Reconciliation Action Plan

January 2026 – January 2028

City of Stirling
City of Choice

RECONCILIATION ACTION PLAN
INNOVATE



Acknowledgement

City of Stirling kaadatj Nyoongar moort Nyoongar boodja-k Wadjak boodja-k. Ngalak kaadatj Nyoongar nedingar wer birdiya koora koora wer yeyi. Baalabang koondarm, malayin wer nakolak baalap yang ngalany-al. Ngalak dandjoo barn wer kaaratj bandang boodja-k.

The City of Stirling acknowledges the Traditional Custodians of this land, the Wadjak people of the Nyoongar Nation, and pays respect to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

Artist credit: Koora, Yeyi, Boordawan Bidi (Past, Present, Future Path) by Meeyakba Shane Pickett (1957-2010), Peter Farmer Snr, Kylie Graham in collaboration with Jahne Rees of Scape-ism, 2025

Photo credit: Robyn Jean Photography

Disclaimer: Aboriginal and Torres Strait Islander people reading this Reconciliation Action Plan are advised that it may contain images, artworks and stories of people who have passed away.



Cover

Teresa Miller, Mooro Country:
Yaakan – Longneck Turtle, 2022



Yaakan – Longneck Turtle is an art story about the lakes and swamps that connected, just inland from the coast, up through Mooro Country. The old people followed walking (bidi) trails around and through these waterways. The Yaakan (Longneck Turtle) was found there in those wetlands – places like Lake Gwelup, Carinyup Swamp, Star Swamp and today's Herdsman Lake.

The Yaakan provided a big feast of bush tucker. The traditional Nyoongar people would catch Yaakan and lay them on their backs in the hot coals of an open fire. My artwork includes traditional campsites (circle symbols), showing the places where the people would meet, hunt, sit and feast. Some Noongar people still do practice this traditional way of cooking and eating on Nyoongar boodjar (land) today.

Original artworks by Teresa Miller (artist name is Beelya Yorg – River Woman), then digitally vectorised and colourised by Norlap Creative. This design sits within a suite of three designs; Yaakan – Longneck Turtle, Wagyl – Creator Snake and Boodalang – Pelican, which celebrate the characteristics of Mooro Country through our wildlife, floral and fauna.

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Foreword from the Mayor



Mark Irwin
City of Stirling Mayor

I am proud to present the City of Stirling's Reconciliation Action Plan (RAP) 2026-2028 – a plan for meaningful change in our community. The City is committed to Reconciliation Australia's RAP process because it lays out a path to a reconciled future. To get there, we need strong leadership from Council and the community, authentic collaboration and tangible progress. This is our fourth Reconciliation Action Plan – and it is our most ambitious yet.

Our City is situated on Mooro Country, home to the Wadjak Nyoongar people for more than 40,000 years. In my eight years as Mayor, I have had the opportunity to work with local Elders and learn about Nyoongar cultural heritage, which is such an important part of our story. Every day, we have the opportunity to support Aboriginal and Torres Strait Islander peoples, celebrate their cultures and acknowledge truths about our shared history. The aim of this RAP is to establish a concrete plan for doing just that over the next two years, with defined actions, deliverables and timelines.

The City has made big strides since we adopted our most recent RAP in 2021. One significant initiative has been the establishment of the Ngalang Maya Wangkiny (Our Place Talking) group. Ngalang Maya Wangkiny is an engagement approach to wangkiny (talking) about the local stories of the koora (past), yeyi (present) and boordawan (future). This group, consisting of Nyoongar knowledge holders, was formed to preserve local cultural knowledge, provide cultural input on City projects, and strengthen relationships between Aboriginal and Torres Strait Islander peoples and the broader community.

Nyoongar culture is now embedded across the City's operations, from our digital communications to our capital works projects. Our Mirrabooka Town Square upgrade and Administration Centre forecourt refresh are two recent examples of projects that have involved Nyoongar artists and cultural elements. The City's Administration Centre now has a Yarning Circle by the entrance to welcome visitors as a prominent sign of our respect for Nyoongar cultures and ongoing commitment to reconciliation.

A key focus of this RAP is improving economic outcomes by developing culturally informed strategies that support employment, career development and business growth. This includes targeted approaches to recruitment, retention and professional development, as well as a procurement strategy that actively engages Aboriginal owned businesses. We will also review our internal processes and strengthen partnerships to make sure our efforts are inclusive and impactful.

This plan is the product of an extensive community engagement process called Dandjoo Wangkiny (Together Talking). The key themes and priorities that were identified through Dandjoo Wangkiny helped guide the direction of our new RAP. I would like to thank everyone who took the time to contribute, particularly the members of our RAP Working Group. It is now up to us to turn this plan into action and make meaningful progress towards our shared vision of reconciliation for an inclusive community grounded in trust and respect.

Message from Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends City of Stirling on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. City of Stirling continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

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



Caption: Corrobboree for Life performing at Mirrabooka NAIDOC Event 2025.

Our Vision for Reconciliation

The City of Stirling's vision for reconciliation is that of an inclusive community grounded in trust and respect. We will demonstrate this shared commitment to reconciliation by building authentic relationships, providing community connections and fostering learning opportunities as the basis for clear actions that deliver meaningful change.



Our Business

Situated on Mooro Country, the City of Stirling (the City) has been home to the Wadjak Nyoongar people for over 40,000 years. Mooro Country spans a vast area, from the Indian Ocean to beyond the City's eastern limits, and from the Derbarl Yerrigan (Swan River) near Perth's CBD to the northern metropolitan border of Perth. A coastal wetlands trail connects a series of lakes from the Derbarl Yerrigan heading north. This trail holds deep significance to the Nyoongar community, who see it as 'one water, many lakes'. Along this trail, you'll find several Aboriginal heritage sites, including sacred spots at Lake Gwelup, Star Swamp and Herdsman Lake.

The City is located just 8km north of Perth's central business district and covers around 100km². With 30 suburbs stretching from Scarborough in the west to Inglewood in the east, and from Hamersley in the north to Herdsman in the south, it's a lively, multicultural community and a bustling economic hub.

The City is the largest local government by population in Western Australia, with more than 249,000 residents. The City of Stirling's population and households are increasingly diverse, with nearly one third of residents speaking a language other than English and about 37 per cent born overseas. Approximately 1.1 per cent of the City's population are Aboriginal or Torres Strait Islander people (City of Stirling, 2025).

The City is divided into four directorates: Community Development, Corporate Services, Infrastructure, and Planning and Development, each led by a director who reports to the Chief Executive Officer. As a large local government, the City provides more than 200 different services, projects and programs to the community. The organisation has multiple workplace locations including a main administration building, operations centre, community centres, libraries, museum and recreation facilities. Approximately 1,500 people are employed across the organisation, and 7 identify as Aboriginal and/or Torres Strait Islander people.

The City is guided by Sustainable Stirling 2022-2032, which incorporates feedback from the community and outlines our vision, mission and direction over 10 years. Five key result areas give direction to our commitment to achieve this vision. Our RAP sits in the 'Our Community' key result area, under the desired outcome of being "an inclusive and harmonious City".

With well-established business and retail centres, the City of Stirling is the second-largest employment district in Western Australia, after the Perth central business district. Approximately 24,905 businesses operate within the City, including key industries of construction; manufacturing; rental, hiring and real estate; health care and social assistance; and retail trade. The total value of goods and services generated by the City of Stirling economy in 2024 was $19.76 billion (City of Stirling Annual Report 2023/24).

Stirling has a number of strategic advantages. Its unique mix of location, cultures, major transport links, beaches, bushland, facilities and services, options for recreation and leisure, high-quality retail and commercial centres, restaurants, cinemas, tourist accommodation and available industrial land make it a natural hub for economic and tourist activity.

Our Reconciliation Action Plan

The City of Stirling recognises the rich culture of the Wadjak Nyoongar people who have lived in and nurtured Mooro Country for over 40,000 years. The City acknowledges Wadjak Nyoongar traditions and beliefs and takes pride in the contributions they have made as one of the oldest living cultures in the world. The City understands the impacts of colonisation and the dispossession of Aboriginal and Torres Strait Islander peoples and is committed to working with the community on a journey that recognises and acknowledges past wrongs and their impact as we work towards a future of understanding and respect.

In 2010, the City engaged with Aboriginal and Torres Strait Islander communities which resulted in the establishment of an Aboriginal Action Group. This group, comprising of local Elders, City employees and the Mayor developed the City's first Reconciliation Action Plan. Some founding members have witnessed the transformation in the City's attitude towards reconciliation and continue to contribute to the current RAP Working Group. The City is now implementing its fourth Innovate RAP which will be delivered from January 2026 to January 2028.

To ensure meaningful and sustained implementation, employees will play a central role in driving RAP actions across the organisation with the Social Impact and Policy Team responsible for monitoring and evaluation of the plan's progress and impact. The RAP is a core part of the City of Stirling's integrated planning process and a key element of the City's Strategic Community Plan (Sustainable Stirling 2022-2032) within the 'Our Community' key result area.

How we will implement our next RAP

This RAP will have a focus on consolidating and embedding some key priority areas that were identified through the City's Dandjoo Wangkiny (Together Talking) engagement process in 2024. Throughout this engagement, community members, local Aboriginal and/or Torres Strait Islander community members and Elders, City employees and Elected Members had the opportunity to share their input and priorities for this RAP. In addition to the community engagement process, the City also engaged an external consultant to undertake a cultural audit of the City's current approach to cultural safety including strategies supporting the inclusion of Aboriginal and/or Torres Strait Islander employees.

Based on the feedback collected and recommendations provided, this RAP will see the City focus on actions related to:

- Improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development at the City
- Increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
- Increasing and sharing knowledge of local Nyoongar history
- Providing opportunities for employees and community members to connect, listen and learn about Aboriginal and Torres Strait Islander cultures
- Promoting and celebrating Aboriginal and Torres Strait Islander cultures, including through artworks, stories, dance and music.

We will report regularly on our RAP through:

- Submitting an annual RAP Impact Survey to Reconciliation Australia
- Reporting our RAP progress to all staff and senior leaders quarterly
- Publicly reporting our RAP achievements, challenges and learnings, annually
- Submitting a traffic light report to Reconciliation Australia at the conclusion of this RAP.

The City's RAP Working Group will assist us to implement deliverables under this RAP. The RAP Working Group operates under a formal Terms of Reference, with membership determined through an expression of interest process. Members are appointed for the duration of the RAP development and implementation. The group is comprised of representatives from community, service providers and local government employees. The City maintains a minimum of 12 community members on its RAP Working Group:

- Eight people who identify as Aboriginal and/or Torres Strait Islander people
- Four non-Aboriginal or Torres Strait Islander community members
- Five City of Stirling staff members.

The City also established the Ngalang Maya Wangkiny (Our Place Talking) group. This group consists of local Nyoongar Aboriginal Elders who share and preserve cultural knowledge with City officers. City officers who express an interest in talking to the group about a project submit proposed questions, and the group selects which questions they will respond to.



Artist credit: How We Treat Each Other by Lawry Halden and Rubeun Yorkshire, 2024

Photo credit: Soco Studios

Our Reconciliation Action Plan Working Group



The commitment and contributions from the City's RAP Working Group and Aboriginal Elders have been invaluable in shaping this plan. The Working Group members include:

Community representation

- **Dulcie Donaldson** – Aboriginal Elder
- **Karen Farrel** – Aboriginal Elder
- **Tricia Flynn-Scrutton** – Aboriginal Elder
- **Dawn Gilchrist** – Aboriginal Elder
- **Oriel Green OAM** – Aboriginal Elder
- **Dot Henry** – Aboriginal Elder
- **Clynton Culbong** – Aboriginal community member
- **Preston Culbong** – Aboriginal community member
- **Denise Yarran** – Aboriginal community member
- **Emily Deleuil** – Community member
- **Joanne Henderson** – Community member
- **Zainab Hummed** – Community member
- **Kaye Liddlelow** – Community member
- **Jawaria Mahmood** – Community member
- **Dianne Pereira** – Community member.

City officers

- Director of Community Development (Chairperson and RAP Champion)
- Chief People Officer
- Manager Community Development
- Service Lead Community Planning & Projects
- Team Leader Social Impact & Policy
- Community Development Officer
- Senior Community Development Officer.





RAP Reflections

The City of Stirling is committed to recognising and celebrating the contributions of Aboriginal and Torres Strait Islander peoples towards our community.

We have now completed three Innovate level RAPs, each developed in consultation with Aboriginal and Torres Strait Islander Elders and community members, staff, organisations and the broader community.

Some of the highlights from our journey so far include:

Relationships

- Developed an Aboriginal Action Group (which developed the City's first RAP) and later became the RAP Working Group
- Delivery of an annual NAIDOC event (one of the largest in WA)
- Partnered with an Aboriginal Community Controlled Organisation to deliver an annual community National Reconciliation Week event.

Respect

- Incorporated localised Nyoongar designs for the City's entry statements
- Expanded the City's Aboriginal art, library and history collections
- Delivered an Elders Portrait Exhibition
- Delivered a Lake Gwelup Story Trail – a story trail weaving together Nyoongar history and stories, colonial and settlement history and natural environment
- A range of cultural awareness training offered to City staff and volunteers.

Opportunities

- Continued to maintain a formalised partnership agreement with Wadjak Northside, providing financial and staffing support
- Supported Aboriginal owned businesses across the City
- Delivered Mooro Tours to community to provide cultural learning experiences and foster respect and appreciation of local Aboriginal cultures.

In developing our new RAP, we have drawn on key learnings and challenges from our previous RAPs. We recognise that a more streamlined RAP, with fewer but strategically chosen actions, enhances our ability to deliver high-impact results. This strategic shift allows us to dedicate more time, resources and energy to initiatives that drive tangible outcomes, particularly in the areas of employment and procurement.

We are committed to strengthening employment outcomes for Aboriginal and Torres Strait Islander peoples in ways that are culturally safe and community-driven. By working collaboratively with Aboriginal stakeholders and organisations, we aim to ensure our employment strategies are inclusive, responsive and impactful.

Additionally, we are committed to increasing the City's supplier diversity by supporting Aboriginal-owned businesses through more targeted and meaningful engagement. These reflections have shaped a more focused and outcomes-driven RAP, ensuring our actions are both sustainable and aligned with our broader reconciliation goals.

Caption: Elder Stella Mara raising the Torres Strait Islander Flag at opening ceremony for Mirrabooka NAIDOC Event 2025.

Our People Reflections

Michael Quirk, Director Community Development and RAP Champion

Michael Quirk serves as Director Community Development, and one of his key responsibilities is leading the City's Reconciliation Action Plan. As a champion for reconciliation, Michael is committed to raising awareness of Aboriginal culture, strengthening community understanding and driving meaningful actions that support the City's reconciliation journey.

One of his proudest achievements was spearheading the formal memorandum of understanding between the City and Wadjak Northside Aboriginal Community Group – the first of its kind in Western Australia – establishing shared commitments in health, culture, education and training. Through his leadership, the RAP has driven greater awareness, strengthened relationships with Elders and embedded reconciliation into the City's workplace culture.

Although challenges persist, particularly following the Voice referendum, Michael is committed to maintaining the City's commitment to reconciliation. He envisions a future RAP that expands employment opportunities, strengthens cultural safety and ultimately moves towards a deeply embedded, high-impact framework for lasting change.

Anne Garlett, Community Development Officer

A proud Nyoongar woman connected to Yuad and Ballardong Country, Anne Garlett has spent over 11 years at the City, driving meaningful engagement and reconciliation. To Anne, reconciliation means truth-telling, healing and ensuring that Aboriginal voices are heard and valued in all aspects of society.

Growing up in a country town where racism was a reality, she is determined to create better opportunities for future generations. Her work on the Reconciliation Action Plan has contributed towards shifting mindsets and building cultural awareness. She has helped lead impactful initiatives that embed reconciliation into workplace culture and support Aboriginal businesses. A significant milestone was the permanent flying of the Aboriginal flag – a proud moment for Anne, her Elders, her community and family.

Anne remains dedicated to driving change, knowing that even small shifts in understanding can lead to lasting impact. Changing perspectives takes time, but if even one person stops to rethink, then the journey is worth it.




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City of Stirling
City of Choice
Anne



2010

- Aboriginal Working Group formed to commence the City's reconciliation journey
- Inaugural Mirrabooka NAIDOC Event held.

2011

- Wadjak Northside Aboriginal Corporation established.

2012

- Nollamara Community Centre established as a regular meeting place for the local Aboriginal community. Weekly meetings held between City of Stirling staff and local Elders.

2013

- Council endorsed City's inaugural RAP (2014-16)
- Mooro Nyungar Katitjin Bidi – Mooro Peoples Knowledge Trail, documenting the significant cultural sites and place names across the City of Stirling
- Dedicated Aboriginal Engagement position established.

2014

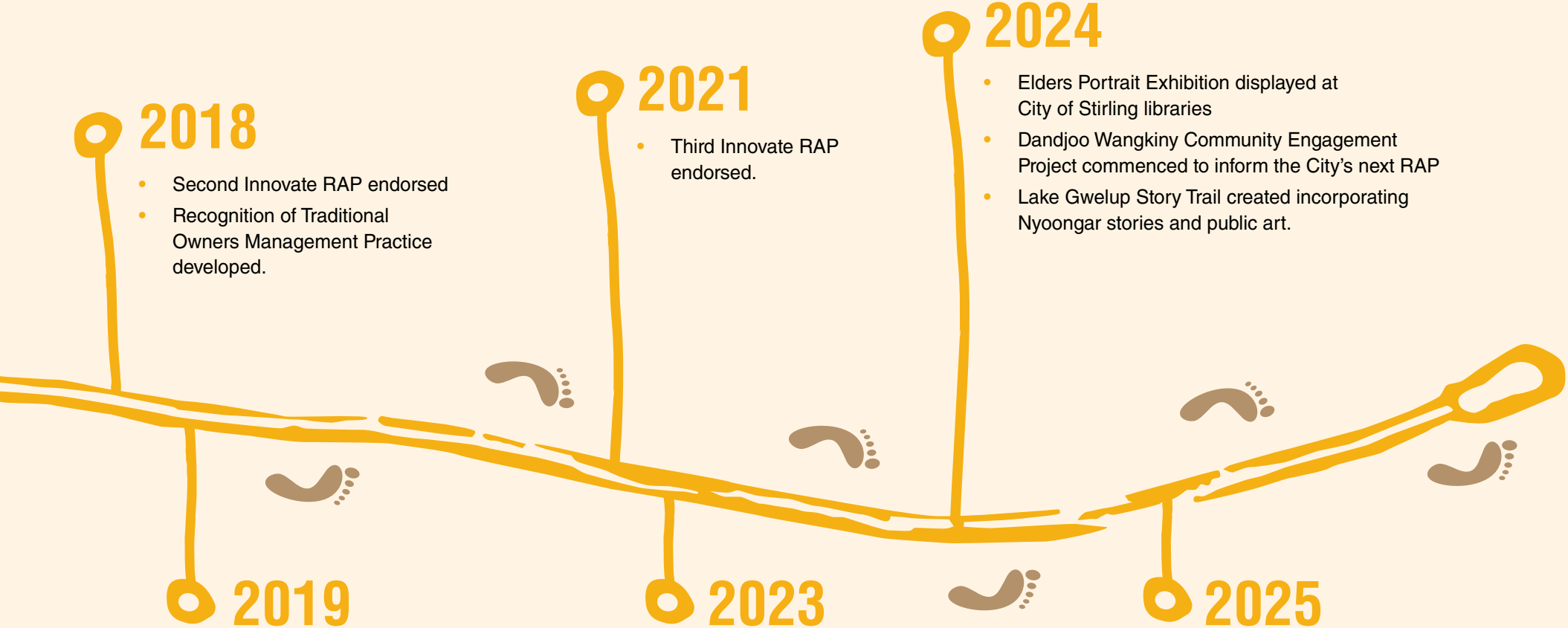
- Mooro Country Tours established at Lake Gwelup in partnership with Wadjak Northside
- WA Premier's Awards Winners – Improving Aboriginal Outcomes category for Mooro Country cultural tours.

2015

- Wadjak Northside Aboriginal Corporation Community Centre officially opened.

2016

- National Awards for Local Government Winner – Promoting Indigenous Recognition Category.



2018

- Second Innovate RAP endorsed
- Recognition of Traditional Owners Management Practice developed.

2019

- Aboriginal Flag permanently flown at the City's Administration Centre.

2021

- Third Innovate RAP endorsed.

2023

- Torres Strait Islander flag permanently flown at the City's Administration Centre
- Ngalang Maya Wangkiny (Our Place Talking) group established to share cultural advice and knowledge on City Projects.

2024

- Elders Portrait Exhibition displayed at City of Stirling libraries
- Dandjoo Wangkiny Community Engagement Project commenced to inform the City's next RAP
- Lake Gwelup Story Trail created incorporating Nyoongar stories and public art.

2025

- Installation of Koora, Yeyi, Boordawan Bidi (Past, Present, Future Path) – yarning circle at the City Administration Centre to acknowledge ongoing connection of Nyoongar culture across the City of Stirling.

Relationships

Koort kwaba moort moorditj dandjoo yoodaniny. "City of Stirling" boola waam moort-al dandjoo koorl wer koota-djinang. Nyoongar, Aboriginal,Torres Strait wer kendjil moort-al moorditj dandjoo yoodaniny wer maladjiny.

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 peoples and the broader community.





Caption: Elder Diana Fraser, Len Yarran, Elder Dawn Gilchrist and Denise Yarran sharing local Nyoongar culture at the Lake Gwelup Story Trail and Public Art Launch 2024.

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
1. **Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**	**1.1** Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop and formalise engagement protocols to guide interactions and regular consultations with Aboriginal and Torres Strait Islander communities to strengthen collaborations and relationships.	July 2026	Service Lead, Community Planning and Projects
	1.2 Develop and implement the City's Community Engagement policy to ensure the City's planning and delivery of programs and services incorporates the perspectives of and meets the broader needs of Aboriginal and Torres Strait Islander peoples.	July 2027	Head of Community Engagement
2. **Build relationships through celebrating National Reconciliation Week (NRW).**	**2.1** Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees through regular email updates from RAP Champion, and on the City's internal employee website.	May 2026-27	Service Lead, Community Planning and Projects
	2.2 Encourage and support City employees including Business Unit Managers, Executive Team and Elected Members to participate in at least one external event to recognise and celebrate NRW by: • Supporting attendance at NRW events during work time • Promoting events taking place in the City of Stirling and Reconciliation WA's program of events including Walk for Reconciliation • Executive leaders actively promoting reconciliation within the workplace, fostering City's values that reflect inclusivity and respect for Aboriginal and Torres Strait Islander peoples.	May 2026-27	Director Community Development
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026-27	Director Community Development
	2.4 Continue to deliver an internal NRW livestream breakfast and panel and supporting Wadjak Northside's community-led NRW event ensuring both events include and involve Elders.	May 2026-27	Service Lead, Community Partnerships
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026-27	Service Lead, Community Partnerships

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
3. **Promote reconciliation through our sphere of influence.**	**3.1** Develop and implement strategies to engage our employees and raise awareness of reconciliation across our workforce. Strategies include ongoing communication of the City's RAP progress and key activities via the City's internal employee website, all staff emails from the RAP Champion and six-monthly updates presented at leadership meetings.	May 2026-27	Service Lead, Community Planning and Projects
	3.2 Communicate our commitment to reconciliation publicly through the City's marketing and communication channels including social media, Mayoral statements, newsletters and the City's website.	May 2026-27	Service Lead, Marketing and Communications
	3.3 Explore opportunities to positively influence external stakeholders including local schools, sporting clubs and community groups to advance reconciliation outcomes. This will be achieved through targeted initiatives, City grants and culturally inclusive events. Targeted initiative includes hosting a forum in collaboration with Reconciliation WA for local schools on how to develop and advance their own RAPs.	July 2027	Service Lead, Community Partnerships
	3.4 Collaborate with other like-minded RAP organisations including Reconciliation WA, surrounding local governments, local organisations (Mercycare, The Smith Family and Edmund Rice Centre WA) and Noongar Chamber of Commerce and Industry to establish partnerships and identify innovative approaches to advance reconciliation.	July 2027	Service Lead, Community Partnerships
4. **Promote positive race relations through anti-discrimination strategies.**	**4.1** Conduct a review of relevant HR policies and procedures to ensure anti-discrimination provisions are embedded and responsive to current and future needs.	July 2026	Chief People Officer
	4.2 Review, amend and communicate the City's Bullying, Harassment and Discrimination in the Workplace Management Practice including reporting mechanisms for complaints relating to racism and discrimination. Ensure all employees participate in online Bullying, Harassment and Discrimination training.	July 2027	Chief People Officer
	4.3 Engage with Aboriginal and Torres Strait Islander employees and/or advisors to consult on our anti-discrimination policy.	July 2026	People Capability Lead
	4.4 Educate all people leaders and Elected Members on the effects of racism through targeted training and promote awareness of relevant City polices and management practices to deepen understanding and accountability.	September 2027	People Capability Lead

Respect

“City of Stirling” djerabiny ngalang wardakadak kwedjang koota-djinanginy. Nyoongar, Aboriginal wer Torres Strait moort kalyakoorl nidja boodjar kaaradjiny, wer nidja boodjar-ak boola wardakadak Wadjak Nyoongar miya nyininy.

The City of Stirling places great value on its heritage; takes pride in the rich histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples; and is home to several culturally significant sites.





Caption: Smoking Ceremony to open Mirrabooka NAIDOC Event 2025.

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
5. **Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**	5.1 Conduct a review of cultural learning needs within our organisation.	December 2026	People Capability Lead
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning approach.	February 2027	People Capability Lead
	5.3 Develop, implement and communicate a cultural learning strategy document for our staff.	July 2027	People Capability Lead
	5.4 Provide opportunities for RAP Working Group members and all City of Stirling employees to participate in formal and structured cultural learning that includes truth-telling about Aboriginal and Torres Strait Islander histories and experiences.	September 2027	People Capability Lead
	5.5 Further develop specialised library and history collections that reflect the City's Nyoongar history and deliver exhibitions to showcase them.	July 2027	Service Lead, Libraries, Arts and Community History
6. **Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**	6.1 Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by developing a clear guideline outlining when to use cultural protocols and providing training.	July 2026	Service Lead, Community Planning and Projects
	6.2 Revise and communicate the City's Recognition of Traditional Owners Management Practice that guides the City's approach to deliver Welcome to Country, Acknowledgment of Country and increases employee understanding of traditional Nyoongar cultural protocols.	July 2026	Service Lead, Community Planning and Projects
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year in accordance with the City's Recognition of Traditional Owners Management Practice and cultural protocols guideline.	July 2026-27	Service Lead, Community Planning and Projects
	6.4 Include an Acknowledgement of Country at the commencement of important meetings in accordance with the City's Recognition of Traditional Owners Management Practice.	July 2026	Service Lead, Community Planning and Projects

Strategic Community Plan alignment: Thriving Communities: Inclusive and Harmonious City

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
7. **Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**	7.1 City officers on the RAP Working Group to participate in an external NAIDOC Week event.	July 2026-27	Director Community Development
	7.2 Annually review HR policies and procedures to continue to support and encourage employees to participate in NAIDOC Week.	July 2026-27	People Capability Lead
	7.3 Promote and encourage participation in external NAIDOC events to all employees.	July 2026-27	Director Community Development
8. **Develop and support a range of Aboriginal and Torres Strait Islander related art initiatives**	8.1 The City will direct a minimum of 25 per cent of the annual acquisitions budget to acquire or commission Australian Aboriginal and Torres Strait Islander art within its art collection.	July 2026-27	Arts Coordinator
	8.2 Continue to implement a Public Art Master Plan that aligns to the City's commitment to embrace Aboriginal and Torres Strait Islander histories and cultures through curatorial themes.	July 2026-27	Arts Coordinator
	8.3 The City will continue to support local artists and art organisations to develop and implement community art projects that are inclusive of and celebrate Aboriginal and Torres Strait Islander cultures. Support includes mentoring emerging Nyoongar and local Aboriginal and Torres Strait Islander artists.	July 2026-27	Arts Coordinator
9. **Provide opportunities for cultural connection and public educational opportunities by delivering initiatives that promote learning about local Nyoongar history and culture.**	9.1 Deliver six educational activities per year through the City's libraries and museum to share information and truth-telling about local Nyoongar cultures and histories with the broader community. Activities will include author talks, curated exhibitions and school holiday programming.	July 2026-27	Service Lead, Libraries, Arts and Community History
	9.2 Deliver a minimum of six interactive cultural learning activities per year to provide opportunities for the broader community to connect with Aboriginal and Torres Strait Islander peoples and cultures. Activities will include guided cultural walks, truth-telling, bush crafts and bush medicine and cultural awareness sessions.	July 2026-27	Service Lead, Community Partnerships
	9.3 Engage with Ngalang Maya Wangkiny (Our Place Talking group) to explore dual-naming opportunities and incorporate Nyoongar language and cultural information within future City projects (e.g. interpretive signage at City sites).	March 2026-27 September 2026-27	Service Lead, Community Partnerships

Opportunities

“City of Stirling” wer Nyoongar, Aboriginal wer Torres Strait moort-al yeyinyang mila malitj wardiny. Ngalak dandjoo moorditj, boola waam moort nakal maladjiny wer dandjoo koorliny.

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.





Caption: Lake Gwelup Story Trail listening posts incorporating Nyoongar stories and public art.

Strategic Community Plan alignment: Vibrant economy: A great place to work, invest and do business

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
10. **Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**	**10.1** Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities including current leader's competency around diversity and inclusion.	July 2026	Chief People Officer
	10.2 Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	May 2027	Chief People Officer
	10.3 Advertise job vacancies through targeted channels to effectively reach Aboriginal and Torres Strait Islander stakeholders, e.g. community radio stations, job boards, newspapers.	January 2027	Service Lead, People Business Partnering
	10.4 Develop and implement a targeted approach to recruit, retain and support the professional development of Aboriginal and Torres Strait Islander employees, including pathways such as traineeships and apprenticeships.	July 2027	Chief People Officer
	10.5 Continue reviewing relevant HR recruitment policies and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, with a focus on screening, interviewing, mentoring, career pathways and culturally safe practices.	July 2027	Chief People Officer
	10.6 Partner with Aboriginal and Torres Strait Islander organisations to develop employment pathways and specific roles to connect Aboriginal and Torres Strait Islander people to employment at the City.	July 2027	Director Community Development
	10.7 Partner with Aboriginal and Torres Strait Islander businesses to provide employment opportunities within the City's Community Development Directorate.	July 2027	Director Community Development

Strategic Community Plan alignment: Vibrant economy: A great place to work, invest and do business

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
11. **Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**	**11.1** Implement strategies to improve procurement opportunities for Aboriginal and Torres Strait Islander businesses.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.2 Continue to promote Supply Nation, Aboriginal Business Directory, Noongar Chamber of Commerce and Industry and WA Local Government Association preferred Aboriginal suppliers throughout our organisation.	July 2026	Coordinator, Strategic Sourcing and Contracts
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees utilising internal communication channels and promoting Supply Nation September to facilitate learning opportunities.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2027	Coordinator, Strategic Sourcing and Contracts
	11.5 Support Aboriginal and/or Torres Strait Islander businesses through the City's tender processes and explore subcontracting opportunities on community infrastructure projects.	July 2027	Manager, Facilities, Projects & Assets

Governance

Kaata-waangkinyiny-ak "RAP working group" mara-yanginy Aboriginal wer Torres Strait Moort moorditj maay-al waangkiny, wer mila waangkinyiny-al mara yanginy.

The RAP Working Group provides Aboriginal and Torres Strait Islander peoples a voice within Council and increases opportunities for civic participation.





Caption: City of Stirling's 42nd Council at the Administration Centre forecourt Yarning Circle 2025.

Strategic Community Plan alignment: Governance and leadership: Good governance

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
12. **Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.**	**12.1** Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	July 2026-27	Service Lead, Community Planning and Projects
	12.2 Review and maintain a Terms of Reference for the RAPWG as per the City's Advisory and Working Groups Framework.	July 2026	Service Lead, Community Planning and Projects
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	March 2026-27 June 2026-27 October 2026-27 December 2026-27	Service Lead, Community Planning and Projects
13. **Provide appropriate support for effective implementation of RAP commitments.**	**13.1** Define resource needs for RAP implementation through the City's integrated planning and budgeting process.	February 2026-27	Service Lead, Community Planning and Projects
	13.2 Engage Business Unit Managers, Service Leads and other employees in the delivery of RAP commitments.	March 2026-27	Service Lead, Community Planning and Projects
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2027	Service Lead, Community Planning and Projects
	13.4 Appoint and maintain an internal RAP Champion from the Executive Team.	October 2025	Director Community Development

Strategic Community Plan alignment: Governance and leadership: Good governance

Action: *Baaminy*	**Deliverable:** *Djoonginy*	**Timeline:** *Nginda*	**Lead:** *Birdiya*
14. **Maintain RAP sub-groups to drive the implementation of RAP actions.**	**14.1** Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2026-27	Service Lead, Community Planning and Projects
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026-27	Service Lead, Community Planning and Projects
	14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026-27	Service Lead, Community Planning and Projects
	14.4 Report RAP progress to the City's Leadership Team and communicate to all staff via internal communication channels quarterly.	March 2026-27 June 2026-27 October 2026-27 December 2026-27	Service Lead, Community Planning and Projects
	14.5 Publicly report our RAP achievements, challenges and learnings, through the City's Annual Report.	July 2026-27	Service Lead, Community Planning and Projects
	14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Service Lead, Community Planning and Projects
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2028	Service Lead, Community Planning and Projects
15. **Provide appropriate support for effective implementation of RAP commitments.**	**15.1** Register via Reconciliation Australia's website to begin developing our next RAP.	June 2028	Service Lead, Community Planning and Projects

Contact details:

Social Impact & Policy Team
Phone: (08) 9205 8553
Email: socialimpact@stirling.wa.gov.au

City of Stirling
City of Choice

Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555 | **Enquiries** www.stirling.wa.gov.au/enquiries | **Web** www.stirling.wa.gov.au | /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.