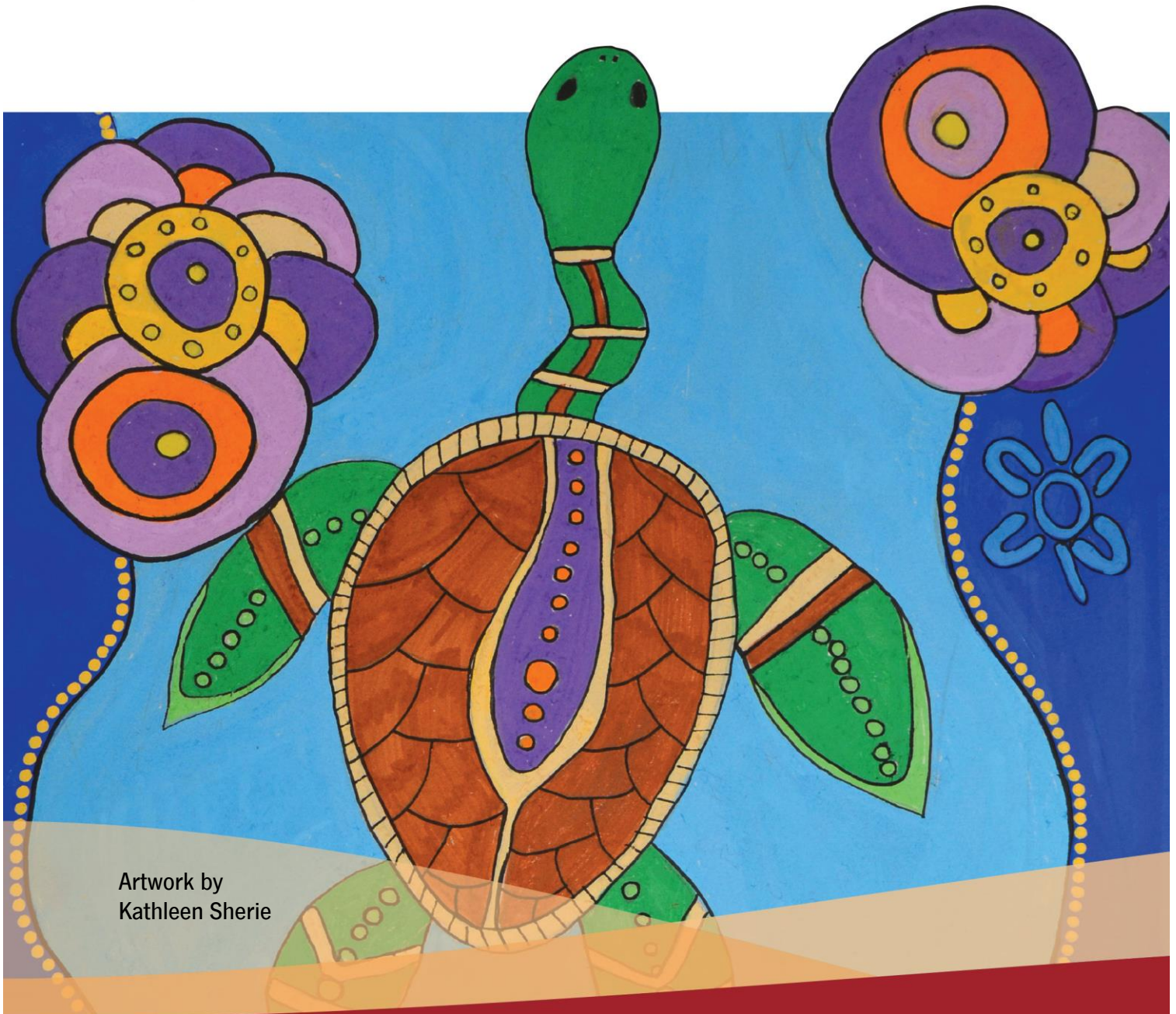




City of Cockburn

# Innovate Reconciliation Action Plan

December 2023 - December 2025



Artwork by  
Kathleen Sherie

[www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)

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# Innovate Reconciliation Action Plan

December 2023 – December 2025

## Acknowledgement of Country

**Cockburn Nyungar moort Beeliar boodja-k kaadadjiny. Koora, yeyi, benang baalap nidja boodja-k kaaradjiny. Ngalak kaadatj dayin boodja, kep wer malayin. Ngalak kaditj boodjar kep wer kaadidjiny kalyakool yoodaniny, wer koora wer yeyi ngalak Birdiya koota-djinanginy.**

City of Cockburn acknowledges the Nyungar people of Beeliar Boodja. Long ago, now and in the future, they care for Country. We acknowledge a continuing connection to land, waters and culture and pay our respects to Elders, past and present.

Whadjuk is one of the Nyungar groups occupying the southwest of Western Australia. Beeliar is one of the clans of the Whadjuk group of Nyungar, with Beeliar Nyungar meaning river people. What we know today as City of Cockburn is Beeliar Boodja (Beeliar Country).

## Acknowledgement of front cover artist, Kathleen Sherie

My name is Kathleen Sherie. I grew up on Beeliar Boodja and have connection to Minang/Goreng Country in the south of southwest Western Australian, through my grandmother.

The story of my painting:

Beeliar Boodja is the home of the yaakan/yakkin (long neck turtle). The circles represent the 24 suburbs in the Cockburn area. The shades of blue represent the land and lake or swamp, Boodja and pinjar/binger. The sitting people symbols are the respected Elders of the community, past and present.

## Our Vision for Reconciliation

Nidja City Cockburn baal djinang dandjoo-koorl moort-al warn moorditj kenyak yambo boola-boola dudjarak koordoodjinyal wer kaadadjiny. Ngaalang warn boorder-be dandidin djit kardakor Nyungar wer Torres Strait Islander wer warma noonakutt wagbella ali bandang moort baalap booder-be yokiny wer banga Cockburn moort.

Nyungar language translation by Reverend Sealin Garlett (dec.) and Charmaine Bennell.

The City of Cockburn's vision for reconciliation is to create an inclusive community with strong relationships across cultures based on mutual respect and understanding.

Our actions will contribute to the goal of closing the gap between Aboriginal and Torres Strait Islander peoples and other Australians with respect to equitable access to services, inclusion in decision making and to employment and business opportunities, so that all people can be valued and participate fully in the Cockburn community.



Photo: Cockburn Wetlands precinct upgrade opening, didgeridoo player Tim Kelly and his son Troy

## Message from the Mayor

Reconciliation Action Plans (RAPs) provide a framework with actions, timeframes and requirements to report as a means of turning good intentions into measurable actions. They enable organisations to take meaningful action to progress reconciliation, increase equity, and listen to First Nations voices.

The City of Cockburn has had three RAPs: 2011-2013, 2013-2016 and 2018-2021. The most recent was a 'Stretch' RAP which sets targets for employment, engaging with Aboriginal and Torres Strait Islander businesses and other actions. We're now moving to the next phase and have engaged with our community to produce an Innovate RAP which allows the City time to reflect on the state of reconciliation work across Cockburn and within our local government organisation, and set new goals as required.

As we celebrate National Reconciliation Week, acknowledge Sorry Day, and extend our shared journey through various activities during NAIDOC Week there continues to be much more that we are able to do to as a community to 'Close the Gap' in terms of the health and life expectancy of Aboriginal and Torres Strait Islander peoples and other significant gaps that remain as a challenge to us all.

Connectivity with Elders and the deliberations of our Aboriginal Reference Group are important elements in driving the process of knowledge sharing and providing guidance and recommendations to our Council on the many aspects of the RAP and other related activities. In particular, I express special thanks to Reverend Mitchell Garlett for following in the footsteps of his father and providing guidance into the development of the City's Reconciliation Action Plan.

The City continues with the planning of the Aboriginal Cultural and Visitors Centre in Bibra Lake and investment in the education of Elected Members and staff in cultural competency training, so important to reflect our shared values, increasing our knowledge of Nyungar heritage, culture and language.

The City looks forward to working in partnership with our community over the next two years to take the next steps in our commitment to reconciliation by building on our successes from our previous Reconciliation Action Plans.

His Worship the Mayor  
Logan K. Howlett, JP

## Statement from Reconciliation Australia CEO

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

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 Cockburn continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that City of Cockburn will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the City of Cockburn the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for City of Cockburn to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, City of Cockburn will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of City of Cockburn's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine, Chief Executive Officer  
Reconciliation Australia

# The Land, Our People and Our Business

The City of Cockburn is centrally located in the southern suburbs of Perth, Western Australia, on Whadjuk Nyungar Boodja (the land of the Whadjuk Nyungar people) between the coast and Jandakot Airport.

More than 122,000 people live in the City's 24 suburbs and this is expected to grow to over 170,000 by 2036. Cockburn is made up of vibrant communities, old and new. It is a place of diverse people, lifestyles and experience, with an environment ranging from pristine beaches and two chains of wetlands to parks and world-class recreation facilities.

Bibra Lake Regional Playground is a unique nature play facility with a First Nations design and focus incorporating sculptures, natural plantings and a special circle in amongst rocks where you can hear Nyungar stories.

The City of Cockburn is an epicentre of innovation and opportunity for industry and a major contributor of economic activity and employment in the state. It is home to five of WA's most successful industrial hubs, with everything from defence to manufacturing, and has 9,297 businesses spread across the region. Cockburn Central, in the rapidly growing heart of the City, is home to the award-winning Cockburn ARC (Aquatic and Recreation Centre) and Fremantle Football Club.

Core business for the City is the delivery of a wide range of services to Cockburn residents including the provision of community infrastructure, the maintenance and development of community facilities, the provision of municipal services such as community safety and waste collection, significant community events and the regulatory services associated with planning and development.

There is a large Community Services Division including Youth, Seniors, Recreation, Children and Child Care, Community Development, Disability Access and Inclusion, Cultural Diversity, Volunteering and First Nations Community Development. The City also has a strong history of direct service delivery and manages several grant-funded community services including Family and Individual Support Services, Financial Counselling, Cockburn Parenting Service, targeted Youth Services programs and others.

As of May 2023 the City has 1,069 employees - 448 full-time, 196 part-time, and 425 casual staff. There are currently ten Aboriginal and Torres Strait Islander staff.

The City of Cockburn services the community with an administration building in Spearwood, three libraries, a Youth Centre, Seniors Centre, and Operations Centre, sixteen Community Centres, Cockburn Aquatic and Recreation Centre, and with staff also co-located at Coolbellup Community Hub, Cockburn Integrated Health Facility and Cockburn Care facility.

# The City's Spheres of Influence



## High influence, high interest – **Manage**

- Local Elders and Knowledge Holders
- The City's Aboriginal Reference Group
- State and Federal Ministers for Aboriginal Australians
- Elected Members of Council
- City Executives.



## High influence, low interest – **Satisfy**

- Local Aboriginal residents
- City Staff.



## Low influence, low interest – **Recognise**

- Local sporting groups
- Local community groups
- Fremantle Dockers Football Club
- Local schools
- Neighbouring LGAs (local government areas)
- City suppliers/contractors.



## Low influence, high interest – **Inform**

- Local MPs
- Local Police
- Local service providers (St John of God, Curtin Uni, Multicultural Futures, Bridging the Gap)
- Partnering organisations – Financial Wellbeing Collective (Anglicare/Uniting Care); Southwest Metro Parenting Service (Meerilinga, KEYs), Connecting Community for Kids (CCK), Imagined Futures
- Locally active Aboriginal groups/organisations – 'My Time' Aboriginal parenting group; Moorditj Koort Aboriginal Corporation
- Aboriginal businesses engaged/contracted by the City.



## Our RAP Journey

Our first defined steps towards reconciliation began in 2002 with the establishment of the City's Aboriginal Reference Group (ARG), which has met regularly since then. An Aboriginal Community Development Officer role was initiated in 2003 and there are now two such roles in place. We became the first Perth metropolitan area local government to have a RAP approved in 2011.

The City has been on a journey towards reconciliation for over 20 years, has developed and implemented three RAPs during that time, and this is the fourth RAP.

Reconciliation is especially important to us as a local government organisation, working with and representing our local community in all its diversity. We want to ensure inclusion in local government life, and respectful and genuine relationships with the Whadjuk Nyungar people as the First People of this region. Working towards reconciliation as an ongoing journey is the job of non-Indigenous people. We can hope to do this alongside First Nations people, based on strong relationships, as there is so much for us to learn and understand.

The City has undertaken a focus on Anti-Racism since 2020, with the development and delivery of the 'Let's Talk About Racism' workshop series to staff, in collaboration with a neighbouring local government, City of Melville. These workshops include First Nations staff and non-Indigenous staff together, with more than seven series (28 workshops) delivered between 2020 and 2023 to more than 400 staff in total. Alongside this training, a 'Discrimination, Harassment and Bullying' Policy (ECM 11385354) was developed and adopted as of February 14, 2023.

The City has decided to undertake an Innovate RAP for the next period 2023-2025. There has been a significant degree of change in the organisation over the past two years, along with Covid in the time prior. We will use this two-year timeframe to consolidate the work we have completed and implement a range of new and exciting initiatives. One of our key goals is to effectively embed our reconciliation work right throughout the organisation, in all areas, and this will be our focus for the time ahead.

The overall RAP Champion for the organisation will be the CEO.

The City has also now appointed a dedicated part time Reconciliation Lead role.

The internal RAP Steering Group (RSG) will meet quarterly. The RSG includes the business areas below, with six First Nations people included as members:

- Reconciliation Lead
- Sustainability and Environment
- Culture and Transformation
- Library and Cultural Services
- Strategic Planning
- Strategy and Integrated Planning
- Community Development
- Aboriginal Cultural and Visitor Centre Manager (First Nations)
- People Experience (HR)
- Community Development and Services
- Youth Services
- First Nations Community Development x 2 (First Nations)
- Finance
- Seniors Centre
- Strategic Procurement
- Advocacy and Engagement
- Media and Communications
- Property and Assets
- Recreation Infrastructure and Services
- Operations and Maintenance
- Community Safety
- Library Officer (First Nations)
- City of Cockburn Aboriginal Reference Group representatives (First Nations).

The City of Cockburn has had an Aboriginal Reference Group (ARG) in place continuously since 2002. Two Elected Members also attend, unless it is a special meeting for a specific reason, the First Nations Community Development staff attend and one or two non-Indigenous staff. The ARG is chaired by one of the Reference Group's First Nations members, with a Deputy Chair also being a First Nations member.

The ARG and the RAP Steering Group are closely aligned, with two senior staff representatives from the RAP Steering Group (one First Nations, one non-Indigenous) attending each of the ARG meetings and acting as a point of liaison and engagement between the two groups. The City's Reconciliation Lead staff member will attend an ARG meeting at least twice per year to formally report on the RAP.

Representatives from the ARG are invited to attend the four annual RAP Steering Group meetings to build and strengthen working relationships between the two and provide input into the RAP implementation. The City's RAP is a standing item on the ARG agenda, with a particular focus on it during its review and renewal. A consultation session was undertaken with the ARG in 2022 by Kambarang Consultancy, a local Aboriginal-owned business who are delivering the community engagement for the RAP. Regular updates, including achievements and challenges, will be discussed with the ARG throughout the implementation of the new RAP.



Photo: Cockburn NAIDOC  
Community Event

## Previous RAPs

### RAP 2011 – 2013 Key Achievements

- ✓ A Welcome to Country at each of the City's Citizenship ceremonies (11-14 ceremonies per year). A welcome message in Nyungar language is on the event program given to all attendees.
- ✓ Aboriginal and Torres Strait Islander flags are flown all year round at the City's administration building.
- ✓ Reconciliation Week and NAIDOC Week are celebrated annually with Flag Raising ceremonies, talks and entertainment.
- ✓ Delivery of regular Aboriginal Cultural Awareness training to staff.
- ✓ The annual purchase of artwork by local Aboriginal and Torres Strait Islander artists for display at City facilities.
- ✓ The creation of a local Aboriginal history and culture booklet, 'Beeliar Boodjar' by two First Nations academics and researchers.
- ✓ An addition to our annual Student Graduation Awards of an Aboriginal and Torres Strait Islander award for each primary and high school.
- ✓ Delivery of healthy eating, activity and lifestyle (HEAL) programs for Aboriginal and Torres Strait Islander community.
- ✓ The City's Aboriginal Reference Group (started in 2002) continued to meet monthly with Elected Member representation also on board.

## RAP 2013 – 2016 Key Achievements

- ✓ Nyungar language was incorporated in naming of streets, parks, other locations, and the new Skate Park.
- ✓ Supplying up to five hours/week free access to community hall use for Aboriginal and Torres Strait Islander cultural activities and for community Wakes.
- ✓ Aboriginal artwork was commissioned and installed, and the Nyungar Tourist Trail brochure created to highlight sites of interest and artwork at Port Coogee. The marina beach at Port Coogee was named Ngarkal (Seagull) Beach with a background story provided by a local Nyungar family.
- ✓ Partnered with Curtin University in the creation of the Derbal Nara website covering Cockburn Sound Country, stories, and family.
- ✓ An Acknowledgement of Country is included in the official format of all Ordinary Council Meetings and Special Council Meetings.
- ✓ The City's Social Procurement Guideline was developed with a focus on increasing engagement with Aboriginal majority-owned businesses.
- ✓ An Equal Employment Opportunity Management Plan was developed in 2016 which included recruitment and retention strategies aimed at Aboriginal and Torres Strait Islander staff.



Photo: Australia Day Festival,  
Bindjareb Middars Aboriginal dance group

## RAP 2018 – 2021 Key Achievements

- ✓ Providing guidance on First Nations cultural protocols for staff at the City as well as Cockburn residents via the City's webpage. A new dedicated landing page on the City's website has been developed for Reconciliation covering our Vision for Reconciliation; the RAP and regular updates on its implementation, Reconciliation activities and events, how to get involved and a Resources page. This will be regularly reviewed and updated.
- ✓ Progressing the Aboriginal Cultural and Visitors Centre located in bushland opposite the Bibra Lake wetlands. The City's Aboriginal Reference Group (ARG) endorsed the Aboriginal Cultural and Visitors Centre's detailed design, and an Aboriginal Advisory Group was formed to provide ongoing cultural guidance. The Centre's design is inspired by the area's native Southwestern snake-necked turtle, making it a unique attraction in metropolitan Perth. It will also provide employment and small business opportunities for Aboriginal and Torres Strait Islander people through the creation of dedicated First Nations staff positions and the delivery of cultural experiences and walks, art and craft, bushtucker, catering and as a gathering place for community.

The City has worked closely with the ARG, the wider First Nations community and the architect to ensure the design will provide cultural and environmental benefits. A reworked design was endorsed by Council on 9 December 2021. The Centre will be a place of recognition and learning about Nyungar culture, language, music, art and dance, with educational programs that fit the school curriculum; Cultural Awareness training; Reconciliation activities and celebrations; and a Visitors Information Centre, retail shop and cafe. Construction of the Aboriginal Cultural and Visitors Centre is anticipated to commence in 2024.

- ✓ Cultural Competency training identified for all staff and for those areas where it should be mandatory (most people). This includes an online introductory training, a more general Cultural Education training delivered by First Nations providers, and the 'Let's Talk about Racism' workshops on addressing racism and building a network of Allies to First Nations people.
- ✓ Nyungar language incorporated into interpretive signage installed across the City in multiple parks including Manning Park, Bibra Lake, Banksia Eucalypt Woodland Reserve, Kurrajong Reserve and at C.Y. O'Connor beach. Meeting rooms at the City Administration and Operations Centre now have Nyungar names.
- ✓ 'Let's Talk about Racism' cultural competency training developed by staff and delivered as a collaborative project with City of Melville to staff and invited guests from other local governments and organisations. The series of four workshops was initially run as a pilot program in July 2020 with First Nations staff and non-Indigenous staff together in attendance and in the facilitator role. The key goal of the training is to educate and

encourage a personal and professional journey of self-reflection as a means of building a cohort of Allies to First Nations staff and peoples. Each series comprises 12 hours of training over four workshops, with now more than seven series (28 workshops) delivered to about 400 staff across both local governments. The content of each workshop includes truth-telling Panels, experiential activities, Listening Partnerships, information and sharing of stories. The impact has proved to be powerful, personal and effective in bringing about change in the area of addressing the ongoing challenges of racism, on both a personal and organisational level. This training has been highlighted in articles in the LG (local government) Focus journal May 2021 and in the 2021 RAP Impact Report of Reconciliation Australia.

- ✓ Growth in National Reconciliation Week events each year, including Staff Forums, Staff and Community breakfast with Reconciliation WA, Run for Reconciliation and Annual Flag Raising events.
- ✓ Working with schools to support and share progress amongst staff developing their Narragunnawali Reconciliation Action Plan. The City has held two School RAP Forums in response to an ongoing keen level of interest in reconciliation from schools across the Cockburn region. Seven schools attended the Forum in 2022, with one presenting on their Narragunnawali RAP journey, along with a presentation from Reconciliation WA. It is planned for this to be an annual Forum as a means of connecting schools who are developing RAPs or wanting to. Schools are also strongly interested in National Reconciliation Week (NRW) activities provided by the City, with one school undertaking a 12 km return 'Reconciliation walk' with its older students from the school to the City Administration for the annual flag-raising and opening of NRW. Long Daycare Centres which have developed a RAP also attend the event with some of the children in their care. First Nations Community Development staff provide information to schools regularly in regard to Welcome to Country providers and Aboriginal and Torres Strait Islander businesses. In addition, for ten years the City has offered School Graduation Awards to a commended First Nations student in each of the primary and secondary schools, to the value of \$2,000 in total across all schools.
- ✓ Growth in procurement of First Nations businesses with expenditure of \$280,000 across one year and 22 providers on the system.
- ✓ Acknowledgement of Country in both Nyungar and English on all City websites and as an email footer for all staff.
- ✓ First Nations employment at the City has increased to 1.6 per cent.

## RAP 2018 – 2021 Learnings and Challenges

- The City is ambitious in its goals for Reconciliation and has taken on some large projects. One of these is the Aboriginal Cultural and Visitors Centre which has been in development for some years and is close to coming to fruition. The dedicated work on this project continues. The other is the 'Let's Talk about Racism' series of workshops which is unique to the partnership between the Cities of Cockburn and Melville, and highly regarded across the local government and community services sector. This has allowed our two local governments to take a deep dive into anti-racism work over a two and-a-half year period with many learnings and revisions along the way, especially as we work hand-in-hand with First Nations staff throughout the planning and delivery. Series seven now looks a bit different to series one, based on trial and error and much discussion and input from First Nations as well as non-Indigenous staff. The CEOs and Executive of each LGA are demonstrating a strong and ongoing commitment to this important work.
- It has been a challenge to effectively embed accountability and ownership of the RAP across the organisation. This has left the workload and cultural load in the Community Development work area rather than taken up by the diverse areas of the whole organisation. The strengthening of reconciliation across the organisation is reliant on many staff and work areas seeing the benefits and having a vested interest in reconciliation. This will be achieved through the development and implementation of several key documents:
  - Cultural Learning Strategy to cover all employees and Elected Members and ensure a stronger level of organizational cultural competency
  - Communications Plan to ensure education and promotion of the RAP and broader reconciliation perspectives and learnings to all staff
  - Community Engagement Framework to ensure stronger relationships with First Nations stakeholders across a growing number of projects and initiatives, and strategies to include First Nations voices from the outset and in partnership where possible.
- There is identified keen interest in reconciliation and the City's RAP from various parts of the Cockburn community. This was highlighted during presentations to Residents' Groups, meetings with Aboriginal and Torres Strait Islander residents, survey responses throughout the RAP consultation process and direct individual contact from Cockburn residents. The RAP community engagement process also reflected pockets of strong feelings against the efforts of reconciliation and questioning the benefits of RAPs. These attitudes and perceptions have come to the fore, for example when a Mosque was built at a City location, and again throughout the Referendum process. There is a need for strategies to educate and promote the City's ongoing commitment to reconciliation and to offer more targeted information and workshops to residents and community stakeholders. Strategies will be identified through the development of a Communications Plan to cover the wider local government area.





# Relationships

City of Cockburn values the diversity of the people who make up our community and in particular acknowledges Whadjuk Nyungar as the First Peoples of Beeliar Boodja. We welcome all Aboriginal and Torres Strait Islander people who have made their home here. Through genuine, honest, and respectful relationships we aim to walk together on this Country. As an organisation we can create strong relationships by listening and welcoming the perspective of First Nations people in all aspects of the work we undertake.

**Focus area:** Strategic Community Plan 2020-2030

Outcome: Community, Lifestyle and Security - A vibrant, healthy, safe, inclusive, and connected community.

3:3 Aboriginal and Torres Strait Islander cultures and other diverse cultures and heritage are recognised and celebrated.

Outcome: Listening and Leading - A community focused, sustainable, accountable, and progressive organization.

5:2 High quality and effective community engagement and customer service experiences.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Continue to meet with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to develop guiding principles for future relationships, including with the City's Aboriginal Reference Group (ARG).	June 2024	Community Development Manager
	2. Develop and implement a First Nations Community Engagement Framework to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Community Development Manager

			Manager Advocacy and Engagement
	3. Actively seek to understand and appropriately respond to local Aboriginal and Torres Strait Islander people's needs as part of community engagement and consultation activities.	June 2024	Manager Advocacy and Engagement
	4. Investigate the possibility of engaging a First Nations organisation in land management work at the City.	July 2025	Environmental Coordinator (Enviro Management Policy and Planning)  Environmental Supervisor (Environment, Parks and Streetscapes)
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024, 2025	NRW Working Group Lead
	2. RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024, 2025	NRW Working Group Lead
	3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2024, 2025	Reconciliation Lead NRW Working Group Lead
	4. Organise at least one NRW event each year and register all City events on Reconciliation Australia's NRW website.	27 May-3 June 2024, 2025	Reconciliation Lead NRW Working Group Lead

3. Promote reconciliation through our sphere of influence.	1. Develop and implement a Communications Plan to raise awareness of reconciliation both internally with staff and externally with the public.	June 2024	Communications and Marketing Manager
	2. Communicate our commitment to reconciliation publicly.	February 2024	Reconciliation Lead
	3. Identify opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including resident groups, community groups, schools, early learning, businesses and others.	November 2024	Head Community Development and Services
	4. Collaborate with RAP organisations such as Reconciliation WA, local governments, LG Pro and others to develop innovative approaches to advance reconciliation.	May 2024 May 2025	Reconciliation Lead
4. Promote positive race relations through anti-discrimination strategies.	1. Undertake review of the 'Discrimination, Harassment and Bullying' policy to ensure it adequately addresses racism in the workplace	February 2025	Acting Executive People Experience
	2. Communicate and promote the City of Cockburn's 'Discrimination, Harassment and Bullying' Policy.	July 2025	Governance Manager
	3. Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination strategies.	July 2025	Acting Executive People Experience
	4. Educate senior leaders and all staff on the effects of racism and engage all staff in learning opportunities such as the 'Let's Talk about Racism' training in partnership with another organisation.	March 2024, December 2024 June 2025	Reconciliation Lead



# Respect

The City acknowledges that respect for Whadjuk Nyungar people and for all other First Nations people who have settled in Cockburn is an essential foundation for building genuine relationships and a connected, safe and welcoming community. We commit to building a deep understanding of culture, history and protocols through learning, listening, relationships and celebration. We can take immense pride in the First Peoples of this land and will demonstrate that visibly across the City.

**Focus area:** Strategic Community Plan 2020-2030

**Outcome:** Community, Lifestyle and Security - A vibrant, healthy, safe, inclusive and connected community.

3:3 Aboriginal and Torres Strait Islander cultures and other diverse cultures and heritage are recognised & celebrated.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Conduct a review of First Nations cultural learning needs within our organisation.	June 2024	Community Development Manager
	2. Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2025	Community Development Manager
	3. Develop, implement, and communicate a Cultural Learning Framework document for our staff.	July 2024	Organisational Development Coordinator

	4. Provide opportunities for all staff and senior leadership to participate in formal and structured cultural learning.	June 2024 June 2025	Organisational Development Coordinator
	5. Provide opportunities for Elected Members to participate in formal and structured cultural learning.	June 2024 June 2025	Chief Community Services  Executive Governance and Strategy
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024 June 2025	Community Development Manager
	2. Develop, implement and communicate a cultural protocol location on staff Intranet including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Community Development Manager  Reconciliation Lead
	3. Include a Welcome to Country or Acknowledgement of Country, according to appropriate protocols, at significant events and at important meetings.	December 2023	Head of Library and Cultural Services  CEO
	4. Ensure appropriate cultural protocols are considered in the delivery of all City events and arts and cultural endeavours.	July 2025	Head of Library and Cultural Services

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	1. Engage the Events and Arts and Cultural Team to have a stronger presence in the planning and delivery of NAIDOC activations to ensure increased organisational capacity, stakeholder engagement and shared ownership that doesn't rely only on First Nations staff.	January 2024 June 2024	Head of Library and Cultural Services
	2. RAP Steering Group to participate in an external NAIDOC Week event.	July 2024, 2025	Head Community Development and Services
	3. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	July 2024, 2025	Acting Executive People Experience
	4. Promote and encourage the participation of all staff in external and internal NAIDOC events, particularly the City's Launch of NAIDOC Week.	July 2024 July 2025	CEO Head Community Development and Services
8. Ensure an Acknowledgement of Country is visible at all City premises and Aboriginal and Torres Strait Islander flags can be flown at key venues.	1. Develop a two-year Plan for the installation of flagpoles and Acknowledgement of Country signage at identified key City facilities including the City Administration Centre.	July 2025	Reconciliation Lead
	2. Implement the installation of flagpoles and Acknowledgement of Country signage at identified key City facilities, as per Plan.	July 2025	City Facilities Manager
	3. Develop a Plan and undertake implementation to extend dual naming of features and naming of locations, parks and facilities across the City.	June 2024 June 2025	Community Development Manager Manager Property Services, Land and Leasing

9. Strengthen knowledge and pride in Nyungar language across the community and incorporate it visibly across the City in signage and naming.	1. Investigate opportunities to develop knowledge and interpretation of places, place names and meanings and stories through potential partnerships and funding.	June 2024	Reconciliation Lead  Community Development Manager  Sustainability and Climate Change Coordinator
	2. Engage with Traditional Owners to incorporate Nyungar language into interpretive signage when updating existing artwork, implementing new signs or other communications.	December 2024  August 2025	Sustainability and Climate Change Coordinator  Community Development Manager  Corporate Affairs Manager
10. Work with local primary schools to strengthen cultural awareness and respect for First Nations cultures and peoples.	1. Develop a partnership with at least one local community group/organisation to deliver a free event focusing on reconciliation to schools in the Cockburn area.	December 2023	Community Development Manager
	2. Deliver an annual event to provide cultural education to both First Nations and non-Indigenous students at local schools through truth-telling, stories, dance performances and other culturally safe activities.	August 2024, 2025	Community Development Manager

11. Visibly promote local Aboriginal and Torres Strait Islander cultures in our area.	1. Create opportunities for residents to connect with Country and First Nations peoples through cultural events and workshops.	July 2024 July 2025	Head of Sustainability and Environment  Community Development Manager
	2. Regularly update and maintain the City's website to help community expand their understanding of First Nations cultures, protocols, histories and of the local Aboriginal and Torres Strait Islander community.	March 2024	Comms and Marketing Manager  Community Development Manager





# Opportunities

The City will work to create and support initiatives and opportunities for First Nations people in our region in order to strengthen equitable participation in our community and in the organisation. We will all benefit from the contributions and perspectives of Aboriginal and Torres Strait Islander people.

**Focus area:** Strategic Community Plan 2020-2030

Outcome: Community, Lifestyle and Security - A vibrant, healthy, safe, inclusive and connected community.

3:1 Accessible and inclusive community, recreation and cultural services and facilities that enrich our community

Outcome: Local Economy - A sustainable and diverse local economy that attracts increased investment and provides local employment

1:1 Increased investment, economic growth and local employment

Outcome: Environmental Responsibility - A leader in environmental management that enhances and sustainably manages our local natural areas and resources

2:1 Protection and enhancement of our natural areas, bushland, parks and open spaces

2:2 Sustainable resource management including waste, water and energy.

Action	Deliverable	Timeline	Responsibility
12. Improve employment outcomes by increasing Aboriginal and Torres Strait	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Acting Executive People Experience

Islander recruitment, retention, and professional development.	2. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development Framework	February 2024	Acting Executive People Experience
	3. Develop and implement an Aboriginal and Torres Strait Islander Employment Framework focused on recruitment, retention and professional development.	April 2024	Acting Executive People Experience
	4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2024	Acting Executive People Experience
	5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2024	Acting Executive People Experience
	6. Investigate partnerships with organisations to encourage Aboriginal and Torres Strait Islander specific cadetships, work placements and other employment pathways.	April 2024	Acting Executive People Experience Comm Dev Manager
	13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Regularly review and update the City's Aboriginal and Torres Strait Islander procurement strategy.	June 2024 June 2025
2. Investigate Supply Nation or Noongar Chamber of Commerce membership.		March 2024	Strategic Procurement Manager Community Development Manager

	3. Develop and promote opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024	Strategic Procurement Manager
	4. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	Strategic Procurement Manager
	5. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2024 May 2025	Strategic Procurement Manager
14. Invest in the preservation of cultural heritage and visitor education at significant sites.	1. Secure Council endorsement for the construction phase of the planned Aboriginal Cultural and Visitors Centre at Bibra Lake.	June 2024	Chief of Community Services
	2. Establish the Nyungar name for the Aboriginal Cultural and Visitors Centre in consultation with local Elders, Knowledge Holders and Community Groups.	June 2024	Community Development Manager
	3. Commence construction of the planned Aboriginal Cultural and Visitors Centre at Bibra Lake.	August 2025	Chief of Community Services
15. Engage and support Senior's Services staff/volunteers to participate in and contribute to reconciliation activities within Cockburn.	1. Develop an Implementation Plan to create reconciliation-focused opportunities at Cockburn Seniors Centre and Cockburn Care.	May 2024 May 2025	Seniors and Childcare Manager
	2. Deliver appropriate cultural education training to Senior Services volunteers and staff to ensure understanding and engagement with the reconciliation activities.	December 2024 August 2025	Seniors and Childcare Manager
16. Ensure Council services are available and culturally appropriate for First Nations	1. Continue to build strong relationships with First Nations young people, including communication with extended family and	June 2024	Youth Services Manager
		June 2025	

communities to strengthen all aspects of wellbeing.	community, via key annual events and culturally appropriate case work.		
	2. Investigate the option of on-going municipal resourcing for the 'Ngaany Djang' My Time Aboriginal parents and grandparents' group as a valued Aboriginal and Torres Strait Islander-led group in Cockburn.	January 2024	Family and Community Services Manager



# Governance

**Focus area:** Strategic Community Plan 2020-2030

**Outcome:** Listening and Leading: A community focused, sustainable, accountable and progressive organisation.

5:2 High quality and effective community engagement and customer service experiences.

Action	Deliverable	Timeline	Responsibility
17. Establish and maintain an effective RAP Steering Group (RSG) to drive governance of the RAP.	1. Maintain Aboriginal and Torres Strait Islander staff representation on RSG.	December 2023	Reconciliation Lead
	2. Apply the Terms of Reference for the RSG and review as needed.	December 2023 and annually	Reconciliation Lead  Manager Legal and Compliance

	3. Meet four times per year to drive and monitor RAP implementation.	March, June, Sept, Dec 2024, 2025	Reconciliation Lead
18. Ensure genuine and ongoing engagement with the Aboriginal Reference Group (ARG) to support Council's work.	1. Executive to strengthen relationship with ARG through in-person meetings.	March 2024	CEO ExCo
	2. Elected members to strengthen relationship with ARG through in-person meetings.	December 2024	Governance Office of the Mayor
	3. Discuss reconciliation and RAP achievements, challenges and learnings with the ARG.	October, March 2024, 2025	Reconciliation Lead
19. Provide appropriate support for effective implementation of RAP commitments.	1. Define resource needs for RAP implementation as part of RAP development. Review annually in line with budget preparation.	December 2023	CEO Chief of Finance
	2. Engage our senior leaders and other staff in the delivery of RAP commitments and regular reporting of achievements.	December 2023	Reconciliation Lead

			ExCo
	3. Identify appropriate systems to track, measure and report on RAP commitments and resource as required.	February 2024	Reconciliation Lead  Manager Strategy and Integrated Planning
	4. Maintain internal RAP Champion/s from senior management.	December 2023	CEO
20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Reconciliation Lead
	2. Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2024, 2025	Reconciliation Lead  Manager Strategy and Integrated Planning

	3. Publicly report our RAP achievements, challenges and learnings	September 2024, 2025	Reconciliation Lead  Communications and Marketing
	4. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Reconciliation Lead
	5. Submit a traffic light report to Reconciliation Australia, Executive staff, Elected Members and Aboriginal Reference Group (ARG) at the conclusion of this RAP.	August 2025	Reconciliation Lead  Manager Strategy and Integrated Planning
21. Continue our reconciliation journey by developing our next RAP.	1. Register via Reconciliation Australia's <a href="https://rap.reconciliation.org.au/s/registration">website</a> to begin developing our next RAP <a href="https://rap.reconciliation.org.au/s/registration">https://rap.reconciliation.org.au/s/registration</a>	July 2025	Reconciliation Lead



## Contact

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