



# City of Cockburn Reconciliation Action Plan (RAP)

May 2018 – May 2021



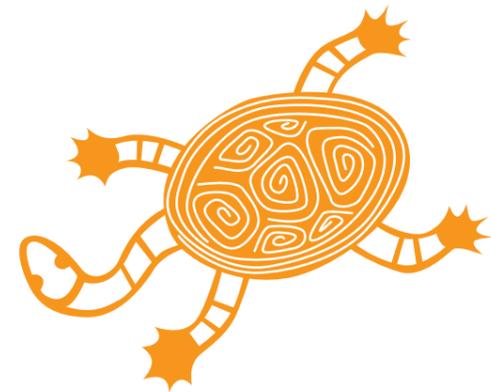
**Front Cover:**  
**“Emu Footprints”**  
**Jenetia Knapp**

This picture is of the artist’s Totem and has been passed down through her bloodline.

## ACKNOWLEDGEMENT OF COUNTRY

The City of Cockburn acknowledge the Nyungar people who are the Traditional Custodians of this Land. We would also like to pay respect to the Elders both past and present of the Nyungar nation and extend that respect to other Aboriginal Australians today. Nyungar is the generic name that describes people whose ancestors originally occupied and continue to occupy the whole South West.

Beeliar are one of the clans of the Whadjuk group of Nyungar. What we know today as the City of Cockburn is Beeliar boodjar.



### Acknowledgement of Artist **Jenetia Knapp**

My name is Janetia Knapp. I was born in Gnowangerup south of Perth and I am part of the Stolen Generation era. From the Roelands Mission 1960-1970 where at the age of 17 I left the mission and found employment in Narrogin through my grandmother. I was offered a teaching assistant role in kindergarten where I later gained a degree from Teachers College in Claremont, and now I’m a Cultural teacher. I have been painting all my life and wherever I can. My artwork has led me to become the current artist in residence at Notre Dame University in Fremantle. I paint from what my elders have shown me and what my totem (the waitch) emu that was given to me at birth and through my bloodline. Being an artist has given me spiritual guidance to my country and the land I walk on.

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## MESSAGE FROM THE MAYOR AND CEO

As the City, its residents and staff continue to grow in infrastructure, population and diversity, we have committed to our third Reconciliation Action Plan (RAP) 2018-2021.

Being the first Perth metropolitan local government organisation to produce a RAP in 2011, the City's commitment to developing its third RAP is to turn good intentions into measurable actions that help Aboriginal and Torres Strait Islander people achieve equality in all aspects of life – a goal which benefits all Australians.

The City is proud of the significant achievements it has accomplished in past RAP's, notably a 'Welcome to Country' by an Elder and an 'Acknowledgement of Country' by the Mayor undertaken at all Citizenship Ceremonies; an 'Acknowledgement of Country' at the commencement of all Council and Committee meetings; a full time Aboriginal Community Development Officer position; development of resources on local Aboriginal culture including the 'Derbal Nara' website, Nyungar Tourist Trail at Port Coogee brochure and 'Beeliar Boodjar' history brochure; and the highlighting of Aboriginal culture in events and artwork across the City.

Consultations with both the Aboriginal and Torres Strait Islander community and staff have aided in the development of 26 identified actions in the new RAP that are both realistic and achievable within a three year timeframe.

These actions cover a range of commitments across areas of respect and recognition for Aboriginal and Torres Strait Islander culture and history coupled with opportunities highlighted for the future. Key highlights include employment targets, development of an Aboriginal Cultural and Visitors Centre, building of stronger relationships with the Aboriginal and Torres Strait Islander communities, and Cultural education. The City's Aboriginal Reference Group plays a pivotal role in reviewing and recommending various actions to the Council and the City's Administration.



**Logan K Howlett JP**  
Mayor



**Stephen Cain**  
Chief Executive Officer

We look forward to working in partnership with our community over the next three years to take the next steps in our commitment to reconciliation by building on our successes from the previous Reconciliation Action Plans.

**Logan K Howlett JP**  
Mayor

**Stephen Cain**  
Chief Executive Officer

## 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.



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 so that all people can be valued and participate fully in the Cockburn community.

*(Nyungar language translation by Sealin Garlett and Charmaine Bennell)*



## OUR BUSINESS

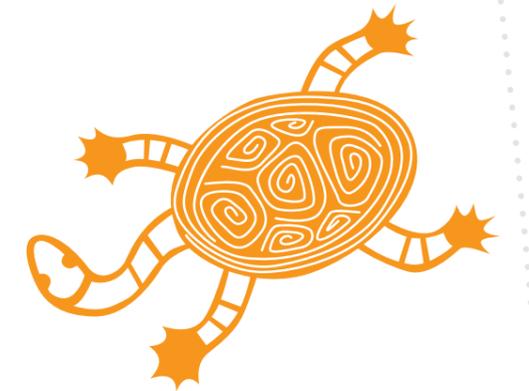
The City of Cockburn is located in Perth's southern growth corridor within a diverse tapestry of natural and developed landscapes.

Its location close to Perth City Centre (15km) coupled with excellent access to local employment, commercial, industrial and recreational areas, sees the City continue to grow at a rapid pace. The City is blessed with a remarkable network of well-maintained reserves and natural spaces. In 2017 the forecast population is 116,529 people including approximately 1.5% Aboriginal and Torres Strait Islander peoples.

Our vision is to build on the solid foundations that our history has provided to ensure that Cockburn is the most attractive place within the Perth metropolitan area to invest, live, work and visit. Our core business 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.

The City of Cockburn also manages a number of grant-funded services including Family and Individual Support Services, Financial Counselling, Cockburn Parenting Service, targeted Youth Services programs and others.

The City of Cockburn services the community with an Administration building, three libraries, a Youth Centre, an Operations centre, 14 Community centres, Cockburn Aquatic and Recreation Centre as well as hundreds of parks and reserves. A total of 882 staff are currently employed at the City (full-time/ part-time permanent; contract positions and casual) with 9 positions or 1.00% being Aboriginal and Torres Strait Islander peoples.



**Our vision is to build on the solid foundations of our history and ensure that Cockburn is the most attractive place within the Perth metropolitan area to invest, live, work and visit.**

## OUR RAP

This is the third Reconciliation Action Plan (RAP) for the City of Cockburn, with the first covering 2011–2013 and the second 2013-16. The purpose of our RAP is to turn good intentions into measurable actions that help Aboriginal and Torres Strait Islander peoples achieve equality in all aspects of life – a goal which benefits all Australians.

### Our Progress so Far

Our first steps towards reconciliation occurred in 2002 with the establishment of the City’s Aboriginal Reference Group (ARG) – which met on a monthly basis – and the creation of a part time Aboriginal Community Development Officer position in 2003.

### Our first RAP (2011-13) achieved:

- increased opportunities for Aboriginal and Torres Strait Islander and non-Aboriginal people to come together at events and activities;
- the inclusion of a ‘Welcome to Country’ at each citizenship ceremony;
- the delivery of regular Aboriginal Cultural Awareness training for City staff;
- the creation of a good news stories newsletter;
- the purchase of Aboriginal artwork each year for display at the City’s buildings;

- the development of a local Aboriginal history brochure, ‘Beeliar Boodjar’;
- an Aboriginal student award for every school in our area; and
- healthy eating and physical activities programs for Aboriginal and Torres Strait Islander people.

### Our second RAP (2013-16) achieved:

- the growth of our public events and opportunities for engagement, including cultural bus tours, reconciliation activities with seniors and residents groups, and comprehensive NAIDOC Week events across the City for all ages;
- the expansion of Cultural Competency training to two levels for staff;
- the formalisation of a cultural protocol for Welcome to Country and Acknowledgement to Country at events and ceremonies;

- increasing the Aboriginal Community Development position to full time in 2013, enabling stronger engagement with the community;
- the naming of Ngarkal Beach highlighted our approach to ensuring that public spaces recognise Aboriginal history and connections with land; and
- the development of a number of great resources on local Aboriginal culture, including the Derbal Nara website and accompanying brochure, and the Nyungar Tourist Trail at Port Coogee brochure.

Our RAP community survey conducted in mid-2017 shows that many in the community are feeling that relationships have improved and deepened.

### How we developed this RAP

This RAP was developed through an extensive review and consultation process:

- we undertook a gap analysis of our previous RAPs to understand where we succeeded and where we fell short;
- we conducted a community survey with more than 200 respondents –100 of whom were Aboriginal or Torres Strait Islander;
- staff consultations involved both a survey and workshop attended by more than 40 people;
- we engaged with the Aboriginal Reference Group and conducted a Community Forum with the Aboriginal and Torres Strait Islander community on key issues;
- actions were refined through discussion among senior managers, RAP Steering Group, and our Aboriginal Reference Group.

### Principles and Priorities

Our consultations reinforced the outcomes of the gap analysis. The community told us that:

- they wanted to see better results in Aboriginal employment and engagement with Aboriginal students;
- an Aboriginal Cultural and Visitors Centre and opportunities for cross-cultural engagement are priorities;
- most Aboriginal people and many non-Aboriginal people see the date of Australia Day celebrations as a major reconciliation issue.

The staff highlighted that:

- we took on a lot in our earlier RAPs and many of these actions fell on the shoulders of just a few, rather than being embedded across the organisation;
- our approach to organisational change should be more focused and structured;
- an Aboriginal Cultural and Visitors Centre is a priority; as are Aboriginal employment and links to education.

### With these lessons in mind our third RAP is built around five priorities

- 1 Maintain and build on the good results of our previous RAPs.
- 2 Embed reconciliation in practice across all business units in the organisation, ensuring shared responsibility in achieving deliverables. Track and measure progress through the development of effective reporting systems.
- 3 Improve outcomes in Aboriginal employment through stronger connections with Aboriginal students; improved Human Resource processes and an inclusive workplace culture built via expanded cultural competency training.
- 4 Develop an Aboriginal Cultural and Visitors Centre as the centrepiece of community reconciliation; and
- 5 Address the question of the date of Australia Day celebrations.



## SUPPORTERS

### Senior RAP Champions

This RAP is championed jointly by

- the Manager of Community Development, and
- the Manager of Human Resources.

### Our RAP Steering Group

Our RAP is overseen by the RAP Steering Group (RSG). The RSG is made up of approximately 20-30 staff and external supporters. The members from 2013 to 2017 are:

- Community members from the Aboriginal Reference Group,
- Community members from the Walyalup Reconciliation Group,
- Aboriginal and Torres Strait Islander community members who have expressed an interest in joining

- Internal staff representing the following Business Units:
  - Community Development – Disability Inclusion, Aboriginal Engagement, Youth Services, Child Care and Seniors;
  - Strategic Planning;
  - Parks and Environment – Education and Waste, Landscaping;
  - Corporate Communications;
  - Libraries;
  - Human Resources – Business Partners, Learning and Development
- Infrastructure Services;
- Governance and Risk;
- Procurement



We developed this RAP through community consultation, forum and staff consultations involving both a survey and workshop attended by more than 40 people.



## RELATIONSHIPS

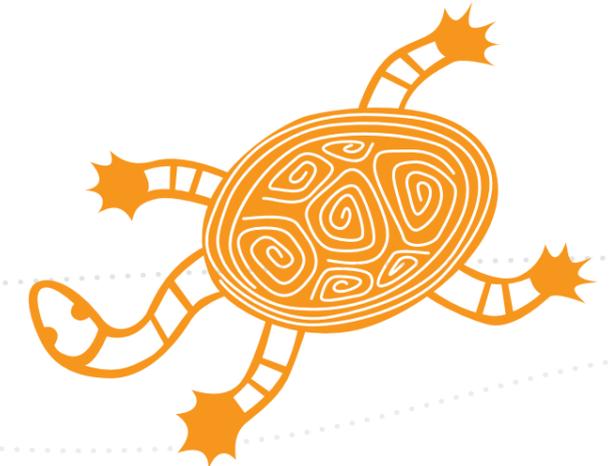
City of Cockburn values the diversity of the people in our community and understands that through respectful and genuine relationships we can learn from each other. Providing leadership in strengthening relationships with Aboriginal and Torres Strait Islander peoples is important to the City in developing an inclusive, strong and healthy community.

### FOCUS AREA: ENGAGEMENT; BRINGING PEOPLE TOGETHER

Action	How we measure success	Timeline	Responsibility
1 RAP Steering Group (RSG) plays an active role in monitoring RAP implementation and progress	(a) Ensure the effectiveness of the RSG through the establishment of clear Terms of Reference.	(a) Dec 2018 (b)-(d)	Manager Community Development
	(b) Appoint RAP champions from senior management level – Community Development and Services, and Human Resources, and will alternate the role of Chairperson.	Dec 2018 Dec 2019 Dec 2020	Manager Human Resources
	(c) Meet at least four times per year to oversee the development, endorsement and launch of the RAP and to monitor and report on RAP implementation.		
	(d) Ensure Aboriginal and Torres Strait Islander representation on the RSG with at least four members drawn from staff, the Aboriginal Reference Group and community.		
2 Increase engagement with the City's Aboriginal Reference Group (ARG)	(a) Secure a <b>Statement of Commitment</b> from the Executive and Elected Members to work with the ARG on the RAP as a means of creating positive sustainable change.	(a) July 2018 (b) Dec 2018 Dec 2019 Dec 2020	Family and Community Development Manager
	(b) Create the opportunity for an annual 'Meet and Greet' with the ARG and Elected Members, and with the RAP Steering Group.	(c) Jan 2019 (d) Jan 2019	Manager Community Development
	(c) Clarify the voluntary role and tasks of the ARG members.		
	(d) Establish a standard meeting agenda is developed for the ARG linked to key RAP objectives.		
3 Progress RAP Cultural Centre aims through a major partnership	(a) Conduct an options analysis and make recommendations for a major partnership with another organisation supporting the development and/or operation of an Aboriginal Cultural and Visitors Centre.	(a) Jan 2019 (b) Jan 2019 Jan 2020 Jan 2021	Family and Community Development Manager
	(b) Negotiate, establish and manage the partnership.		Manager Community Development

FOCUS AREA: ENGAGEMENT; BRINGING PEOPLE TOGETHER			
Action	How we measure success	Timeline	Responsibility
4 Integrate Aboriginal engagement practice into the Community Engagement Policy and Framework	(a) Amend the Community Engagement Policy and Framework to provide additional guidance on: <ul style="list-style-type: none"> <li>i. Who should be consulted and the role of the ARG</li> <li>ii. When the Aboriginal community must be consulted</li> <li>iii. How consultations should take place</li> <li>iv. How the outcomes of consultations should be reported, shared and balanced against other views.</li> </ul> (b) Meet with a minimum of two Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.                     (c) Ensure that the amendments to the Policy are endorsed by the ARG before consideration by Council.	Dec 2018 Dec 2019 Dec 2020	Manager Community Development Aboriginal Community Engagement Officer
5 Review Australia Day celebrations	(a) Changing the day of City of Cockburn’s Coojee Beach Fest Event to a day other than the 26th of January to be referred to the Community Events Committee for consideration.                     (b) The City writes to the Australian Government providing the City of Cockburn Aboriginal Community consultation findings.                     (c) Include the involvement of the ARG and Aboriginal performers at Australia Day Citizenship Ceremonies (whatever the date may be) in order to provide cultural and historical education and engagement.	Jan 2019 Jan 2020 Jan 2021	Manager Corporate Communications Manager Community Development Family and Community Development Manager Civic Support Coordinator
6 Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	(a) Organise at least one internal NRW events each year.                     (b) Register all NRW events via Reconciliation Australia’s NRW website.                     (c) Encourage staff, Executive and Elected Members to participate in external events to recognise and celebrate NRW.                     (d) Ensure the RAP Steering Group participates in at least one external NRW event each year.	Dec 2018 Dec 2019 Dec 2020	Family and Community Development Manager Aboriginal Community Development Officer Manager Human Resources

FOCUS AREA: ENGAGEMENT; BRINGING PEOPLE TOGETHER			
Action	How we measure success	Timeline	Responsibility
7 Raise internal and external awareness of our RAP to promote reconciliation across our organisation and local government sector	(a) Develop and implement a strategy, to communicate our RAP to all internal and external stakeholders.                     (b) Promote reconciliation through ongoing active engagement with all stakeholders: <ul style="list-style-type: none"> <li>i. Encourage appropriate organisations to consider undertaking a RAP</li> <li>ii. Utilise networks where we are sharing information to promote reconciliation</li> </ul> (c) Engage our senior leaders in the delivery of the RAP <ul style="list-style-type: none"> <li>i. Senior leaders assist in promotion and encouragement of participation and promotion of reconciliation and associated reconciliation events.</li> </ul>	Dec 2018 Dec 2019 Dec 2020	Family and Community Development Manager Manager Corporate Communications





## RESPECT

Respect for the local Nyungar people and Aboriginal and Torres Strait Islander people from other areas who have settled in Cockburn is an essential foundation for building meaningful relationships and full participation in the community. The City makes respect visible through events, art, signage and following cultural protocols. Respectful relationships are also critical to creating an inclusive workplace. Effective training for both our staff and the community is a foundation for Aboriginal and Torres Strait Islander employment and support for the change across the organization.

**FOCUS AREA: VISIBLE RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE; DEVELOPMENT OF UNDERSTANDING LINKED TO PRACTICAL STEPS AND POLICIES**

Action	How we measure success	Timeline	Responsibility
<b>8</b> Tailor and expand Diversity and Inclusion training, with a focus on cultural competency	(a) Include Cultural Competency provisions in the Diversity and Inclusion Policy endorsed by both the ARG and the Council. (b) Develop a Diversity and Inclusion training plan with content and delivery tailored to the needs of different roles. The plan should: <ul style="list-style-type: none"> <li>i. Increase knowledge and understanding of CoC Traditional owners and Aboriginal and Torres Strait residents, histories and achievements</li> <li>ii. Provide the opportunity for key staff and members of the public to develop Nyungar language competency</li> <li>iii. Improve awareness and support for the RAP and key RAP initiatives such as the Aboriginal Employment Strategy and other policies</li> <li>iv. Enable senior staff and Elected Members to undertake cultural learning linked to strategic directions and policy</li> <li>v. Enable senior staff to build teams that are inclusive of Aboriginal and Torres Strait Islander employees</li> <li>vi. Address questions of equality vs. equity and links to the City of Cockburn values</li> <li>vii. Give HR team members and hiring managers the skills to effectively recruit Aboriginal and Torres Strait Islander employees</li> </ul>	(a) Jun 2018 (b) Jan 2019 (c) Dec 2018 Dec 2019 Dec 2020	Manager Human Resources Manager Community Development

**FOCUS AREA: VISIBLE RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE; DEVELOPMENT OF UNDERSTANDING LINKED TO PRACTICAL STEPS AND POLICIES**

Action	How we measure success	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>viii. Provide cultural competency training sessions for Residents Groups and other residents, as resources permit</li> <li>ix. 80% of staff will complete the face to face training specified for their role by the end of this RAP</li> <li>x. RAP Working Group members to undertake at least one cultural learning activity per year</li> <li>xi. All senior executives and Elected Members to undertake cultural learning activities.</li> </ul> (c) Ensure that training participation is a Key Performance Indicator embedded in all staff performance plans.		
<b>9</b> Develop and Progress the Aboriginal Cultural and Visitors Centre	Plan and obtain funds and approvals for an Aboriginal Cultural and Visitors Centre. (a) Source funding for the development of concept plans for the Aboriginal Cultural and Visitors Centre and community consultations in the 2018-19 financial year. (b) Secure external and internal funding for the construction of the Aboriginal Cultural and Visitors Centre. (c) Progressively implement this project.	(a) Jun 2018 (b) Dec 2018 Dec 2019 Dec 2020 (c) Jan 2019 Jan 2020 Jan 2021	Manager Community Development
<b>10</b> Embed cultural protocols as part of the way our organisation functions	(a) Further develop the City of Cockburn (CoC) Cultural Protocol document into formal policy and guidelines endorsed by both the ARG and Council that: <ul style="list-style-type: none"> <li>i. Outlines at which events CoC will commission a Welcome to Country (Citizenship ceremonies; NAIDOC, Reconciliation Week and other events)</li> <li>ii. Staff and senior leadership continue to provide a Welcome to Country and/or an Acknowledgement of Country at all key events and Council meetings, public events; and where appropriate at internal events or meetings</li> <li>iii. Requires the appropriate use of Nyungar language</li> <li>iv. A list of key contacts for delivery of a Welcome to Country</li> <li>v. Guidelines for a 'cultural share' – engaging cultural facts that can be shared at meetings and other events</li> </ul>	(a) Jan 2019 (b) Jan 2020 (c) - (f) Dec 2018 Dec 2019 Dec 2020	Family and Community Development Manager

**FOCUS AREA: VISIBLE RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE; DEVELOPMENT OF UNDERSTANDING LINKED TO PRACTICAL STEPS AND POLICIES**

Action	How we measure success	Timeline	Responsibility
	(b) Ensure that an Acknowledgment of Country plaque is displayed at all CoC premises. (c) Continue Cultural Awareness Training, with the enhancements described at Point 8. (d) Continue to fly the Aboriginal and Torres Strait Islander flags daily and conduct flag raisings at significant times. (e) Continue to engage Aboriginal and Torres Strait Islander artists and purchase Aboriginal art. (f) Seek and commission advice on Aboriginal and Torres Strait Islander input on matters of cultural relevance.		
<b>11</b> Extend Signage Style Guide to provide guidance on meaningful use of Aboriginal names throughout the City of Cockburn	(a) Expand the Signage Style Guide to promote and provide guidance on how to integrate appropriate meaningful names and the Aboriginal translation to signs. (b) Undertake a program to update all signage of named parks and reserves (which have an equivalent Aboriginal word and meaning), such that signage incorporates that word and meaning. (c) Research the possibility of officially dual naming important natural topographic features, as per Section 7 of the Policies and Standards for Geographical Naming in WA. (d) Apply dual naming of North Lake and Bibra Lake to include Aboriginal naming.	(a) Dec 2018 (b) Dec 2018 Dec 2019 Dec 2020 (c) Dec 2018 (d) Jun 2019	Manager Corporate Communication  Manager Parks and Environment  Manager Strategic Planning
<b>12</b> Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	(a) Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. (b) Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events. (c) Support all staff to participate in NAIDOC Week events in the local community. (d) In consultation with Aboriginal and Torres Strait Islander peoples, hold at least one public NAIDOC Week event. (e) Engage Aboriginal and Torres Strait Islander entertainers and providers in City NAIDOC Week events.	Dec 2018 Dec 2019 Dec 2020	Manager Human Resources  Family and Community Development Manager





## OPPORTUNITIES

By creating employment, business, educational and other opportunities for Aboriginal and Torres Strait Islanders in our region, the City of Cockburn will contribute to the equitable participation of all our residents and visitors in our community.

FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES			
Action	How we measure success	Timeline	Responsibility
<b>13</b> Develop and endorse an Aboriginal Employment Policy	(a) Develop a short policy document, endorsed by the ARG and then considered by Council, which articulates the business case for Aboriginal and Torres Strait Islander employment and sets expectations for Managers, Coordinators, Human Resources and others.  (b) This policy should be highlighted in the relevant parts of Diversity and Inclusion training (see Action10).  (c) The policy seeks to achieve a permanent position for any participants who complete the requirements of a traineeship or other employment pathway.  (d) As per Action 17, outline requirements and guidelines in the establishment of employment driven Partnership(s).	(a) – (d) Jan 2019	Manager Human Resources
<b>14</b> Review City of Cockburn Leave Policy	(a) Review the CoC leave policy in conjunction with the ARG and Aboriginal staff to develop guidelines or amendments that enable Aboriginal employees to participate in cultural obligations.  (b) Ensure that leave provisions of any Enterprise Agreements are consistent with the amendments (if any) from (a).  (c) Guidelines or amendments to the policy are endorsed by both the ARG and Council.	(a) – (c) Jan 2019	Manager Human Resources
<b>15</b> Partner with a specialist Aboriginal recruiting organisation	(a) Conduct an options analysis and make recommendations for a major partnership with another organisation supporting RAP Actions in Aboriginal employment to source strong Aboriginal and Torres Strait Islander candidates.  (b) Negotiate, establish and manage the partnership.	(a) Dec 2018 (b) July 2019 July 2020	Manager Human Resources

FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES			
Action	How we measure success	Timeline	Responsibility
<b>16</b> Engage with and strengthen relationships with schools	(a) Develop an Aboriginal School Engagement strategy that includes:  i. Regular engagement with Aboriginal students and Aboriginal and Torres Strait Islander Education Officers (AIEO's) concerning career paths at CoC  ii. Work Experience placements in CoC work teams  iii. Develop partnerships with other organisations to assist and ensure Aboriginal and Torres Strait Islander students are 'school ready' with school uniforms and supplies.	Jan 2019	Manager Human Resources  Family and Community Development Manager  Aboriginal Community Development Officer
<b>17</b> Establish Aboriginal employment pathways	(a) Establish at least two Aboriginal Traineeship positions each year and closely link the program with Work Experience.  (b) Establish two Aboriginal cadetship positions for roles that require a tertiary qualification. This program will allow for the summer placement of Aboriginal tertiary students in a CoC team.	Dec 2018	Manager Human Resources
<b>18</b> Revise Aboriginal recruitment policies and procedures	(a) Revise Recruitment policy and procedures so that:  i. diversity is increased through the appropriate use of section 50d and section 51 of the Equal Opportunity Act  ii. Aboriginal and Torres Strait Islander applicants who meet the <b>essential selection criteria</b> for roles are short listed for the role  iii. members of the ARG, the Aboriginal Community Development Officer and others with strong networks in the Aboriginal Community are briefed on vacancies and have the opportunity to source applicants  iv. advertising text and images promote diversity and inclusion as CoC values  v. vacancies are communicated to a range of Aboriginal and Torres Strait Islander organisations and agencies  vi. an Aboriginal or Torres Strait Islander person sits on the interview panel where there is an Aboriginal applicant	(a) Dec 2018 (b) Dec 2020 (c) Dec 2019 Dec 2020	Manager Human Resources

**FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES**

Action	How we measure success	Timeline	Responsibility
	vii.interviews occur in Plain English and are culturally appropriate. viii.A report on the roles recruited each quarter, including: the number of Aboriginal and Torres Strait Islander applicants attracted for each role; and the reasons for their success or failure is provided to the RSG, ARG and Council. (b) Revised policy and procedures lead to an increase in Aboriginal and Torres Strait Islander employment to 2.0 % of total staff employed at the City (by headcount). (c) Recruitment procedures and their efficacy should be reviewed annually by the RSG. The review will include consultations with Aboriginal and Torres Strait Islander staff.		
19 Establish a structured mentoring program	(a) Establish a mentoring program in which culturally competent staff who have an understanding of the needs of Aboriginal and Torres Strait Islander employees meet with Aboriginal and Torres Strait Islander employees to identify retention risks and help them troubleshoot issues. (b) Provide mentoring skills training to people with these responsibilities.	(a) – (b) July 2019	Manager Human Resources
20 Strengthen and promote Aboriginal social, physical and mental wellbeing	(a) Continue existing services focused on Aboriginal residents including Cockburn Community Care; the Aboriginal Me Time and My Time group, Kwoberup Aboriginal Club, Co-Health, Recreation Services, and the Youth Centre. (b) Develop and implement a communication plan to ensure that all Aboriginal residents of the City are aware of the services offered by the City of Cockburn. (c) Identify and respond to any service gaps and barriers to accessing services for Aboriginal and Torres Strait Islander peoples. (d) Conduct research to establish the need and feasibility in providing programs that focus on increased health and fitness opportunities for Aboriginal and Torres Strait Islander peoples at Cockburn ARC and other recreation facilities. Conduct a pilot program with relevant external agencies/partners such as Reclink and Curtin University to consider demand and ongoing need.	(a) Dec 2018 Dec 2019 Dec 2020 (b) Dec 2018 (c) – (d) Dec 2019	Family and Community Development Manager Manager Corporate Communications Manager Recreation Services

**FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES**

Action	How we measure success	Timeline	Responsibility
21 Improve Aboriginal participation and economic development in Procurement outcomes	(a) Enhance Cockburn’s Social Procurement Guidelines by developing further guidance in engaging with Aboriginal businesses within the City Systems. (b) Clearly communicate the Sustainability weighting as it applies to Aboriginal business for appropriate tenders to all stakeholders at every opportunity. (c) Develop at least two durable commercial relationships with Aboriginal businesses or organisations in each year of this RAP. (d) Increase procurement outcomes for Aboriginal businesses spend by 10% on the quantity invoices paid for each year of this RAP. (e) Track and report on the City’s total Aboriginal business spend and the metrics in ((c) and (d) at the final RSG, ARG and Council of each calendar year. (f) Investigate the possibility of the Environment team working with Procurement to involve an Aboriginal organisation in land management work.	(a) Dec 2018 (b) – (e) Dec 2018 Dec 2019 Dec 2020 (f) Dec 2019	Manager Procurement Manager Parks and Environment



City of Cockburn Mayor, Logan K Howlett JP with aboriginal performers.



## TRACKING AND PROGRESS REPORTING

### FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES

Action	How we measure success	Timeline	Responsibility
<b>22</b> Report RAP achievements, challenges and lessons learned to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	(a) Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia, within timeframe. (b) Investigate participation in the RAP Barometer.	(a) 30 Sep Sep 2018 Sep 2019 Sep 2020 (b) Dec 2018	Family and Community Development Manager
<b>23</b> Establish an improved system to track RAP implementation within the organisation	(a) Develop a tracking tool, for use at the RSG that: i. tracks progress towards the completion of each RAP deliverable ii. Identifies actions to be completed (and by whom) towards the deliverables prior to next RSG; and iii. Checks if these actions have been completed. (b) This tool will substantially form the minutes of the RSG and the ARG and the basis for reporting on the RAP. (c) Where a RAP action calls for the creation of a plan, schedule, report, strategy or other form of documentation, a copy of the relevant document is included in the minutes of the RSG.	(a) June 2018 (b) Quarterly RWG meetings (c) Quarterly RWG meetings	(a) Community Development Manager (b) Chair of the RWG (c) Chair of the RWG
<b>24</b> Establish a RAP information portal	Establish a RAP information system that will bring together all materials developed in connection with RAPs or City of Cockburn's relationship with Aboriginal and Torres Strait Islander people into one location accessible to all staff via the intranet. For example, the system will contain: i. RSG minutes ii. Cultural competency materials iii. Cultural protocols and guidance iv. Links to relevant policies and procedures v. Resources and links to useful cultural information and materials vi. Access to on-line learning vii. Information on meetings and events	Jan 2019	Aboriginal Community Development Officer  RAP Support Officer

### FOCUS AREA: INCLUSION; EMPLOYMENT; HEALTH AND HEALING; AND CULTURAL OPPORTUNITIES

Action	How we measure success	Timeline	Responsibility
<b>25</b> Report RAP success stories, challenges and learnings internally and externally	(a) City of Cockburn will publicly report our RAP achievements, challenges and learnings on the City of Cockburn website, via the media, <i>Cockburn Soundings</i> and the Annual Report. (b) Communicate annually updates on RAP progress to all staff, the ARG and to a formal meeting of Council, based on the RAP tracking tool.	(a) Jan 2019 Jan 2020 Jan 2021 (b) Jul 2018 Jan 2019 Jul 2019 Jan 2020 Jul 2020 Jan 2021	Manager Community Development Manager Corporate communications
<b>26</b> Review, refresh and update RAP	(a) Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. (b) Conduct consultation and send draft RAP to Reconciliation Australia for feedback. (c) Submit draft RAP to Reconciliation Australia for formal endorsement.	(a) – (b) June 2020 (c) Nov 2020	Manager Community Development Manager Human Resources



Our goal is that Aboriginal and Torres Strait Islander peoples along with all other Australians, can all be valued and participate fully in the Cockburn community.



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