

# City of Kalamunda

## Innovate Reconciliation Action Plan

November 2019 - November 2021



# Acknowledgement to Country

The City of Kalamunda acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging.

What is the difference between a Welcome to Country and Acknowledgment to Country?

"A Welcome to Country can be provided by a person who has a 2,000 plus generation connection to the place the Welcome is being provided. Therefore only a Traditional Owner/Custodian of that place can provide a Welcome To Country. If a person, Aboriginal or non-Aboriginal, does not have that traditional connection then they can provide an Acknowledgment to Country.

An Acknowledgment to Country is often provided in response to a Welcome from a Traditional Owner/Custodian or at gatherings or meetings of importance when there is no Traditional Owner/Custodian present. An Acknowledgment to Country is a sign of respect to the Traditional Owners and is done in the spirit of reconciliation. It is similar to going to someone's home where you wait at the door and don't enter until invited in by the house owner.

The Welcome and the Acknowledgment are very important in recognising and acknowledging Aboriginal and Torres Strait Islander people as the first peoples of the land on which we gather."

## **Danny Ford**

A Noongar man and a senior Traditional Owner of Whadjuk Country, with connections to the wider Noongar Country and Aboriginal communities across Western Australia.



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"The Hand of our Ancestors" by Aurora Abraham 2019

# Cover Page Artwork

## **The Hand of our Ancestors** by Aurora Abraham

The hand is painted with the effect of a cave painting to represent our Ancestors. The circle of dots reconnecting back up to the hand represents the history of our people being acknowledged, recognised and respected.

The colours of the rainbow to represent the rainbow serpent.

The waves and lines underneath the black hills show Wagyl's creation of hills and waterways. And the native hibiscus below is the official symbol of Sorry Day.

Black and white represents cross culture, and the dots represent coming together and reconciliation - the acknowledgement of history.



## **The Hand of Humans** Dreamtime Story

In the Dreaming, plants, animals and people spoke with each other, formed partnerships, had fights. But there was no law, no teacher, no leaders. Chaos prevailed over the world. From the heavens came the call for somebody to come out of the Dreaming to create law and order on earth.

At the gathering that followed, five Dreaming spirits attended: Wagyl the snake, Karrda the racehorse goanna, Yonga the kangaroo, Weitch the emu, and Nyoongar the human. After some discussion, Wagyl the snake said, "I've had enough of talk. I'm leaving. No-one will listen to me." As he left, his movements pushed up the sand to form hills and valleys. Rain fell along the paths to become rivers, and tunnels and holes filled with water.

Karrda the racehorse goanna thought about the call to create law and order on earth, and she said, "I do not want such a duty." He promptly left to wander the land. Yonga the kangaroo also did not want the burden, and left immediately for the place we now call the Stirling Ranges. From the Stirling Ranges, all the kangaroo family spread out. An argument between an emu and a kangaroo resulted in a kangaroo being killed. The burial place can be seen as Yongermeer Peak in the Stirling Ranges.

Next to speak was Weitch the emu. He said, "I will come out of the Dreaming, take on flesh form and give law and order. Look at my powerful legs. They can carry me everywhere and my tracks can be seen all over the ground."

Finally, Nyoongar the human stood up and said, "I can speak for everyone. Look at my hand! My wriggling thumb is the Wagyl. With the next finger I can make the kangaroo tracks. With the next three fingers I can make the goanna footprint. And my middle three fingers represent the emu tracks."

All the dreaming spirits looked at each other. They all agreed that the human should become flesh, give law and order and be responsible for everything. The humans put their hand prints onto the mountain caves and ledges for all to see. This symbolises how we have to care for all the plants and animals, and the land and waters.

Source: Sharing the Dreaming app



## Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome City of Kalamunda to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, City of Kalamunda joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides City of Kalamunda with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, City of Kalamunda will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the City of Kalamunda well as it explores and establishes its own unique approach to reconciliation. We encourage the City of Kalamunda to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend City of Kalamunda on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

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





Kambarang Artwork by Aurora Abraham  
Wildflower season (season of birth) October - November



## Message from the Mayor

Kaya (Hello). As Mayor of the City of Kalamunda I am proud to be part of delivering the City's Reconciliation Action Plan (RAP).

The Innovate RAP will guide us in our understanding of where we need to progress in our reconciliation journey; what we are doing well to build on as foundations; and continue to develop relationships and seek guidance from our Aboriginal and Torres Strait Islander community.

This plan is our commitment to support our community and staff to build respect, lasting relationships, and generate opportunities to create business synergies. It will also support us when developing events and community activities that will acknowledge and recognise respect and pride for Aboriginal cultures and histories.

I acknowledge the strength and resilience shown by Aboriginal and Torres Strait Islander peoples, cultures and communities through our histories and celebrate the continued significance of Aboriginal and Torres Strait Islander contributions in shaping a shared sense of unity and identity in our region. I am proud to present this Innovate RAP as Council's first formal commitment to advancing reconciliation.

As your Mayor I look forward to delivering this Plan and along with the community's support we will continue to work together to see the Plan become a success.

Reconciliation brings unity, understanding and respect between Aboriginal and Torres Strait Islanders and non-Indigenous Australians.

Margaret Thomas  
**Mayor**  
**City of Kalamunda**





## Message from the CEO



Kaya (Hello.) Nyung kadij nidja boodjar Whadjuk Noongar boodjar, nguny wongi baal birdiyah moort kure yeye boorda. (I acknowledge that I work on the grounds of the Whadjuk Noongar people, the Traditional Owners of this area and pay my respects to their ancestors past, present and future.)

This 'Innovate' Reconciliation Action Plan (RAP) represents a significant and symbolic step in the City of Kalamunda's ongoing journey towards Reconciliation. Kalamunda is an area of great social, cultural and spiritual importance to the Whadjuk Noongar people. For several years, the City of Kalamunda has shown commitment to building relationships with the Aboriginal and Torres Strait Islander community by celebrating National Reconciliation Week and NAIDOC Week. Each year community participation and engagement in these celebrations grows.

Reconciliation Action Plans (RAP) are about organisations from every sector turning good intentions into real actions and rising to the challenge of reconciling Australia. A RAP is a business plan that uses a holistic approach to create meaningful relationships, enhanced respect and promote opportunities with Aboriginal and Torres Strait Islander Australians.

Under the RAP, the City will work with our community to solve problems and generate success that is in everyone's best interests. I believe through the actions within this Reconciliation Action Plan we will foster inclusive cultures and increase positive, productive relationships with local Aboriginal communities.

Rhonda Hardy  
**Chief Executive Officer**  
**City of Kalamunda**



## Message from Local Elder

Reconciliation means coming together, working together as one. I'm talking about Aboriginal and all non-Aboriginal people. So, it's the community as a whole. I think that's the only way that things can work because at the end of the day we need each other. That's Reconciliation.

The benefits of the City of Kalamunda having a RAP is that, number one, having a working party, developing new opportunities for the local Aboriginal people and working with the City will be good for our community. You know, at the end of the day its building relationships and filling those gaps that are required within the community.

I found that being involved in the development of the RAP was very empowering and at the end of the day it is Elders having their input into seeing what is really happening for the community. Its only us, the Aboriginal community that can make some of these changes that are positive to the wider community. Working with local government, government and community together with Aboriginal people taking the role of leadership. Also, what's really inspired me is that we have a voice, we want to be able to share our wisdom and knowledge you know, to the wider community. It's important that these meetings go ahead, but one thing I will say is actions speak louder than words. So, no good having these meetings if it's just yeah yeah nod your head - it's got to be proactive.

Us Elders now that are on this RAP need to set the pace, and the foundation for upcoming generations like our young ones, for employment and training. It's the Elders that are making the way and allowing dreams to come true, and I quote, Martin Luther King, "I have a dream" and we all do have a dream. I see people that have addictions, no matter what it is, and I think to myself, when they're laying around on the streets, what happened to their dream? It's become dead. So, we've got to keep the dreams alive. You can't change what happened yesterday, but we can look forward for today and the future.

It's going to take time and that's the essence of it all. Rome was not built in a day. It's step by step and it's by us having these RAP meetings, going out meeting all different people that is important so that we have links into the wider community. I think at the end of the day it is about seeing who is out there, who wants to form partnerships and who is interested in creating new opportunities.

I would like to see a Culture Centre developed, and it is something I have spoken up about, because we don't have one that is available, there is a lot of tourists who go to the Kalamunda region because of the Bibbulmun track, we have many special places. Also, somewhere Aboriginal people can come, relate or have a yarn if there's any issues they are facing in the community. So, like an advocacy place, like a hub I s'pose, a one stop shop. Also looking at employment and training, it would be good to see more Aboriginal people employed in the City, these are the things that have formed a basis of our RAP.

It's about having a plan and taking action, all working together so that we can do well, can know more Culture and can understand Country better. It's got to be like that because at the end of the day we all need each other. I am proud to have been a part of the RAP and I am looking forward to working with the City to see these things become our reality. Together, as one.

"Focus on today, let tomorrow come, you can't change yesterday."

Sharron Yarran  
**Local Elder**





"Because of her, we can" by Nerolie Bynder-Blurton 2018



# Our Business

## Governing For Our Place and Our People

The City of Kalamunda is a local government. We are focused, then, on much more than ourselves as a corporation; we are committed to ensuring that people and communities living in our area have optimum well-being. In this, we also strive to ensure that the natural environment – the Boodjar – in our area is healthy and strong, and that all infrastructure and buildings meet the needs and aspirations of our residents and other stakeholders.

We also have responsibility for much of the land – the Boodjar – in our area. We are responsible for ensuring that the Boodjar remains as healthy as possible, and that our communities and our visitors are enriched by connection with this Boodjar. Whadjuk people have been the custodians of this Boodjar for millennia, and remain deeply connected to it today, so we want to honour that connection by working in partnership with them in this work of caring for country.

We cover an area of 324 square km. The majority of that area is rural, state forest, or National Park. Around 60,000 people live within our boundaries, with over 75% of them living in the urban suburbs. Over 1,000 people – 1.8% – identified as Aboriginal or Torres Strait Islander in the 2016 Census. In addition, many Traditional Custodians of our country live in other parts of the Perth Metropolitan area.

# Our Organisation

We employ 304 people. Of these, 0.65% identify as Aboriginal. We hope that in enacting this plan and subsequent Reconciliation Action Plans we will increase this percentage. One of our Councillors is Aboriginal (non-Noongar).



# Towards Partnership

We govern for all our residents and stakeholders. We are aware that Aboriginal people have experienced a very particular history of race-based exclusion, segregation and injustice on our land. As a result, we acknowledge that quite specific reconciliation work is needed to build a relationship of trust and partnership; a relationship in which the people who so generously welcome us to country come to know that they and thousands of generations of their ancestors are genuinely respected. Our hope and our commitment is that this relationship and respect will provide a foundation for us to stand together with Aboriginal people in their long, courageous journey of healing, re-empowerment and opportunity.

## Cultural Heritage Management Plan

The RAP will also honour a commitment made in February 2017. At that time, Council endorsed the Hartfield Park Redevelopment Project inclusive of an Aboriginal Cultural Heritage Management Plan requiring the City to enter into a RAP, engaging with the Whadjuk Noongar people and other Noongar consultants.

In doing so, we hope we can support Whadjuk Noongar people in their ongoing cultural revival and maintenance and they in turn will help us all in genuinely understanding this land we are on. That is an exciting prospect and we hope that this Innovate RAP will create the foundations for that work. Many of our residents have a thirst for Noongar knowledge of our country and we will all benefit as we work together to build that knowledge.



# What is a Reconciliation Action Plan (RAP)?

The City of Kalamunda Innovate RAP outlines the steps to prepare our organisation for Reconciliation. The City's vision for Reconciliation is to promote unity, respect and understanding. We aim to create lasting and meaningful relationships, encourage respect, and promote sustainable opportunities for Aboriginal and Torres Strait Islander peoples within our region. The Innovate RAP has four focus areas.

## Focus Area 1 **RELATIONSHIPS**

The City values more meaningful relationships with the Traditional Owners of the land by:

- Community Connections
- Events
- Treaty
- Anti Discrimination Strategies
- Communication and Connection
- Work Collaboratively

## Focus Area 2 **RESPECT**

Through partnerships we can work with all our community to create mutual respect and harmony by:

- Respect for Boodjar
- Respect for Cultures
- Acknowledge impacts of Dispossession and need for healing and re empowerment
- Creating Public Awareness and Interest
- Cultural Competences

## Focus Area 3 **OPPORTUNITIES**

The City aims to build capacity within the community, to create opportunities for all and ensure equality and diversity within our organisation by:

- Employment
- Business Development
- Opportunities for Young People

## Focus Area 4 **GOVERNANCE AND REPORTING**

The City will continue to reinforce current strategic directions and Reconciliation Australia guidelines by:

- RAP Reference Group
- Implementation
- Reporting
- Sustainability





## Who Champions our RAP?

The Coordinator Community Services is responsible for the implementation and reporting of the Reconciliation Action Plan (RAP). There are two main groups that will support the implementation, the RAP Reference group and the RAP staff working group. These groups together will provide accountability that the proposed actions and key deliverables are being met.

The RAP Reference Group is a community led group comprised of Aboriginal and Torres Strait Islander Traditional Owners, local Aboriginal and Torres Strait Islander people who live, work or have an affiliation with the City, residents who are interested in Reconciliation and community groups or organisations that operate within the City. The RAP Reference Group is coordinated by the Coordinator Community Services.

The Reference Group members will provide guidance to Council for the successful delivery of the RAP as the City aims toward Reconciliation. The Key members are:

Manager Customer and PR / Manager Community Development
Coordinator Community Services
Six Community Members with a minimum of two members who identify as Aboriginal or Torres Strait Islander

Internally, the City's RAP will be championed through the RAP Staff working group and coordinated by Coordinator Community Services.

The RAP Staff working group members will assist with the implementation of the RAP and importantly help raise awareness from within the organisation.

The variety of departments and varying levels of seniority within our staff working group means that we can promote awareness of our RAP, support implementation and affirm commitment to these actions throughout the entire organisation.

Internal Steering Group Members are:

Building Surveyor
Coordinator Community Services
Coordinator Economic and Tourism Development
Coordinator Events
Coordinator Natural Area
Coordinator Recreation Services
Economic Development Specialist
Library Officer
Manager Customer and PR
Organisational Development Coordinator
Planning Officer
Senior Procurement Officer



# In Keeping with our Strategic Community Plan

Our Innovate RAP will help us realise key aspects of our Strategic Community Plan including:

Our Vision: "Connected Communities, Valuing Nature and Creating our Future Together."

"Our simple guiding principle will be to ensure everything we do will make Kalamunda socially, environmentally and economically sustainable."

In particular it will further our values of:

- Service
- Respect
- Diversity
- Ethics (including honest, open, equitable and responsive leadership)
- Creativity
- Courage
- Prosperity and
- Harmony

## Our Priorities

### 1 Kalamunda Cares and Interacts

Looking after our people and providing our people with social and cultural enjoyment

### 2 Kalamunda Clean and Green

Delivering environmental sustainability and maintaining the integrity of the natural environment

### 3 Kalamunda Develops

Supporting our local economy and using our land and assets sustainably, diversely and effectively

### 4 Kalamunda Leads

Providing good government and leadership

Our hope through this RAP is that Whadjuk, Noongar and other Aboriginal residents and stakeholders will want to stand in partnership with us in ensuring that their people and their Boodjar thrives. We know that can only occur if we take genuine, committed action as outlined in this Plan.







# Relationships

## 1.1 COMMUNITY CONNECTIONS

Enhance direct connections between Aboriginal and non-Aboriginal residents.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.1.1	Encourage local community centres, learning centres and agencies to hold 'story circles'.	Economic & Tourism Development Community Development	Review April and September 2020
1.1.2	Identify opportunities for shared experiences at which Aboriginal and non-Aboriginal people can engage together.	Community Development	Review April and September 2020
1.1.3	Strongly encourage City of Kalamunda staff and RWG to attend all these opportunities.	Coordinator Community Development	Review April and September 2020

## 1.2 EVENTS

Facilitate and/or arrange events that bring Aboriginal and non-Aboriginal people together including National Reconciliation Week. Encourage arts and creativity to promote connection, interest and awareness.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.2.1	Identify in partnership with the Reconciliation Reference Group, events and festivals that will promote Reconciliation.	Public Relations	December 2019
1.2.2	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Public Relations	April 2020 - April 2021
1.2.3	RAP Working Group members to participate in an external NRW event.	Community Development Public Relations	May 2020
1.2.4	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	People Services	May 2020 - May 2021
1.2.5	Ensure Noongar cultures, art, knowledge and creativity is incorporated into local events.	Public Relations	March 2020 - March 2021

1.2.6	Organise at least one National Reconciliation Week event each year.	Public Relations	May 2020 - May 2021
1.2.7	Register all our NRW events on Reconciliation Australia's NRW website.	Public Relations	May 2020 - May 2021
1.2.8	Engage with local event organisers to include Aboriginal community connection.	Public Relations	April 2020 - April 2021
1.2.9	Encourage Staff who organise events and festivals to actively include Aboriginal and Torres Strait Islander people as performers entertainers and public attendees.	Public Relations	April 2020 - April 2021
<b>1.3 TREATY</b>			
Explore (in collaboration with other Local Governments and Whadjuk people) a local Treaty or equivalent agreement.			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.3.1	Consider with the RRG and other key Elders and leaders, the potential benefits and risks of a local treaty or equivalent agreement.	Community Development Public Relations	August 2021
<b>1.4 ANTI- DISCRIMINATION STRATEGIES</b>			
Promote positive race relations through anti discrimination strategies.			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.4.1	Research best practice and policies in areas of race relations and anti-discrimination.	People Services	September 2020
1.4.2	"Workforce Plan includes review of People Services policies and procedures to identify existing anti-discrimination provisions and future needs."	People Services	Review May and October 20, 21
1.4.3	Develop, implement and communicate an anti-discrimination policy for our organisation.	People Services	June 2020
1.4.4	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	People Services	June 2020
1.4.5	Educate Senior Management Group and Executive Team on the effects of racism.	People Services	June 2020

**1.5 COMMUNICATION AND CONNECTION**

Develop improved communications and connections between Council, Whadjuk people and other Aboriginal and non-Aboriginal residents.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.5.1	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Public Relations Community Development	December 2020
1.5.2	Identify via the RRG, Aboriginal residents and stakeholders who may be interested in ongoing communications.	Public Relations	December 2020
1.5.3	Identify volunteer opportunities for community to assist with local Noongar activities.	Community Development	December 2020
1.5.4	Develop locally focused connection with Noongar Radio.	Public Relations	December 2020
1.5.5	Facilitate the establishment of Aboriginal led community workshops.	Public Relations	December 2020
1.5.6	Promote the Reconciliation Action Plan on social media, websites and in hardcopy	Public Relations	December 2019
1.5.7	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Public Relations Community Development	October 2020
1.5.8	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Public Relations Community Development	February 2020
1.5.9	Implement strategies that engage our staff in reconciliation	People Services	April 2020

**1.6 WORK COLLABORATIVELY**

Foster genuine 'co-design' - collaborative planning and decision making around policies and practices that particularly impact on Aboriginal stakeholders and residents.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
1.6.1	Develop, in collaboration with RRG, Aboriginal stakeholders and residents, clear protocols on 'who can speak' for different issues.	Public Relations	December 2020
1.6.2	Ensure that the RRG continues to have a direct and formal relationship with the City of Kalamunda to oversee the development of the RAP and consequent activities.	Public Relations Community Development	February 2020 - February 2021
1.6.3	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Public Relations Community Development	July 2021





# Respect

## 2.1 RESPECT FOR BOODJAR

Work together to enhance respect for the Boodjar (life- giving country) we're on; led by Whadjuk knowledge and perspectives

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.1.1	Identify in partnership with RRG, appropriate Whadjuk partners to undertake "Respect for Boodjar" project	Community Services	December 2020
2.1.2	Develop with RRG a 'Respect for Boodjar' Plan that identifies and documents sacred and significant sites	Assets Planning and Management	December 2020

## 2.2 RESPECT FOR CULTURES

Enhance visibility of, and respect for, ongoing Whadjuk presence, culture and language

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.2.1	Continue to fly the Aboriginal flag at all City of Kalamunda Council buildings with a flag mast, whenever the Australian flag is being flown. Educate Community on why we fly these flags	Customer and Public Relations	September 2020
2.2.2	Develop public awareness campaign on why the Aboriginal flag is being flown	Public Relations	December 2019
2.2.3	Encourage community learning centres and educational institutions to provide Noongar language courses.	Community Development	December 2020
2.2.4	Work with RRG to consider/be consulted on new open spaces, roads, sub-divisions, etc with appropriate and approved Noongar names.	Asset Planning and Management	September 2019 September 2021
2.2.5	Engage staff to include Acknowledgment to Country at the beginning of all important meetings.	Public Relations	December 2019
2.2.6	Encourage staff and Councillors and RWG to participate in Aboriginal and Torres Strait Islander cultural events such as NAIDOC week events.	Community Development Public Relations	May 2020 May 2021
2.2.7	Promote NAIDOC Week events to City of Kalamunda residents.	Public Relations	April 2020 April 2021

2.2.8	Develop a mutual understanding between Senior Management and Staff that encourages participation in external NAIDOC events.	People Services	December 2019
2.2.9	Include appropriate Acknowledgment to Country at all events hosted by Council and invite local Traditional Owner or Custodian to provide a Welcome to Country and/or other appropriate cultural protocol at significant events of the City including Corymbia, Mayoral dinner and connected communities events.	Public Relations	December 2019
2.2.10	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	People Services Public Relations	December 2019
2.2.11	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Public Relations	April 2020

### 2.3 RESPECT FOR CULTURES

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

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.3.1	RAP Working Group to participate in an external NAIDOC Week event.	Community Development	April 2020 April 2021
2.3.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	People Services	April 2020 April 2021
2.3.3	Promote and encourage participation in external NAIDOC events to all staff.	Public Relations People Services	April 2020 April 2021

### 2.4 ACKNOWLEDGE IMPACTS OF DISPOSSESSION AND NEED FOR HEALING AND RE-EMPOWERMENT

Heighten awareness and acknowledgement of the history of dispossession and its impacts on us today (within Council and local community).

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.4.1	Include in local historical information the facts about and impacts of, dispossession on Whadjuk people.	Economic and Tourism Development	September 2021
2.4.2	Library Services to develop and promote collections on local, state and national history from an Aboriginal and/or reconciliation perspective.	Library Services	December 2019 December 2020
2.4.3	Identify healing places within the City.	Economic Development	September 2021

2.4.4	Tourism/historical tours to be incorporated into the Tourism Strategy	Tourism Development	September 2021
<b>2.5 PUBLIC AWARENESS AND INTEREST</b>			
Increase public awareness of, and interest in, Aboriginal culture, history, and current Aboriginal circumstances (including strengths).			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.5.1	Develop and promote in collaboration with RRG, an 'information pack' about Whadjuk, and wider Aboriginal culture, history and current circumstances.	Public Relations Economic & Tourism Development Community Development	September 2021
2.5.2	Pursue via Western Australian Local Government Association (WALGA) a coordinated local government approach to public engagement in Reconciliation	Public Relations Community Development	September 2021
2.5.3	Identify opportunities for interpretive signage that positively highlights Aboriginal connection (both historic and contemporary).	Public Relations	September 2021
2.5.4	Establish an 'Aboriginal Leadership Award' that recognises leadership by local residents or by Aboriginal people who have a positive impact on local Boodjar (land) or community.	Public Relations	September 2021
<b>2.6 CULTURAL COMPETENCES</b>			
Enhance cultural competence within the City of Kalamunda.			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
2.6.1	Conduct a review of cultural learning needs within our organisation.	People Services	December 2019
2.6.2	Create 'Towards Reconciliation' training opportunities for staff and Councillors, to gain a greater understanding of Cultural issues, Impacts of dispossession and Keys to enhancing relationships with Aboriginal people	People Services Community Development	December 2019 December 2020
2.6.3	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Public Relations Community Development	June 2021
2.6.4	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	People Services Community Development	May 2020 May 2021



# Opportunities

## 3.1 EMPLOYMENT

Significantly increase Aboriginal and Torres Strait Islander employment within the City.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
3.1.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	People Services	Review May each year
3.1.2	Workforce Plan includes an annual review of industry best practice strategies.	People Services	December 2020 December 2021
3.1.3	Develop an Aboriginal employment strategy including identifying internal champions and mentors, and an Aboriginal and Torres Strait Islander target	People Services	December 2020
3.1.4	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	People Services	May 2021
3.1.5	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	People Services	July 2020
3.1.6	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	People Services	January 2020
3.1.7	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	People Services	April 2020
3.1.8	Identify opportunities to assist in Aboriginal-led caring for Boodjar' for example environmental/ horticultural/park management.	People Services Environmental Services	December 2020
3.1.9	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	People Services	October 2021



<b>3.2 BUSINESS DEVELOPMENT</b>			
Support Aboriginal business development			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
3.2.1	Establish a relationship with the Noongar Chamber of Commerce to identify opportunities for Aboriginal and Torres Strait Islander business development.	Economic Development	December 2019
3.2.2	Seek guidance from the Chamber, other Local Governments and/or WALGA on effective procurement strategies	Corporate Services	December 2019
3.2.3	Develop an affirmative Aboriginal procurement strategy, to assist in developing the capacity of Aboriginal businesses	Corporate Services	December 2020
3.2.4	Investigate Supply Nation membership.	Corporate Services	February 2020
3.2.5	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Corporate Services	March 2020
3.2.6	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Corporate Services	September 2020
3.2.7	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Corporate Services	December 2020
<b>3.3 OPPORTUNITIES FOR YOUNG PEOPLE</b>			
Contribute to the empowerment of young Aboriginal residents (and emerging leaders).			
	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
3.3.1	Seek out and engage with young Aboriginal residents and emerging leaders.	Community Development	December 2019
3.1.2	Through ongoing support and engagement with young people, provide opportunities for: Connection with Elders, Leadership programs and/or awards , access to relevant and culturally safe services and clubs, sports opportunities and employment opportunities	Community Development	December 2019



# Governance and Reporting

## 4.1 RECONCILIATION REFERENCE GROUP

Establish and maintain an effective Reconciliation Reference Group (RRG) to drive governance of the RAP.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
4.1.1	Formalise the RRG to assist with the governance RAP implementation	Public Relations Community Development	December 2019
4.1.2	Establish and be guided by the Terms of Reference for the RRG	Public Relations Community Development	December 2019
4.1.3	Maintain Aboriginal and Torres Strait Islander representation on RRG	Public Relations Community Development	Review December, March, June and September each year

## 4.2 IMPLEMENTATION

Provide appropriate support for effective implementation of RAP commitments.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
4.2.1	Define resource needs for RAP implementation	Public Relations Community Development	December 2019
4.2.2	Engage our Senior Leaders and staff in the delivery of the RAP	Public Relations Community Development	December 2019
4.2.3	Define appropriate systems and capability to track, measure and report on RAP commitments.	Public Relations Community Development	December 2019
4.2.4	Appoint and maintain two internal RAP champions from Senior Management	Public Relations Community Development	December 2019

**4.3 REPORTING**

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
4.3.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Public Relations Community Development	30 September 2020 30 September 2021
4.3.2	Report RAP progress to all staff, Councillors and Senior Management quarterly	Public Relations Community Development	Review December, March, June and September each year
4.3.3	Publicly report our RAP achievements, challenges and learnings, annually and share with networks	Public Relations Community Development	Review December, March, June and September each year
4.3.4	Investigate the possibility in participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Public Relations Community Development	May 2020

**4.4 SUSTAINABILITY**

Continue our reconciliation journey by developing our next RAP.

	DELIVERABLE	RESPONSIBILITY	TIMEFRAME
4.4.1	Register via Reconciliation Australia's website to begin developing our next RAP.	Public Relations Community Development	August 2021

**City of Kalamunda**

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