



City of Mandurah  
**Reconciliation  
Action Plan**

Oct 2019 - Oct 2022  
STRETCH RAP





**Isabel Ugle**

### **About the Artist**

Isabel Ugle was born in Pinjarra and has lived in the region her whole life. She was raised by her grandparents Pimi and Frank Nannup. She learned about the Mandjoogoordap region and the land from her pop and has a life long passion for the local waterways.

### **About the Artwork**

This painting tells the story of when the ancestral spirits came up out of the earth and traveled down from the sky to walk on the land. The ancestral spirits began to shape all rocks, rivers, mountains, forests and deserts. In this painting is the creation of the Mandurah waterways.

# Preamble

Nidja bibol Aboriginal Boordiya wer wedjular Boordiya dointj-dointj warniny. Ngalak djoorabiny noonook dointj dointj koorliny, ngalang baarniny-koorl, djerdim-djerdimbiny, koordah-koordahbiny.

This plan was developed by Aboriginal leaders and Non-Aboriginal leaders together. We look forward to a great future together. We invite you to join us together in our journey, shoulder to shoulder, friend to friend.

## Acknowledgement of Country

The City of Mandurah acknowledges and pays respect to the Bindjareb people, who are the Traditional Owners and First Peoples of this land. We pay respect to the Elders past, present and emerging and acknowledge the continuing contribution they make to the life of this City and this region.

We have worked together with Traditional Owners to incorporate language into this Reconciliation Action Plan. We thank them for sharing their time, knowledge and culture.



## Message from Mayor Rhys Williams

Wandjoo (welcome),

Firstly, I acknowledge the Traditional Owners of this ancient land, and pay my deepest respects to our Elders past, present and emerging. It is my great honour to present to you our latest iteration of the City of Mandurah Reconciliation Action Plan.

Our journey of reconciliation is built on the solid foundations of authentic relationships, a commitment to learning and sharing, and the acknowledgement that our collective future is stronger if we walk hand in hand towards our goals.

Our gratitude goes to those who have shaped this important step forward in our story of reconciliation. Kaya (thank you).



Relationships



Respect



Opportunities

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# Acknowledgement of Our Partners

The City of Mandurah is deeply grateful to the local Aboriginal and Torres Strait Islander Elders and community members that have helped develop this plan. We acknowledge that this partnering strengthens our organisation. It is through their generosity of heart, time and story that we can develop and deliver this plan.

## The Bindjareb People

The first people of this Country are the Bindjareb people of the Noongar nation.

Bindjareb territory extends from Mount Brown in Naval Base, across through Wungong Brook between Armadale and Byford to the Albany Highway, and extends to the river where the township of Williams is and across to Myalup, into the ocean and extending back to where Mount Brown is located.

This place is Mandjoogoordap - our meeting place of the heart.

## Our Vision for Reconciliation

The City of Mandurah's vision for reconciliation is to create an inclusive community with strong relationships across cultures based on mutual respect and understanding. Reconciliation involves justice, recognition and healing. It is about helping all Australians move forward with a better understanding of the past and how this affects us all today. Reconciliation is about finding new, meaningful ways to tackle issues and connect with each other.

Reconciliation involves the recognition of the honoured place of the First Australians. It also involves practical measures to address the disadvantage often experienced by Aboriginal and Torres Strait Islander peoples in health, employment, education and general opportunity.



*"If you have come to help me, you are wasting your time. But if you have come because your liberation is tied up with mine, let us walk together." - Lilla Watson*

# Our Values

| Courage   | Excellence  | Innovative   | Integrity  | Connected   |
|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>• Inspire others through our actions</li> <li>• Believe in what we do and how we can make a difference</li> <li>• Lead by example and uphold our values</li> <li>• Speak up, ask questions and be open to other people's ideas</li> <li>• Having the ability to adapt to current and future circumstances</li> </ul> | <ul style="list-style-type: none"> <li>• We are accountable for all our actions</li> <li>• Work together to achieve shared goals</li> <li>• Reflect, learn and improve upon our achievements</li> <li>• Striving to provide exceptional levels of service</li> <li>• Using the resources available for the benefit of the community as a whole</li> </ul> | <ul style="list-style-type: none"> <li>• Adaptable and welcome change</li> <li>• Make informed decisions that move our community forward</li> <li>• Encouraging the sharing of ideas</li> <li>• Strive to find new and better ways to serve the community</li> </ul> | <ul style="list-style-type: none"> <li>• Act ethically, honestly, and responsibly to engender trust</li> <li>• Honour our commitments and responsibilities</li> <li>• Protect our lifestyle and history</li> <li>• Stay true to the community and our unique identity</li> </ul> | <ul style="list-style-type: none"> <li>• Work together to create better outcomes for our community</li> <li>• Foster strong relationships with our colleagues and the community</li> <li>• Listen, value and understand each other</li> <li>• We are striving to be inclusive and try to continually understand what the community needs</li> </ul> |

## Our Business

The City of Mandurah is a fast-growing regional Local Government area with a 2016 population of approximately 96,736 which is forecast to grow to 123,000 by 2036. The 2016 Census indicates that there are 2,096 Aboriginal and Torres Strait Islander people living in Mandurah. This represents approximately 2.2% of the population. Close to 50% of the City's Aboriginal and Torres Strait Islander people live in the inner suburbs of Coodanup, Greenfields, Dudley Park and Central Mandurah. Young Aboriginal and Torres Strait Islander people are the majority in Mandurah with 59% aged under 24 years. The median age of residents in Mandurah is 44 years old, whereas the median age of Aboriginal and Torres Strait Islander peoples is 20 years.

Our core business is the provision and delivery of a wide range of services to Mandurah residents including community development, youth, seniors, recreation, arts and culture, events, libraries, rangers, environmental health, waste collection and recycling, planning and building, eco services and climate change initiatives. Facilities and infrastructure provision and maintenance such as roads and footpaths, parks, community ovals and sporting facilities are also provided for the community.

701 staff are currently employed at the City of Mandurah (full-time, part-time, casual and contract position) with approximately 1.9% or 17 people identifying as Aboriginal and/or Torres Strait Islander peoples. Council is comprised of an elected Mayor and 12 Councillors representing the four Wards of Mandurah. Four elected members, including the Mayor, sit on the City's RAP Steering Group.

## Our Journey

The City of Mandurah worked with local Aboriginal community for several years prior to the endorsement of the first RAP. A number of initiatives were delivered including an oral history project, which engaged local Elders to share their stories, broad community consultation in 2005 which identified community priorities and the Aboriginal and Torres Strait Islander communities vision for Reconciliation, and other projects to celebrate and support local Aboriginal culture and history. In February 2011 a Statement of Commitment was signed, and so began the journey to develop the City's inaugural RAP. The RAP Steering Group was formed in August of 2011 to provide cultural oversight, connect the City of Mandurah to Aboriginal and Torres Strait Islander community and monitor RAP progress. The first RAP was endorsed in 2012 by Council and Reconciliation Australia.

The relationships formed through the development and delivery of the first two RAP's have been increased to include a broader representation of Aboriginal community members with the new RAP Steering Group. The group was engaged through an Expression of Interest process and includes Aboriginal community members from a broad range of sectors, families, age groups and life experiences; providing strong links to community and allowing for deeper inter-generational engagement and consultation.

*"I've yet to see meaningful ongoing reconciliation occur,  
that isn't built on respectful relationship" – Fred Chaney*



# Our Steering Group

The Reconciliation Action Plan Steering Group consists of six significant Aboriginal community members and five representatives from the City of Mandurah. City representatives include the Mayor, Elected Members and senior City staff, including the Chief Executive Officer. The group work together to develop and deliver the Reconciliation Action Plan. The group also focus on developing an ongoing relationship that is built on trust and respect. We hope that this example of working together will be recreated throughout the community.

**Mayor Rhys Williams**, City of Mandurah

**Hon. Councillor Don Pember**, City of Mandurah

**Cr Lynn Rodgers**, Councillor, City of Mandurah

**Cr Peter Rogers**, Councillor, City of Mandurah

**Tim Hartland**, Manager Community Development, City of Mandurah

**Kerry Stack**, Community Member

**Terri-Anne Logan**, Mandurah Catholic College

**Barry Lawrence**, Department of Communities

**George Walley**, Nidjalla Waangan Mia

**Joanne Bell**, Halls Head Community College

**Ashlee Otway**, Riverside Primary School

**Marley Whitby**, Community Member

Our RAP champion is Chief Executive Officer, Mark Newman. The role of the RAP champion is to drive internal engagement and awareness of the RAP.

# Key Achievements

Our first RAP (2012 – 2014) achieved:

- Supported the development of the Bindjareb Art Award, in partnership with Bindjareb community and the Mandurah Performing Arts Centre.
- Delivered face-to-face cultural awareness training to Executive Leadership Team and Elected Members which increased awareness and allowed staff and Elected Members to engage with culture and develop relationships with local Aboriginal Elders
- Inclusion of a Welcome to Country at citizenship ceremonies
- Developed a Welcome to Country and Acknowledgment of Country policy and procedure

Our second RAP (2015 – 2017) achieved:

- Dual naming (English and Noongar) of a number of parks and reserves throughout the City of Mandurah
- Yaburgurt project delivered and supported resulting in a significant public artwork, education packs for all local schools and a memorial ceremony to commemorate the life of Yaburgurt (George Winjan).
- ‘Our Knowledge, Our Land’ website made cultural stories and history available to the public
- 30 local Aboriginal students received support to succeed through the Student Aspiration Incentive Program (SAIP)
- 14 Aboriginal trainees recruited and supported between 2014-2019
- Acknowledgement of Country included on all City of Mandurah email signature blocks
- Morning tea held for City of Mandurah staff, RAP Steering Group members and Students Aspiration Incentive Program recipients to acknowledge and celebrate National Reconciliation Week
- We are committed to ensuring that our staff have an increased knowledge and understanding of Aboriginal and Torres Strait Islander cultures, history and achievements. We have put 200 staff through cultural awareness training and cultural immersion experience with a local Traditional Owner. Our goal is for all of our staff to take part in this important training
- The development and delivery of the City of Mandurah’s Reflect and Innovate RAP’s have resulted in many learnings and challenges. One of the learnings has been the importance of developing and nurturing authentic, reciprocal and mutually respectful relationships with Aboriginal and Torres Strait Islander peoples. One of the challenges has been to ensure that we capture the views of the broad range of voices of Aboriginal and Torres Strait Islander voices in our community.
- Following these significant steps forward, the City of Mandurah is excited about continuing the journey. We look forward to partnering again with our local Aboriginal and Torres Strait Islander community to deliver another successful plan.



## Relationships

Building and strengthening relationships with the Aboriginal community has been a focus for the City of Mandurah for many years. We believe that strong, mutually respectful relationships are the foundation on which we can make significant changes in our community and take bold steps toward Reconciliation.

**Focus Area:** Building and strengthening the relationships between Aboriginal and Torres Strait Islander and non-Aboriginal people across the City of Mandurah.

| Naatj ngalak warniny<br>(What we will do)  | Yarnmen (How?)   | Nginda (When?)   | Ngiyan (Who?)                 |
|--|--|--|-------------------------------|
| <b>1. RAP Steering Group</b>   |  |  |                               |
| 1.1<br>RAP Steering Group develops and monitors the delivery of the 2019 – 2022 City of Mandurah Reconciliation Action Plan. | <ul style="list-style-type: none"><li>• RAP Steering Group oversees the development, endorsement and launch of the RAP</li><li>• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Steering Group</li><li>• Develop and distribute an Expression of Interest to join the RAP Steering Group and disseminate to Aboriginal and Torres Strait Islander community</li><li>• Establish a Terms of Reference for the RAP Steering Group</li><li>• RAP Steering Group meets at least four times per year</li><li>• Appoint an internal RAP Champion from senior management</li></ul> | <p>Oct 2019</p> <p>Review Jan 2020, Jan 2021, Jan 2022</p> <p>Review Jan 2022</p> <p>Dec 2019</p> <p>Oct 2019, Jan, Apr, Jul, Oct 2020, Jan Apr, Jul, Oct 2021, Jan, Apr, Jul 2022</p> <p>Dec 2019</p> | Manager Community Development |

|   |   |  |                               |
|---|---|--|-------------------------------|
| 1.2<br>Ensure Elders and Aboriginal community leaders are engaged in the RAP process  | <ul style="list-style-type: none"> <li>• Hold an Elders and Leaders luncheon at least once per year to advise how RAP implementation is progressing</li> <li>• Invite Elders to give their input and provide a cultural lens over the RAP progress</li> <li>• Ensure there is representation from both female and male Elders and leaders at each Elders and Leaders luncheon</li> </ul>  | Dec 2019, Dec 2020, Dec 2021<br><br>Dec 2019, Dec 2020, Dec 2021<br><br>Review Dec 2019, 2020, 2021  | Manager Community Development |
| <b>2. Participate in and celebrate National Reconciliation Week</b>   |   |  |                               |
| 2.1<br>Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander peoples and other non-Aboriginal Australians | <ul style="list-style-type: none"> <li>• Organise at least one National Reconciliation Week event involving key staff, Elected Members and community members</li> <li>• Register all National Reconciliation Week events via Reconciliation Australia's NRW website</li> <li>• Support an external National Reconciliation Week event</li> <li>• Encourage staff and senior leaders to participate in National Reconciliation Week events</li> <li>• Ensure the RAP Steering Group participates in at least one National Reconciliation Week event each year</li> </ul> | May 27 – June 3 2020, 2021, 2022<br>April 2020, 2021, 2022<br><br>May 27 – June 3 2020, 2021, 2022<br>May 2020, 2021, 2022<br><br>May 2020, 2021, 2022 | Manager Community Development |
| <b>3. Strengthen Relationships</b>  |   |  |                               |
| 3.1<br>Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes           | <ul style="list-style-type: none"> <li>• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders</li> <li>• Meet with 3 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement</li> <li>• Commit to establishing 3 formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and communities</li> </ul>  | Dec 2020<br><br>Dec 2021<br><br>Dec 2021   | Manager Community Development |

|   |   |   |   |
|---|---|---|---|
| 3.2<br>Work with other local governments to support them on their Reconciliation journey                        | <ul style="list-style-type: none"> <li>• Meet at least once per year with Community Development Officers from the Shire of Waroona and Shire of Murray</li> <li>• Share our new RAP with Shire of Waroona and Shire of Murray</li> <li>• Develop a joint project or activity with the Shire of Murray and Shire of Waroona</li> <li>• Attend NAIDOC Week and National Reconciliation Week events in the Shire of Murray and Shire of Waroona</li> <li>• Attend two Local Government RAP officer networking meetings every year</li> </ul> | <p>December 2019, 2020, 2021</p> <p>October 2019<br/>Dec 2021</p> <p>May and July 2020, 2021, 2022</p> <p>Review Dec 2019, 2020, 2021</p> | Manager Community Development                       |
| 3.3<br>Strengthen networks with organisations who work with the Aboriginal and Torres Strait Islander community | <ul style="list-style-type: none"> <li>• Promote and provide leadership and guidance on the City's grants programs to organisations working with Aboriginal and Torres Strait Islander community</li> <li>• Promote professional development opportunities to Aboriginal organisations and networks</li> <li>• Attend 2 Bindjareb Aboriginal Interagency Network (BAIN) and 2 Koolbardies Talking Group meetings annually and offer capacity building opportunities as they arise</li> </ul>  | <p>Review Dec 2019, 2020, 2021</p> <p>Review Dec 2019, 2021, 2022</p> <p>Review Dec 2019, 2020, 2021</p>                                  | Manager Community Development                       |
| 3.4<br>Support Winjan Aboriginal Corporation to continue to grow  | <ul style="list-style-type: none"> <li>• Increase Winjan Aboriginal Corporation's visibility and profile in the community by promoting the venue as a hireable space and sharing good news stories</li> <li>• Support the growth and sustainability of Winjan Aboriginal Corporation by providing governance support to the Board</li> </ul>  | <p>Review Dec 2019, 2020, 2021</p> <p>Review Dec 2019, 2020, 2021</p>   | Manager Community Development                       |
| 3.5<br>Build a relationship with South West Land and Sea Council (SWALSC)                                       | <ul style="list-style-type: none"> <li>• Subscribe to SWALSC distribution lists/newsletters</li> <li>• Invite SWALSC to attend a RAP Steering Group meeting to build greater awareness of both groups roles in the Bindjareb community</li> </ul>   | <p>Dec 2019</p> <p>Dec 2019</p>   | Manager Community Development<br>RAP Steering Group |

#### 4. Raise Awareness

|  |  |   |  |
|--|--|---|--|
| 4.1<br>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | <ul style="list-style-type: none"> <li>Develop and implement a strategy to communicate our RAP to internal and external stakeholders</li> <li>Promote reconciliation through ongoing active engagement with all stakeholders</li> <li>Showcase what the City are doing to support Reconciliation by developing a suite of promotional material to share with community</li> <li>Invite senior leaders to events and activities that provide opportunities to engage with the Aboriginal and Torres Strait Islander community</li> <li>Continue to include an overview of the RAP in the City's staff induction</li> <li>Engage senior leaders in the delivery of RAP outcomes</li> </ul> | <p>October 2019</p> <p>Review Jan 2020, 2021, 2022</p> <p>October 2019</p> <p>Review October 2019, 2020, 2021</p> <p>Bi-monthly 2019, 2020, 2021</p> <p>Review October 2019, 2020, 2021</p> | <p>Manager Community Development</p> <p>Manager Corporate Communications</p> |
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#### 5. Promote Positive Race Relations

|   |   |   |   |
|---|---|---|---|
| 5.1<br>Promote positive race relations through anti-discrimination strategies | <ul style="list-style-type: none"> <li>Continuously improve HR policies and procedures concerned with anti-discrimination</li> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our Bullying, Workplace Harassment and Discrimination policy</li> <li>Provide ongoing education opportunities for senior leaders and managers on the effects of racism</li> <li>Senior leaders to publically support anti-discrimination campaigns, initiatives or stances against racism</li> </ul> | <p>Dec 2019, 2020, 2021</p> <p>Dec 2020</p> <p>Jul 2022</p> <p>Jul 2022</p> | <p>Manager Human Resources &amp; Organisational Development</p> |
|---|---|---|---|



## Respect

Respect for Aboriginal and Torres Strait Islander peoples is an essential foundation for meaningful relationships. Practicing respect for each other's cultures leads to a greater ability to work together for a stronger future.

**Focus Area:** Respect and promote Aboriginal and Torres Strait Islander cultures.

| Naatj ngalak warniny<br>(What we will do)  | Yarnmen (How?)   | Nginda (When?)  | Ngiyan (Who?)  |
|--|--|---|--|
| 6. Increase knowledge of Aboriginal cultures   |  |   |  |
| 6.1<br>Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. | <ul style="list-style-type: none"><li>Review the City's cultural awareness training strategy which defines the cultural learning needs of all employees and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)</li><li>60 (9%) of staff to undertake face to face cultural awareness training every year</li><li>60 (9%) of staff to undertake cultural immersion activities with Traditional Owners every year</li><li>All RAP Steering Group members to undertake cultural learning activities with Traditional Owners</li><li>All senior executives to undertake cultural immersion activities</li></ul> | Oct 2019, 2020, 2021<br><br>Dec 2019, 2020 & 2021<br><br>Dec 2019, 2020, 2021<br><br>Dec 2020<br><br>Dec 2021 | Manager Human Resources & Organisational Development |

|   |  |   |  |
|---|--|---|--|
| 6.2<br>Support the wider community to engage respectfully with Aboriginal community           | <ul style="list-style-type: none"> <li>• Offer a minimum of 5 spaces to local non-profit organisations to attend the City's Cultural Awareness Training annually</li> <li>• Invite at least one local business to participate in cultural awareness training</li> <li>• Promote local cultural experiences in Community News and staff cultural awareness training</li> <li>• Offer cultural learning experiences with local Aboriginal and Torres Strait Islander peoples to local residents and groups</li> <li>• Target three City events to develop and include cultural themes and activities annually ie. Children's Festival, Mandurah Arts Festival and My Park Grooves</li> </ul> | <p>Dec 2019, 2020 &amp; 2021</p> <p>Dec 2019, 2020 &amp; 2021</p> <p>Review Dec 2019, 2020, 2021</p> <p>Review Dec 2019, 2020, 2021</p> <p>Dec 2019, Dec 2020, Dec 2021</p> | <p>Manager Community Development</p> <p>Manager Sport, Recreation and Events</p> |
| 6.3<br>Develop education packs for local schools/ teachers to teach Bindjareb Noongar history | <ul style="list-style-type: none"> <li>• Develop education packs that teach local stories. Packs to include stories about local areas ie. River, Estuary, Foreshore and local language and information on other education opportunities and resources, such as Narragunnawali</li> <li>• Work in partnership with State government and Department of Education to advocate for local Aboriginal stories and language in community</li> </ul>   | <p>Dec 2021</p> <p>Dec 2021</p>   | <p>Manager Community Development</p>   |

## 7. Cultural protocols

|   |   |                             |  |
|---|---|-----------------------------|--|
| 7.1<br>Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions | <ul style="list-style-type: none"> <li>Review the City's Welcome to Country and Acknowledgement of Country policies and procedures</li> <li>Maintain and review a list of key contacts for organising a Welcome To Country</li> <li>Include an Acknowledgement of Country at the commencement of internal meetings</li> <li>Invite a local Traditional Owner to provide a Welcome To Country at all citizenship ceremonies and at all major events (including Crab Fest, Children's Festival, Mandurah Arts Festival and New Year's Eve celebration)</li> <li>Include an Acknowledgement of Country in language in the City's Acknowledgement of Country protocol</li> <li>Create and display an Acknowledgement of Country plaque in the Civic building</li> </ul> | Dec 2021                    | Manager Governance Services  |
|   |   | Dec 2020                    |  |
|   |   | Review Jul 2020, 2021, 2022 |  |
|   |   | Review Jun 2020, 2021, 2022 |  |
|   |   | Dec 2020                    |  |
|   |   | Dec 2020                    | Manager Sport, Recreation and Events corresponds with deliverable four |

## 8. Celebrate significant events

|  |  |  |                               |
|--|--|--|-------------------------------|
| 8.1<br>Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week | <ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC week</li> <li>Share community NAIDOC events and activities on the Intranet, in City newsletters and on social media</li> <li>Engage Aboriginal and Torres Strait Islander staff and their managers to encourage participation in NAIDOC week events in the local community</li> <li>Support the Bindjareb NAIDOC committee to deliver NAIDOC events to community</li> <li>Support all staff to participate in NAIDOC Week events in the local community</li> </ul> | May 2020, 2021, 2022   | Manager Community Development |
|  |  | Jun 2020, Jun 2021, Jun 2022<br>Jul 2020, 2021, 2022         |                               |
|  |  | Jul 2020, 2021, 2022   |                               |
|  |  | Jul 2020, 2021, 2022   |                               |
| 8.2<br>Celebrate and participate in other significant dates and events   | <ul style="list-style-type: none"> <li>Library to hold one Indigenous Literacy Day event or activity</li> <li>Promote National Aboriginal and Islander Children's Day, Harmony Day and Sorry Day events via Community Development e-news and City social media channels and networks</li> </ul>  | Oct 2019, Oct 2020, Oct 2021<br>Aug 2020, Aug 2021, Aug 2022 | Manager Community Development |

## 9. Culture in community

|   |   |   |   |
|---|---|---|---|
| 9.1<br>Look for opportunities to increase the visibility of Aboriginal culture, art, history and language in community            | <ul style="list-style-type: none"> <li>Advocate for the inclusion of Aboriginal culture, language and history in public places via targeted conversations with key businesses ie. City of Mandurah Forum Shopping Centre</li> </ul>   | Dec 2021  | Manager Community Development and Manager Technical Services            |
| 9.2<br>Progress the development of a cultural centre of state significance in the City of Mandurah                                | <ul style="list-style-type: none"> <li>Investigate how other local governments and communities have developed cultural centres in other Cities throughout Australia</li> <li>Using the findings, develop a report for the RAP Steering Group and the Executive Leadership Team</li> <li>Develop a discussion paper regarding a future Cultural Centre in Mandurah</li> <li>Investigate related external funding opportunities to support the building of a Cultural Centre in Mandurah</li> </ul>   | Dec 2019<br><br>Dec 2021<br><br>Dec 2021<br><br>Dec 2021  | Manager Community Development   |
| 9.3<br>Look for opportunities to include more Bindjareb history, culture and language on the City's Western and Eastern Foreshore | <ul style="list-style-type: none"> <li>Include local Noongar language and naming on the Eastern and Western foreshore redevelopment</li> <li>Include Bindjareb history and stories in the Eastern and Western foreshore redevelopment</li> <li>Include cultural education elements in the Eastern and Western foreshore redevelopment</li> <li>Investigate opportunities to have an Aboriginal Festival on the foreshore</li> </ul>   | April 2022<br><br>April 2022<br><br>April 2022<br><br>Dec 2021                                  | Manager Technical Services<br><br><br><br>Manager Community Development |
| 9.4<br>Continue to work with the dual naming committee to increase dual naming or Noongar naming throughout the City of Mandurah  | <ul style="list-style-type: none"> <li>Identify signage that is due for replacement for opportunities for dual naming</li> <li>Continue to promote dual naming or Noongar naming throughout the City to community as a learning opportunity</li> <li>Involve local young people who are learning Noongar language in dual naming or Noongar naming throughout the City</li> <li>Dual name at least one City of Mandurah building</li> <li>Include 'Wandjoo, Welcome to Bindjareb Country' on all new signs in the City of Mandurah's parks, reserves and waterways</li> </ul> | Jul 2020, 2021, 2022<br><br>April 2022<br><br>Review Dec 2020, 2021<br><br>Dec 2020<br>Dec 2019 | Manager Technical Services  |

## 10. Sharing positive stories

|  |   |   |   |
|--|---|---|---|
| <p>10.1<br/>Share positive stories about the Aboriginal and Torres Strait Islander community with the broader public</p>   | <ul style="list-style-type: none"> <li>• Review the 'Working with the Aboriginal community in Mandjoogoordap' report and consider whether the findings could inform a communication strategy</li> <li>• Develop and implement a communication strategy with a focus on a planned yet spontaneous approach to sharing positive stories and showcasing activities in the community</li> <li>• Work with City media team to highlight Bindjareb community success stories in local newspapers, social media and through our networking groups</li> </ul> | <p>Dec 2020</p> <p>Dec 2020</p> <p>Review Jul 2020, 2021, 2022</p>  | <p>Manager Community Development</p> <p>Manager Corporate Communications</p> <p>Manager Community Development</p> |
| <p>10.2<br/>Encourage and support community to put local Aboriginal and Torres Strait Islander people forward for nominations to existing community champions awards</p> | <ul style="list-style-type: none"> <li>• Nominate at least one Aboriginal and/or Torres Strait Islander person for the City's Local Legends program annually</li> <li>• Promote community champions awards to the local community through e-newsletters, social media and existing networks</li> </ul>  | <p>Dec 2019, 2020 &amp; 2021</p> <p>Review Jul 2020, 2021, 2022</p> | <p>Manager Community Development</p>  |



# Opportunities

The City of Mandurah is committed to developing employment and business opportunities and supporting community led initiatives to ensure that Aboriginal and Torres Strait Islander peoples can fully participate in our community.

**Focus Area:** Increasing Aboriginal and Torres Strait Islander representation and participation in the social, economic and political activities within the City.

| Naatj ngalak warniny<br>(What we will do)  | Yarnmen (How?)  | Nginda (When?)  | Ngiyan (Who?)  |
|--|---|---|--|
| <b>11. Employment</b>  |   |   |  |
| 11.1<br>Increase Aboriginal and Torres Strait Islander recruitment and retention                         | <ul style="list-style-type: none"><li>• Increase Aboriginal and Torres Strait Islander employment to 21 (3%) of total staff</li><li>• Review and update Aboriginal and Torres Strait Islander employment and retention strategy annually</li><li>• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies</li><li>• Investigate Aboriginal recruitment and retention initiatives used by other local governments and use findings to deliver a report to the RAP Steering Group</li></ul> | April 2022<br><br>Dec 2019, 2020 & 2021<br><br>Dec 2020<br><br>Dec 2020 | Chief Executive Officer supported by the Executive Leadership Team |
| 11.2<br>Influence local businesses and developers to employ Aboriginal and Torres Strait Islander people | <ul style="list-style-type: none"><li>• Highlight Aboriginal employment success stories to local businesses and organisations in local newspapers, social media and existing networks</li></ul>   | Dec 2021  | Manager Corporate Communications<br>Manager Human Resources        |

|  |   |   |   |
|--|---|---|---|
| 11.3<br>Strengthen our commitment to support and provide employment opportunities to young Aboriginal and Torres Strait Islander peoples | <ul style="list-style-type: none"> <li>• Offer 6 Aboriginal and Torres Strait Islander traineeships bi-annually</li> <li>• Offer professional development opportunities for trainees, including on the job training, study towards a qualification related to their field of work and assistance with transition to full time employment</li> <li>• Develop a professional mentoring network for Aboriginal and Torres Strait Islander trainees to support professional development</li> <li>• Offer at least 4 work experience opportunities to local young Aboriginal and Torres Strait Islander people annually</li> </ul>   | Dec 2019, Dec 2021<br><br>Review Jul 2020, 2021, 2022<br><br>Dec 2020<br><br>Review Dec 2019, 2020, 2021  | Manager Human Resources & Organisational Development  |
| <b>12. Supplier Diversity</b>  |   |   |   |
| 12.1<br>Increase Aboriginal and Torres Strait Islander supplier diversity  | <ul style="list-style-type: none"> <li>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy</li> <li>• Procure goods and services from at least 2 Aboriginal and Torres Strait Islander owned businesses annually</li> <li>• Develop at least 2 commercial relationships with Aboriginal owned businesses</li> <li>• Become a member of Supply Nation</li> <li>• Promote procurement opportunities to Aboriginal businesses through existing networks</li> <li>• Become a member of the Noongar Chamber of Commerce</li> </ul>   | Dec 2019<br><br>Review Jul 2020, 2021, 2022<br><br>April 2022<br><br>Dec 2019<br>Review Dec 2019, 2020, 2021<br><br>Dec 2019                      | Manager Governance Services   |
| <b>13. Programs and Projects</b>   |   |   |   |
| 13.1<br>Offer grants and support for activities or programs that support Reconciliation  | <ul style="list-style-type: none"> <li>• Support local organisations and community groups who work with Aboriginal community by offering capacity building opportunities as they arise</li> <li>• Implement a simple and flexible grants program specifically for projects that support Reconciliation</li> <li>• Support and promote arts funding for projects focused on Aboriginal culture and language</li> <li>• Promote the grants program in City newsletters, social media and through existing networks</li> <li>• In conjunction with the RAP Steering Group and local Aboriginal youth organisations, identify 2 youth-led projects to support annually</li> </ul> | April 2022<br><br>Jul 2020, Jul 2021, Jul 2022<br><br>Review Jul 2020, 2021, 2022<br><br>Review Dec 2019, 2020, 2021<br><br>Dec 2019, 2020 & 2021 | Manager Community Development<br><br><br><br>Manager Arts, Culture and Environment<br><br><br>Manager Community Development |

# Tracking Progress and Reporting

| Naatj ngalak warniny<br>(What we will do)   | Yarnmen (How?)  | Nginda (When?)   | Ngiyan (Who?)                 |
|---|---|--|-------------------------------|
| 13.<br>Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report | <ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia</li> <li>Investigate participation in the RAP Barometer</li> <li>Develop and implement systems and capability needs to track, measure and report on RAP activities</li> </ul> | Sep 2020, 2021 & 2022<br><br>May 2020<br>Dec 2020                | Manager Community Development |
| 14.<br>Report RAP achievements, challenges and learnings internally and externally  | <ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings through annual Council Report</li> <li>Communicate annual updates on RAP progress to all staff through annual Council Report</li> </ul>   | Jul 2020, Jul 2021, Jul 2022<br><br>Dec 2019, Dec 2020, Dec 2021 | Manager Community Development |
| 15.<br>Review, refresh and update RAP   | <ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements</li> <li>Send draft RAP to Reconciliation Australia for feedback</li> <li>Submit draft RAP to Reconciliation Australia for formal endorsement</li> </ul>     | Jan 2022<br><br>Feb 2022<br>Jul 2022                             | Manager Community Development |

For any enquiries about the City of Mandurah RAP, please contact:

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“We are Bindjareb Noongar and Australian people.

We are the river people.

We are the lakes people.

We are the estuary people.

We are the ocean people.

We are rich in heritage and history.

We are the hill people and we are the coastal plains people.

We are owners of this land through the heritage of our ancestors.

We are custodians of our land through the ancestral rights passed on to us.

We are a determined and proud people of who we are and our responsibilities.  
We are uniquely Australian.”

- George Walley, Traditional Owner, Bindjareb Boodja 2013





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