



City of Stirling
City of Choice

Innovate Reconciliation Action Plan (RAP)

September 2018 – September 2020



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Acknowledgements

The City of Stirling acknowledges the Wadjak People of the Nyoongar Nation as the traditional custodians of Mooro country. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

The City of Stirling would like to thank the Elders, members of community and

staff from across the organisation who have provided valuable input towards this plan.

Words in the Nyoongar language can be spelt in different ways, including Noongar and Nyungar. The spelling 'Nyoongar' has been adopted by City of Stirling.

Our vision for reconciliation

The City of Stirling is a harmonious, spirited, engaged and equal community in which Aboriginal and non-Aboriginal people work together to see things through the same eyes.

'Seeing things through the same eyes'

Foreword from the Mayor

The City of Stirling places great importance on its history and the contributions made by its community. Aboriginal people have made outstanding contributions to the community and it has been a pleasure to work with the Reconciliation Action Plan (RAP) Working Group to build strong foundations for the development and implementation of the City's RAP. Through working alongside the Aboriginal community, celebrating its proud history and culture and recognising its great strength, the City of Stirling has successfully implemented its first RAP and is looking forward to spending the next three years building on our achievements in the delivery of our second RAP.

One of the achievements of our reconciliation process that we are extremely proud of has been the development of an Aboriginal Resource Centre. The City worked alongside the Wadjak Northside Aboriginal Community Group to support them to

establish a Centre that is driven by a fantastic group of community members. This group have delivered numerous successful programs that engage Aboriginal young people, parents, Elders and the broader community.

One of the programs developed in partnership with the City of Stirling was the very popular Mooro tours. These tours provided members of the public the opportunity to participate in a cultural experience and visit significant Aboriginal sites within the City. The success of the tours resulted in the City of Stirling and the Wadjak Northside Aboriginal Community Group receiving the Premiers Award for Improving Aboriginal Outcomes. The City's passion for improving outcomes for Aboriginal communities drives our delivery of programs and activities which help to increase their capacity to support their community.

We have also put a lot of work into acknowledging the contributions of

Aboriginal people and creating greater awareness of Aboriginal culture and history. It is this great work and other similar initiatives that have led to the City of Stirling receiving the National Local Government Award in 2016 for our work towards reconciliation.

The journey of reconciliation is extremely important to the City of Stirling. Working to foster unity and respect between Aboriginal and Torres Strait Islanders and non-Indigenous Australians is at the core of the City's values and principles. The City of Stirling looks forward to implementing this this new RAP and to creating continued positive outcomes for the reconciliation of our communities.



Councillor Mark Irwin
Mayor





Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see the City of Stirling continue its reconciliation journey and to

formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, the City of Stirling continues to play an important part in a community of 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 the City of Stirling with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the City of Stirling will strengthen 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 Stirling well as it embeds and expands its own

unique approach to reconciliation. We encourage the City of Stirling 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 the City of Stirling on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

The City of Stirling is located eight kilometres north of the Perth CBD. It covers an area of around 100 square kilometres from Scarborough, Trigg and North Beach in the west to Balga and Inglewood in the east, and from Beach Road in the north to Herdsman in the south. It also has over 600 hectares of natural bushland, 26 wetland sites and 6.5 kilometres of coastal dunes and beaches, including the major tourist destination of Scarborough.

The City of Stirling is located in a region that has been home to Wadjak people for over 40,000 years. Wadjak is one of 14 Nyoongar groups, which cover the south-west of Western Australia. The Nyoongar nation is made up of many regions, and the City of Stirling falls within Mooro Country. Mooro Country extends from the Indian Ocean in the west to the Swan River in the south, to Ellenbrook in the east and to beyond Yanchep in the north. When colonisation began in 1829, Yellagonga was the Elder of the Aboriginal people to whom Mooro Country belonged. Yellagonga's people, like their ancestors before them, seasonally migrated from

the coastal wetland areas in summer/autumn to inland areas in winter/spring. A coastal wetlands trail for Nyoongar people extended from the Swan River along a chain of lakes to Yanchep. There are clusters of Aboriginal Heritage Sites registered at each of the lakes in this chain, making Gwelup, Star Swamp and Herdsman significant sites within the City of Stirling for the Nyoongar people. Nyoongar people believe that the chain of lakes is fed by an underground water system created by the Waugal (the Rainbow Serpent). The Nyoongar community sees the chain of lakes as really 'all the same water' that is 'one water, many lakes.'

In addition to our rich Aboriginal cultural heritage, the City of Stirling has a long history of migration with many well-established multicultural communities that have made significant contributions to the City. We continue to receive large numbers of newcomers who choose to make the City of Stirling their home. As a result of successive waves of migration, the City of Stirling is one of the most culturally diverse local governments in Western Australia.

In 2016, the Census determined that over one-third of the of the City's 210,209 population were born overseas, and about a quarter of the population spoke a language other than English at home. It also shows that the City has a population of 2,227 Aboriginal and/or Torres Strait Islander people.

The City's Workforce Plan states our commitment to ensuring that it is an equitable and diverse workplace. We will continue to improve the understanding of equity and diversity across the City and aim to increase the participation of minority groups in the workforce, ensuring that the City is an equal opportunity employer. The City of Stirling is comprised of 1,449 employees, with 3 employees who identify themselves as Aboriginal or Torres Strait Islander as of August 2017. The City's workforce plan aims to bridge the gap between the diversity of our community and the diversity of our employees.

More information about Aboriginal History within the City of Stirling can be found on the City's website www.stirling.wa.gov.au

Our RAP

In 2010, the City of Stirling conducted consultations with a specific focus on the Aboriginal and Torres Strait Islander community that identified key issues relating to the City's relationship with Aboriginal people. As a result of this consultation, the City established the Aboriginal Action Group, a group which consisted of local Aboriginal Elders, City employees and the Mayor. This group initiated the development of the City's first RAP; some of its original members continue to make valuable contributions to the City's current RAP Working Group. Reconciliation Australia outlines four stages in the RAP process – Reflect, Innovate, Stretch and Elevate.

The City of Stirling is now in its second stage of RAP implementation and will

be delivering on its Innovate RAP for the next two years. The Innovate RAP will give our organisation opportunities to focus on tried and tested strategies and programs, helping to set clear and measurable targets to deepen its impact. The previous RAP implemented by the City enabled us to develop a strong foundation for making meaningful change. With this RAP, we look to consolidate those changes and build on the positive work we have begun.

The RAP is a core part of implementing the City of Stirling Corporate Business Plan 2016/17 – 2019/20. It sits within Theme 3 – Engaged Communities. Its aspirational objective is that the City of Stirling will be a place where people

from diverse backgrounds will feel included and respected. Residents will be informed and involved in important local issues and encouraged to participate in community life.

The Family Services Coordinator and Aboriginal Engagement officer are the City's RAP Champions and they are well supported by the Community Development Directorate and the City's RAP Working Group.

This Reconciliation Action Plan (RAP) is guided by Reconciliation Australia who have set the following key themes:

- Relationships
- Respect
- Opportunities.

RAP Reflections

The City of Stirling is committed to providing opportunities for recognition and celebration of Aboriginal people's contribution to our community. Over the past three years, the City has achieved the following:

- Conducted Newcomer Tours for new migrants, with a strong emphasis on Aboriginal history and culture as part of these tours
- Worked in partnership with Wadjak Northside Aboriginal Community Group to develop and implement Mooro tours to showcase Aboriginal history and culture
- Hosted a Reconciliation Week forum for local governments in partnership with the Local Government Professionals WA
- Worked in partnership with the Wadjak Northside Aboriginal Community Group to support the community through programs delivered from the Aboriginal Resource Centre
- Supported Wadjak Northside Aboriginal Community Group to host an Aboriginal Christmas Party for the local community
- Worked with community groups and schools to conduct events and celebrations, such as Reconciliation Week, Harmony and NAIDOC
- Developed in-house training to educate staff about reconciliation
- Developed an in-house Aboriginal Cultural Awareness training package which has been delivered to over 100 staff members
- Worked in partnership with the Nyoongar Sports and Wellbeing Association to deliver monthly Beatball events at Herb Graham Recreation Centre. This program successfully brings together young people from Aboriginal and other cultural backgrounds through sports
- Installed Acknowledgement to Country plaques across 40 City-owned buildings.







1. Relationships

Positive relationships are the foundation of cohesive communities. The City of Stirling places great importance on working with its diverse community to build strong relationships between Aboriginal and Torres Strait Islander people and the broader community.

Action	Deliverable	Timeline	Responsibility
1.1 A Dedicated Role Maintain a dedicated 50D Aboriginal Engagement Officer role to drive the implementation of the RAP	1.1.1 The Aboriginal Engagement Officer will take on a leadership role in the implementation of the RAP	Ongoing	Aboriginal Engagement Officer
	1.1.2 The Aboriginal Engagement Officer will continue to build relationships and share knowledge within the local community and with internal and external stakeholders	Sept 2019 Sept 2020	Aboriginal Engagement Officer
	1.1.3 The Aboriginal Engagement Officer develops and maintains partnerships with Aboriginal and Torres Strait Islander communities	Sept 2019 Sept 2020	Aboriginal Engagement Officer
	1.1.4 The Aboriginal Engagement Officer supports local Aboriginal and Torres Strait Islander communities to implement community-led projects	Sept 2019 Sept 2020	Aboriginal Engagement Officer

Action	Deliverable	Timeline	Responsibility
1.2 RAP Working Group (RWG) The City of Stirling will continue to maintain a RAP Working Group (RWG) which will actively monitor the RAP development and implementation	1.2.1 Oversee the development, endorsement, and launch of the Innovate RAP, including review of the terms of reference and nomination process for the RWG to ensure there is adequate representation of Aboriginal people	May 2018	Family Services Coordinator
	1.2.2 The RWG will meet at least four times per year to monitor and report on the implementation of the RAP	Quarterly	Community Services Admin
	1.2.3 Appoint an internal RAP Champion(s) from senior management	Dec 2018	Manager Community Services
	1.2.4 Establish an extended network of stakeholders who can support the RWG and the implementation of the RAP	Jun 2019	Aboriginal Engagement Officer
	1.2.5 Seek representation from two Councillors to sit on the RWG. Additionally, the RWG will meet once annually with full Council	Dec 2018	Manager Community Services

Action	Deliverable	Timeline	Responsibility
1.3 National Reconciliation Week (NRW) Celebrate NRW to strengthen and maintain relationships between Aboriginal Torres Strait Islander staff and other staff	1.3.1 Organise two internal NRW events per year	May 2019 May 2020	Aboriginal Engagement Officer
	1.3.2 Register all NRW events via Reconciliation Australia's NRW website	May 2019 May 2020	Aboriginal Engagement Officer
	1.3.3 Provide opportunities for staff and senior leaders to participate in external events to recognise and celebrate NRW	May 2019 May 2020	Diversity Champion
	1.3.4 Ensure the RAP Working Group participates in external NRW events each year	May 2019 May 2020	Aboriginal Engagement Officer
	1.3.5 Support Wadjak Northside Aboriginal Community Group to host NRW community events	May 2019 May 2020	Aboriginal Engagement Officer
	1.3.6 Diversity Champions will promote awareness of Reconciliation Week in their business units and encourage attendance at Reconciliation Week activities	May 2019 May 2020	Diversity Champions

Action	Deliverable	Timeline	Responsibility
1.4 Relationships, Partnerships and Engagement Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	1.4.1 In consultation with the local Aboriginal and Torres Strait Islander community, develop and implement an Engagement Plan that identifies a clear approach for engaging with community and stakeholders	Jul 2019	Aboriginal Engagement Officer
	1.4.2 Commit to establishing a formal two-way partnership to build capacity in Aboriginal and Torres Strait Islander organisations	Dec 2018	Aboriginal Engagement Officer
	1.4.3 Continue to work in collaboration with local organisations and other stakeholders to respond to current issues that impact on the Aboriginal and Torres Strait Islander community	Sept 2019 Sept 2020	Family Services Coordinator
	1.4.4 Engage with Aboriginal and Torres Strait Islander families to provide information and assist with access to relevant services and other community resources	Sept 2019 Sept 2020	Aboriginal Engagement Officer

Action	Deliverable	Timeline	Responsibility
1.5 Raise awareness of the Reconciliation Action Plan Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	1.5.1 Develop and implement a Communications Strategy to build awareness of our RAP amongst all internal and external stakeholders	Dec 2018	Aboriginal Engagement Officer and Marketing Coordinator
	1.5.2 Promote reconciliation initiatives externally through local news sources, social media and ongoing active engagement with all stakeholders. Promote reconciliation initiatives internally through SharePoint, e-newsletters, the Team Brief publication and the City's website	Apr 2019 Sept 2019 Apr 2020 Sept 2020	Aboriginal Engagement Officer
	1.5.3 Invite senior management to assist in the development of the implementation plan for the Innovate RAP, and where required form sub-groups consisting of appropriate staff members and RAP Working Group members to assist in the delivery of the Innovate RAP outcomes	Dec 2018	Manager Community Services and RAPWG

Action	Deliverable	Timeline	Responsibility
1.6 Build capacity to enable civic participation The City of Stirling encourages Aboriginal and Torres Strait Islander people to participate in civic life and engage in Council processes	1.6.1 The City of Stirling will facilitate accessible workshops to the Aboriginal and Torres Strait Islander community, providing information about the process to nominate for Council and vote in Council elections	Sept 2019	Manager Governance and Council Support Team Leader Cultural Diversity and Community and Aboriginal Engagement Officer
	1.6.2 The City will encourage civic participation through volunteering and opportunities to join working groups	Sept 2019 Sept 2020	Aboriginal Engagement Officer



2. Respect



The City of Stirling places great value on its heritage; takes pride in the rich history, culture and contributions of Aboriginal people; and is home to several culturally significant sites.

Action	Deliverable	Timeline	Responsibility
2.1 Knowledge and Understanding Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	2.1.1 Develop and promote educational resources for staff to learn about local Aboriginal culture and history and deliver a range of cultural learning activities, including in-house cultural awareness training and immersion activities for RAPWG members and staff (minimum of thirty staff to participate in training or immersion activities annually)	Apr 2019 Sept 2019 Apr 2020 Sept 2020	Family Services Coordinator
	2.1.2 Provide community members with the opportunity to learn about Aboriginal history and culture through the delivery of Mooro and Newcomer Tours	Apr 2019 Sept 2019 Apr 2020 Sept 2020	Aboriginal Engagement Officer
	2.1.3 Continue to identify, acknowledge and promote sites of cultural significance through interpretive signage and co-naming	Sept 2019 Sept 2020	Aboriginal Engagement Officer
	2.1.4 Identify opportunities to develop and install City entry statements that identify Aboriginal connection to Country	Sept 2020	Aboriginal Engagement Officer

Action	Deliverable	Timeline	Responsibility
2.2 Cultural Protocols Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding awareness of cultural protocols across Council	2.2.1 Implement and build awareness of the Acknowledgement of Traditional Owners Management Practice to be inclusive of cultural protocols, ie, Welcome to Country and Acknowledgement of Country	Sept 2019 Sept 2020	Aboriginal Engagement Officer
	2.2.2 Invite a local Traditional Owner to provide a Welcome to Country at Mooro and Newcomer Tours and annual NAIDOC and Harmony Week events	Sept 2019 Sept 2020	Aboriginal Engagement Officer and Multicultural Project Officer
	2.2.3 Maintain and review a list of key contacts for organising a Welcome to Country	Sept 2019 Sept 2020	Aboriginal Engagement Officer
	2.2.4 Display Acknowledgement of Country plaques in City of Stirling managed facilities	Dec 2018	Aboriginal Engagement Officer
	2.2.5 Amend the City's Civic Facilities Policy to include the flying of the Australian Aboriginal flag at all times	Dec 2018	Manager Governance

Action	Deliverable	Timeline	Responsibility
2.3 NAIDOC Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	2.3.1 In consultation with Aboriginal and Torres Strait Islander people, support an external and internal NAIDOC event or activity	Jul 2019 Jul 2020	Aboriginal Engagement Officer
	2.3.2 Support staff to celebrate external NAIDOC Week events and empower them to organise their own small-scale events, ie, morning teas with cultural information provided	Jul 2019 Jul 2020	Aboriginal Engagement Officer
	2.3.3 Promote NAIDOC Week activities internally through SharePoint, e-newsletters, the Team Brief publication and the City's website	Jul 2019 Jul 2020	Aboriginal Engagement Officer

Action	Deliverable	Timeline	Responsibility
2.4 Arts Initiatives The City of Stirling will develop and support a range of Aboriginal and Torres Strait Islander related art initiatives	2.4.1 To ensure that the City of Stirling develops a significant collection of artworks by Australian Aboriginal Artists, a minimum of 25 per cent of the allocated budget is to be spent on Australian Aboriginal Art	Jul 2019 Jul 2020	Coordinator Arts and Activation and Arts Officer
	2.4.2 The City will continue to work with external agencies to develop and implement local community art projects that are inclusive of, and celebrate the Aboriginal and Torres Strait Islander culture	Sept 2019 Sept 2020	Family Services Coordinator and Aboriginal Engagement Officer

3. Opportunities



By identifying opportunities for growth and development, the City of Stirling and Aboriginal and Torres Strait Islanders will achieve greater success and create a harmonious and inclusive community.

Action	Deliverable	Timeline	Responsibility
3.1 Aboriginal and Torres Strait Islander Employment Strategy Increase Aboriginal and Torres Strait Islander recruitment and retention	3.1.1 The City of Stirling will implement the Aboriginal and Torres Strait Islander Employment Plan to promote inclusion and increase Aboriginal and Torres Strait Islander employment	Sept 2019 Sept 2020	Coordinator Employee Relations and Resourcing
	3.1.2 The City will identify opportunities to leverage the employer partnerships developed through the Kaleidoscope Initiative to advance Aboriginal and Torres Strait Islander employment outcomes	Dec 2019	Aboriginal Engagement Officer Kaleidoscope Project Leader
	3.1.3 The City will play a leadership role in promoting Aboriginal and Torres Strait Islander employment through leveraging existing relationships with industry bodies, business councils and local employers	Sept 2019 Sept 2020	Economic Development Officer Aboriginal Engagement Officer
	3.1.4 Identify opportunities for establishing a mentoring project that links Aboriginal and Torres Strait Islander jobseekers to professional mentors	Dec 2019	Aboriginal Engagement Officer

Action	Deliverable	Timeline	Responsibility
3.2 Procurement Increase Aboriginal and Torres Strait Islander supplier diversity	3.2.1 The City of Stirling will develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy with targets for procuring goods and services from Aboriginal and Torres Strait Islander-owned businesses	Dec 2019	Manager Finance Services
	3.2.2 Internally promote the business benefits of utilising the Aboriginal Business Directory	Dec 2018	Manager Finance Services
	3.2.3 Increase number of commercial relationships, in line with the City's procurement policy, with Aboriginal and/or Torres Strait Islander businesses	Jul 2019 Jul 2020	Manager Finance Services

Action	Deliverable	Timeline	Responsibility
<p>3.3 Tourism</p> <p>Explore and Promote opportunities for tourism relating to Aboriginal and Torres Strait Islander culture within the City of Stirling</p>	<p>3.3.1 Support Wadjak Northside Aboriginal Resource Centre in the development of business strategies that harness the economic opportunities in the cultural tourism market</p>	<p>Jul 2019 Jul 2020</p>	<p>Economic Development Officer Aboriginal Engagement Officer</p>



4. Governance, Tracking and Reporting



Action	Deliverable	Timeline	Responsibility
4.1 Reporting to Reconciliation Australia Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	4.1.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	Sept 2019 Sept 2020	Family Services Coordinator
	4.1.2 Investigate participation in the RAP Barometer	Dec 2018	Family Services Coordinator
	4.1.3 Develop and implement systems and capability needs to track, measure and report on RAP activities	Sept 2019 Sept 2020	Family Services Coordinator

Action	Deliverable	Timeline	Responsibility
4.2 Reporting internally and externally Report RAP achievements, challenges and learnings internally and externally	4.2.1 Publicly report our RAP achievements, challenges and learnings in the City's annual report, the Stirling Scene publication and website	Sept 2019 Sept 2020	Communications Officer
	4.2.2 Communicate six-monthly updates on RAP progress to all staff via SharePoint	Apr 2019 Sept 2019 Apr 2020 Sept 2020	Family Services Coordinator

Action	Deliverable	Timeline	Responsibility
4.3 Review Review, refresh and update the RAP	4.3.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Apr 2020	Family Services Coordinator
	4.3.2 Send draft RAP to Reconciliation Australia for feedback	Jun 2020	Family Services Coordinator
	4.3.3 Submit draft RAP to Reconciliation for final endorsement	Aug 2020	Family Services Coordinator





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This information is available in alternative formats on request. Please contact the Stirling Customer Contact Centre on (08) 9205 8555

