



# Reflect Reconciliation Action Plan

(March 2023 – March 2024)



Shire of  
**Katanning**  
Heart of the Great Southern



# Acknowledgement of Country

*Ngala kaaditj noongar moort keyen kaadak nitja boodja.*

The Shire of Katanning acknowledges the Goreng Noongar people as the traditional custodians of the land that we live and work on. We recognise their cultural heritage, beliefs, and continuing relationship with the land, and pay our respects to Elders past present and emerging.

## Mural Artwork and Artist

**Bardinar Biddi's by Peter Farmer Jnr, 2022**

Bardinar Biddi's (translation – Rosella Paths) is a contemporary interpretation of the beautiful landscapes surrounding Katanning.

"The Western Rosella or 'Bardinar' was chosen because of its multicoloured coat that reminded me of how multicultural the townspeople are today.

The background reflects the beautiful landscapes of the southwest region that changes colour throughout the seasons.

The traditional line-work is a reflection of the myriad of those multicultural communities that have now settled and call Katanning home and that the path or 'Biddi' is not always a straight one but has many twists and turns."

**Shire of Katanning**  
52 Austral Terrace  
Katanning WA 6317  
PO Box 130 Katanning 6317

Ph: 08 9821 9999  
[admin@katanning.wa.gov.au](mailto:admin@katanning.wa.gov.au)  
[www.katanning.wa.gov.au](http://www.katanning.wa.gov.au)  
f @ShireofKatanning



# Message from the Shire President and Chief Executive Officer

We respectfully acknowledge the Goreng Noongar people, who are the Traditional Custodians of this land. We pay our respect to Elders past, present and emerging and acknowledge their continuing culture and the contribution they make to our region.

We are pleased to present the Shire of Katanning's first Reconciliation Action Plan (RAP) and through its implementation we commit to building greater understanding and inclusion within our organisation and the wider community.

We encourage our Elected Members, Staff and Community to expand on their knowledge of Aboriginal and Torres Strait Islander cultures and to work together to build a better Community, showing compassion and kindness to all.

On behalf of the Council and Shire of Katanning we extend our appreciation to the many people involved who have worked with us to develop this Reconciliation Action Plan.



Liz Guidera  
Shire President



Julian Murphy  
Chief Executive Officer





# Message from Reconciliation Australia

Reconciliation Australia welcomes Shire of Katanning to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Shire of Katanning joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Shire of Katanning to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Shire of Katanning, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## Our Business

The Shire of Katanning is a unique and diverse place, in the heart of the Great Southern region of Western Australia, approximately three hours southeast of Perth. Covering an area of 1,523km<sup>2</sup>, the Shire encompasses the localities of Badgebup, Carrolup, Coblinine, Coyrecup, Ewlyamartup, Katanning, Marracoonda, Moojebing, Murdong, Pinwernying and South Datatine. The vision for Katanning is to create a safe, sustainable, and prosperous community. We respect and celebrate our diverse culture.

The Shire of Katanning is a local government that manages a range of services, facilities and legislative obligations to meet the needs of the community including infrastructure and property services, provision of recreation facilities, environmental health services, animal control, community services, planning and development services, cultural facilities and community amenities.

Katanning has a population of 4,057, with Aboriginal and Torres Strait Islander people making up 8.8% (ABS Census 2021).

The Shire of Katanning employees 76 people, with two employees identifying as Aboriginal and /or Torres Strait Islander people.

## Our RAP

A Reflect Reconciliation Action Plan (RAP) clearly sets out the steps required to prepare for reconciliation initiative in successive RAP's. This RAP will allow the Shire of Katanning to spend time developing relationships with Aboriginal and Torres Strait Islander stakeholders, shaping our vision for reconciliation and our sphere of influence, all while exploring actions we will commit to. As a result, this process will assist the Shire of Katanning in producing future Reconciliation Action Plans that are relevant, sustainable, and beneficial to our organisation and wider community.

During our Reflect RAP the Shire will engage with the Katanning Noongar Leadership Group (KNLG) and First Nation Stakeholders, providing updates and reports to our community along the way. We will form a RAP Working Group within the Shire of Katanning to drive our deliverables and we have nominated the Community Development Manager as our RAP Champion.

While creating our Reflect RAP we received feedback from the community which we have chosen to include in our RAP. Our aim for including this is to ensure the feedback is acknowledged and forms part of our current RAP and any future documents.

We hope that by the Shire starting our Reconciliation Action Plan journey, that an example will be set in our community for other organisations big and small to explore their own RAP journey.





# Feedback

During the process of creating our Reflect RAP the Community Development Team met with members of the Noongar community, key community stakeholders and the Shire team to discuss their aspirations. We have received permission from those involved to share this feedback as part of our RAP. This feedback helped shape the deliverables of our Reflect RAP and is recorded below for future reference.

Relationships	Respect	Opportunities	Governance
<ul style="list-style-type: none"> <li>• More consultation needed</li> <li>• Explore options for Elders to be part of decision making in the community</li> <li>• Offer a safe space for people to ask questions</li> <li>• Regular yarning to facilitate respect and understanding</li> <li>• Elders to meet regularly to yarn</li> <li>• Promote activities during Reconciliation Week</li> <li>• Explore ways to engage youth participation</li> <li>• Morning tea with elders &amp; Councillors</li> <li>• Acknowledge Noongar reference group for Piesse walkways/bridge</li> <li>• Collaborate with other organisation who have RAPs.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual team building exercises to review Shire values</li> <li>• Organisational training and cultural awareness</li> <li>• Respect for Elders – use titles (Aunt, Uncle)</li> <li>• Elders to teach kids respect (Native Welfare past)</li> <li>• Work with local families to develop respect</li> <li>• Bush meeting with Elders and youth</li> <li>• Learn the language</li> <li>• Encourage elders to teach the community (cooking classes &amp; dreamtime events)</li> <li>• More public art or gallery exhibitions</li> <li>• Share protocols and documentation that respects Traditional Owners with local community organisations</li> <li>• Space/place to sit and reflect</li> <li>• Teach cultural awareness in schools</li> <li>• Old Reservation – update plaque</li> <li>• Promote activities during NAIDOC Week               <ul style="list-style-type: none"> <li>• NAIDOC Gallery Exhibition - Artwork celebrating local culture and stories</li> <li>• Artists/fashion parade</li> <li>• Tours to significant sites</li> <li>• Aboriginal Ball</li> <li>• Dancers</li> <li>• Bush tucker dinner (PPA)</li> <li>• Storytelling</li> </ul> </li> <li>• Heritage Arts Trail</li> <li>• Celebrate Quandong season</li> <li>• Explore development of Police Pools / Lake Ewlyamartup / Marribank</li> <li>• Piesse Park - Explore Noongar Story for public art piece</li> </ul>	<ul style="list-style-type: none"> <li>• Place graduates from school programs</li> <li>• Young Aboriginal trainees in Shire departments</li> <li>• Apprenticeship/probation/training programme</li> <li>• Work with local study hub to support Indigenous tertiary students</li> <li>• Explore bridging course</li> <li>• Skills building</li> <li>• Traffic Management Company ACCO opportunities</li> <li>• Support development               <ul style="list-style-type: none"> <li>• Provide letters of support</li> <li>• Small business support</li> <li>• Access to facilities</li> <li>• Permanent/sustained support</li> </ul> </li> <li>• Confidence building</li> </ul>	<ul style="list-style-type: none"> <li>• Elders informed and involved</li> <li>• Younger Noongar involvement</li> <li>• Agreed plan and strategies to achieve goals</li> <li>• Open forum to talk and discuss – biannually minimum</li> </ul>

# Our Partnerships & Current Activities

The Shire of Katanning has been working with the local Noongar community to strengthen relationships and promote reconciliation within our community.

The Shire is instrumental in delivering a range of projects in partnership with stakeholders in our community. These include (but are not limited to):

The Shire of Katanning convenes the Katanning Noongar Leadership Group, made up of representatives from the Aboriginal Corporations, School Principals, Katanning Police, and other community groups. The group meets every 6-8 weeks to discuss issues in the community and has been meeting since 2014.

- Aboriginal flags are flown in front of the Administration and Civic Centre since.
- Welcome to Country is performed at key events within the Shire.
- Acknowledgement of Country is conducted at every Council meeting.
- Acknowledgement of Country is on the Shire website and on email signatures.
- 4 x new entry signs which include a Noongar welcome.
- New way finding signage will include Acknowledgement of Country .
- An annual NAIDOC Week Exhibition since 2017, held at the Katanning Art Gallery
- Encouraged engagement in Business Support Programs.
- Worked with the local Noongar community to develop a tour 'Kambarang' and host 'Six Season Dinner' which featured local bushtucker.
- Noongar Cultural Training was conducted for all staff in 2021.

A meeting place for the Noongar community will be built in 2023. The space will promote sharing, collaboration, and healing in a neutral space. It will be a place the Noongar community can meet, yarn, share culture, remember their past and talk about their future.

The Shire of Katanning is also working in collaboration with the Katanning Noongar community to develop a project at Piesse Park that exhibits aspects of a local Noongar story.



## Relationships

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and review annually, Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> <li>Develop a Memorandum of Understanding between the Traditional Owners and how the shire will work together.</li> <li>Research and develop an Aboriginal and Torres Strait Islander Engagement Plan for the Shire of Katanning's Councillors.</li> <li>Invite Elder's and Aboriginal and Torres Strait Islander communities to Council meetings through the Katanning Noongar Leadership Group.</li> </ul>	<p>May 2023</p> <p>September 2023</p> <p>August 2023</p> <p>November 2023</p> <p>May 2023</p>	<p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p> <p>Executive Governance Officer</p> <p>Executive Governance Officer</p>
<ul style="list-style-type: none"> <li>Build relationships through celebrating National Reconciliation Week (NRW).</li> </ul>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>RAP Working Group members to participate in an internal and/or external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> <li>Support organisations in Katanning who are running their own NRW events (e.g., Schools)</li> </ul>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p>	<p>Community Relations Officer</p> <p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p>



## Relationships

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Promote reconciliation through our sphere of influence.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> <li>Encourage organisations in the Shire of Katanning to create their own RAP.</li> <li>Encourage collaboration between organisations within Katanning who have a RAP.</li> <li>Publish our RAP to our website and promote it through social media</li> <li>Use our social media to acknowledge, celebrate and promote NAIDOC and National Reconciliation Week to our community.</li> </ul>	<p>December 2023 December 2023 December 2023 December 2023 January 2024 February 2023 May 2023 &amp; July 2023</p>	<p>Community Relations Officer Community Development Manager Community Development Manager Executive Governance Officer Community Development Manager Community Relations Officer Community Relations Officer</p>
<ul style="list-style-type: none"> <li>Promote positive race relations through anti-discrimination strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review of HR practises to identify existing anti-discrimination provisions, and future needs in line with the review schedule.</li> <li>Research and explore best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	<p>September 2023 January 2024</p>	<p>Human Resources Coordinator Human Resources Coordinator</p>



## Respect

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</li> </ul>	<ul style="list-style-type: none"> <li>Raise awareness for the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.</li> <li>Review cultural learning needs of our organisation and explore the development of a Cultural Training Plan.</li> <li>Councillor to participate in Cultural Awareness Training.</li> <li>Investigate opportunities to acknowledge First Nations peoples' stories in the history of Katanning, including through signage, memorials, plaques, and public information.</li> <li>Host a morning tea for Elders and Shire Councillors bi-annually.</li> </ul>	<p>December 2023</p> <p>May 2023</p> <p>October 2023</p> <p>October 2023</p> <p>May 2023 &amp; February 2024</p>	<p>Community Relations Officer</p> <p>Human Resources Coordinator</p> <p>Executive Governance Officer</p> <p>Community Relations Officer</p> <p>Executive Governance Officer</p>
<ul style="list-style-type: none"> <li>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>Include a Welcome to Country at the beginning of all significant internal and external meetings.</li> <li>Include an Acknowledgement of Country at the beginning of all meetings.</li> <li>Explore the appropriate Acknowledgment of Traditional Owners and Country in the Shire Chambers.</li> <li>Develop protocols for meeting and documentation that appropriately acknowledges and respects Traditional Owners.</li> </ul>	<p>March 2023</p> <p>December 2023</p> <p>February 2023</p> <p>February 2023</p> <p>October 2023</p> <p>August 2023</p>	<p>Community Development Manager</p> <p>Human Resources Coordinator</p> <p>Executive Governance Officer</p> <p>Executive Governance Officer</p> <p>Executive Governance Officer</p> <p>Executive Governance Officer</p>

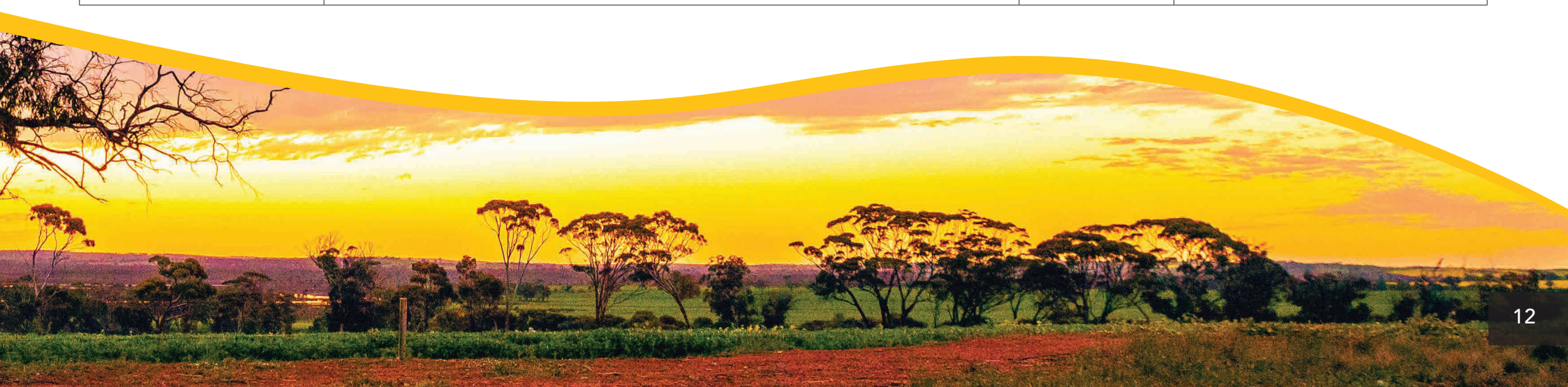


## Respect

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</li> </ul>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> <li>Support organisations in Katanning who are running their own NAIDOC events (e.g., Schools)</li> </ul>	<p>July 2023</p> <p>July 2023</p> <p>July 2023</p> <p>July 2023</p>	<p>Community Relations Officer</p> <p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p>
<ul style="list-style-type: none"> <li>Visibly promote Aboriginal and Torres Strait Islander cultures within our local area</li> </ul>	<ul style="list-style-type: none"> <li>Fly the Aboriginal Flag daily at the Shire Administration Building unless specific events/circumstances determine otherwise</li> <li>Maintain roadside signage when entering Katanning, which contains a welcome for travellers and acknowledges Traditional Owners</li> <li>Include information on the Shire and visitor centre's website regarding Traditional Owner connection to Country with a link to appropriate websites</li> <li>Investigate ways to identify current levels of recognition and understanding of Aboriginal and Torres Strait Islander cultures throughout the Shire.</li> <li>Explore artwork opportunities within the community that promote Aboriginal and Torres Strait Islander cultures within Katanning.</li> </ul>	<p>February 2023</p> <p>December 2023</p> <p>April 2023</p> <p>May 2023</p> <p>May 2023</p>	<p>Executive Governance Officer</p> <p>Executive Officer Infrastructure and Development Services</p> <p>Community Relations Officer</p> <p>Community Development Manager</p> <p>Community Development Manager</p>

## Opportunities

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	May 2023	Human Resources Coordinator
	<ul style="list-style-type: none"> <li>Research employment pathways to increase Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	May 2023	Human Resources Coordinator
	<ul style="list-style-type: none"> <li>Research opportunities in Katanning for study groups/hub for Aboriginal and Torres Strait Islander students of all ages to discuss and increase opportunities to youth and students in Katanning.</li> </ul>	May 2023	Community Development Manager
<ul style="list-style-type: none"> <li>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate Supply Nation Membership</li> </ul>	May 2023	Senior Finance Officer
	<ul style="list-style-type: none"> <li>Amend Purchasing Policy to include information regarding procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	February 2023	Executive Manager Corporate & Community
	<ul style="list-style-type: none"> <li>Explore the potential to support the development of Aboriginal and Torres Strait Islander owned businesses such as a Traffic Management Company</li> </ul>	August 2023	Executive Manager Infrastructure & Assets





## Governance

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</li> </ul>	<ul style="list-style-type: none"> <li>Form an internal RAP Working Group</li> <li>Meet regularly with Katanning Noongar Leadership Group to seek guidance on RAP implementation</li> <li>Draft a Terms of Reference for both groups</li> <li>Establish Aboriginal and Torres Strait Islander representation on internal RWG</li> </ul>	<p>May 2023</p> <p>December 2023</p> <p>December 2023</p> <p>May 2023</p>	<p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p>
<ul style="list-style-type: none"> <li>Provide appropriate support for effective implementation of RAP commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation</li> <li>Appoint a senior leader to champion our RAP internally</li> <li>Implement appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	<p>May 2023</p> <p>May 2023</p> <p>December 2023</p>	<p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p>

## Governance

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</li> </ul>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and second contact details are up to date, to ensure we do not miss out on RAP correspondence.</li> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire</li> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	<p>June 2023</p> <p>1 August 2023</p> <p>30 September 2023</p>	<p>Community Development Manager</p> <p>Community Development Manager</p> <p>Community Development Manager</p>
<ul style="list-style-type: none"> <li>Continue our reconciliation journey by developing our next RAP.</li> </ul>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP</li> </ul>	<p>October 2023</p>	<p>Community Development Manager</p>





# Contact Details

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Name: Denise Gallanagh-Wood  
Position: Manager Community Development  
Phone: (08) 9821 9999  
Email: [admin@katanning.wa.gov.au](mailto:admin@katanning.wa.gov.au)

