Living Land'.



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*Launch of the Reflect  
Reconciliation Action Plan*





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