


The background of the entire page is a vibrant Indigenous Australian artwork. It features a dark charcoal grey base with large, irregular black shapes that resemble rocks or landforms. Interspersed among these are numerous small dots in white, red, and orange. Two prominent circular motifs, resembling stylized suns or moons, are rendered in white with concentric circles. The overall composition is dynamic and culturally rich.

Reconciliation Action Plan (Innovate RAP)

Mar 2022 - Mar 2024

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Gateway by Darryl Bellotti

The Gateway artwork shows the connection the City of Swan - Weep region has to traditional regions around Perth - the Bilya, Beeloo and Mooro, and how it connects to the surrounding peoples such as the Balardong and Yued regions. The areas outlined in black are hunting and gathering areas where Nyoongar would hunt and collect food and water along their journey. The background of the artwork is paperbark which was sometimes used in cooking food like fish. The red areas represent the strong connection the Weep region has to each of the surrounding regions and being a connector and lifeblood to those areas and their people for food, ceremony, and other traditional practices.

Artist: Darryl Bellotti

Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Whadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation and their continuing connection to the land, waters and community. We pay our respects to Elders past and present, and their descendants.



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Message from the Mayor

On behalf of Council, it is my honour to present the City of Swan's first Reconciliation Action Plan (RAP), which outlines our ongoing commitment to building a just, equitable and reconciled Australia.

In developing this plan, we acknowledge our role in truth telling about the history of Aboriginal and Torres Strait Islander peoples and colonisation to reconcile the story of Australia.

Historical acceptance will help us heal and move forward, and empower Aboriginal and Torres Strait Islander peoples to share their cultures, histories and heritage with the broader community.

Contributing to a better future for Aboriginal and Torres Strait Islander peoples will challenge us to confront the realities of the past and present, while celebrating a stronger, shared future with equal opportunities for all.

This Plan represents years of working alongside Aboriginal and Torres Strait Islander peoples, non-Indigenous community, Council and staff, to articulate our vision for reconciliation: a community that works together with all people to foster a culture of respect, empowerment and inclusion.

Council commits to all actions outlined within the plan, which includes improving consultation with First Nations communities, preparing an Aboriginal and Torres Strait Islander employment and retention strategy, developing cultural and naming protocols, and acknowledging and celebrating days and events of Aboriginal and Torres Strait Islander cultural significance.

I sincerely thank everyone involved for their contributions - your insights and ideas were invaluable to creating a vision that is meaningful, mutually beneficial and sustainable - and will bring us closer to a united and fair Australia.

The City is proud to play a role in our nation's shared journey towards reconciliation and to implement lasting change, and looks forward to reporting on progress in years to come.

David Lucas
Mayor, City of Swan





Message from the CEO



Bounded by Bullsbrook in the North, Gidgegannup in the East, Guildford in the South and Malaga in the West, the City of Swan is located on land that always was, and always will be, home to our First Nations peoples who have cared for this country for more than 60,000 years.

The City is proud to have this ongoing connection and a strong Aboriginal and Torres Strait Islander population, the largest in the Perth metropolitan area.

We have an ongoing relationship and work collaboratively with Aboriginal and Torres Strait Islander peoples through projects and initiatives, and look forward to building on this through the actions outlined in our first RAP.

Developing our first RAP is a huge milestone and a step towards a stronger future, and on behalf of the City's Administration, we are proud and excited to bring these actions to life over coming years.

This will be done through our service delivery program, which includes social support services, community events, sport and leisure, library programs, business and tourism support, environmental sustainability programs and emergency management.

To date, our steps toward reconciliation have ranged from remembering and respecting history and injustices, with the development of the Yagan Memorial Park and the reburial of Yagan's Kaat, introducing an Indigenous Trainee Program to provide additional pathways to employment, strengthening our organisation through cultural awareness training for staff and Councillors, and celebrating Traditional Owners by incorporating traditional names and significant figures in our public spaces.

The City looks forward to working alongside First Nations people and wider community to strengthen community relationships, create a culture of respect and empower our organisation to improve work practices promoting equity and opportunity for all.

Jeremy Edwards
CEO, City of Swan

Message from Reconciliation Australia CEO



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

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

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

This Innovate RAP is both an opportunity and an invitation for City of Swan to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, City of Swan will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 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 Swan is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals City of Swan's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
CEO, Reconciliation Australia





The City of Swan's vision for reconciliation

The City of Swan values the cultural diversity of its people, celebrating the rich histories and cultures of Aboriginal and Torres Strait Islander peoples. We support reconciliation through recognition, understanding and respect, values and partnerships. To deliver on our vision for reconciliation, the City commits to strengthen community relationships, create a culture of respect and empower the organisation to improve work practices and promote equity and opportunity for all.

City of Swan Reconciliation Action Plan vision

The City's vision for reconciliation is a community that works together with all people to foster a culture of respect, empowerment and inclusion. The City will build the capacity of the community and organisation by working together to commit, act, celebrate and acknowledge our shared story.

Guiding principles

The City's vision is based on the following key principles that guide the development and the implementation of the Reconciliation Action Plan (RAP). The following guiding principles were developed through a consultative process.

- **Recognition** of the City's unique and diverse community and the contribution of Aboriginal and Torres Strait Islander peoples to the City.
- **Collaboration and engagement** in working together to build respectful relationships through mutual understanding.
- **Integrity** of the organisation acknowledging our shared history, committing to reconciliation and providing information and education on cultural matters to staff.

This vision will be achieved by:

- Acknowledging the journey and shared history of Aboriginal and Torres Strait Islander peoples, and the impacts of European settlement.
- Promoting inclusion and inviting shared decision making.
- Building cultural understanding within the organisation through recruitment to roles such as the Aboriginal Partnerships and Development Officer position.
- Working together to respect and celebrate Aboriginal and Torres Strait Islander cultures through sharing of knowledge, histories, skills and languages.



Statement of commitment

Acknowledgement and recognition

- The City of Swan (the City) respectfully acknowledges the Whadjuk people of the Noongar Nation, as the Traditional Custodians of the land, and their continuing connection to land, waters and community.
- Through engagement and partnerships, the City recognises the significance of their cultural heritage, beliefs and relationship with the land and waters.
- The City acknowledges that Aboriginal and Torres Strait Islander peoples from other language groups reside and participate in the City of Swan community.
- Over time the City has established a close working relationship with the Aboriginal and Torres Strait Islander communities to advance reconciliation within the City's local government boundaries.
- The City of Swan recognises the valuable contributions made by Aboriginal and Torres Strait Islander people to the City and its community and will work together to respect and celebrate Aboriginal and Torres Strait Islander cultures through sharing of knowledge, histories, skills and languages.

Reconciliation Australia

Reconciliation Australia is an independent not-for-profit organisation and the lead body for reconciliation in Australia. Reconciliation Australia's vision is for "a just, equitable and reconciled Australia that promotes and facilitates reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples"¹. This vision of reconciliation is based on "five inter-related dimensions: race relations, equality and equity, institutional integrity, unity and historical acceptance"².

¹Reconciliation Australia (2019) About Us

²Reconciliation Australia (2019) Strategic Direction

Strategic context

National

Over the past half-century, localised reconciliation and ‘reconciliation action planning’ in Australia has supported progress toward the national reconciliation agenda. This is, in part, reflected in significant events such as: the 1967 national referendum giving Commonwealth Government the power to legislate for Aboriginal people and to include Aboriginal people in the census, the recognition of Native Title by the Australian High Court in 1992 (*Mabo v Queensland*)³; and the Australian Human Rights Commission’s 1997 report into the Stolen Generations⁴.

The resulting national debate highlighted questions about Aboriginal and Torres Strait Islander histories, cultures and rights in Australia’s national story. “Reconciliation can no longer be seen as a single issue or agenda, and the contemporary definition of reconciliation must weave all of these threads together”⁵. Over time reconciliation has introduced a greater focus on the relationship between Aboriginal and Torres Strait Islander peoples and communities, and other Australians.

A review of reconciliation, both in Australia and internationally, conducted by Reconciliation Australia, led to the development of a framework to measure Australia’s progress towards reconciliation. Five critical dimensions were identified to measure reconciliation in Australia: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

In July 2006, Reconciliation Australia launched the Reconciliation Action Plan (RAP) program for workplaces to progress reconciliation between Aboriginal and Torres Strait Islander peoples and communities, and other Australians. The RAP Framework enables an organisation to contribute to reconciliation by:

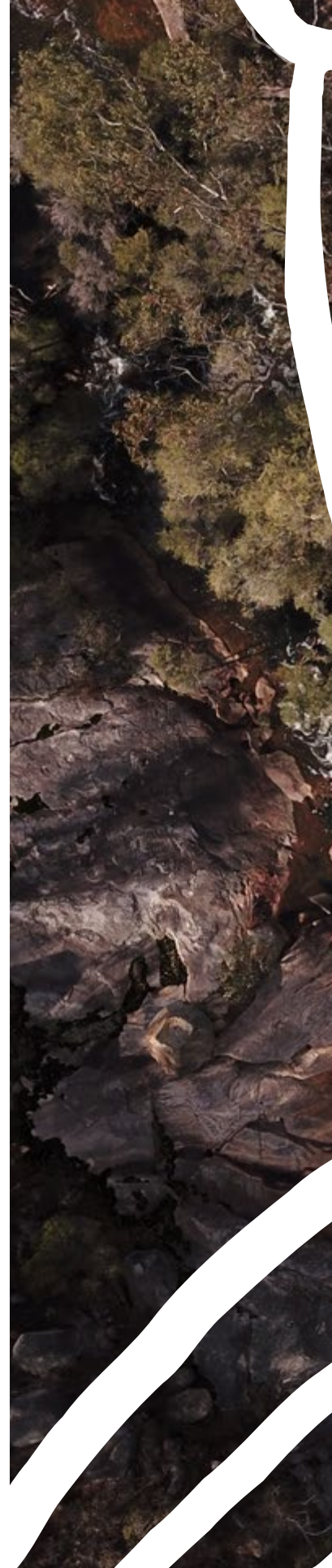
- building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community;
- fostering and embedding respect for the world’s longest surviving cultures and communities; and
- developing opportunities within the organisation or service to improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities.⁶

³ HCA 23, (1992) 175 CLR 1

⁴ Wilson, R (1997) *Bringing them home: Report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families*.

⁵ Reconciliation Australia (2019) *What is Reconciliation?*

⁶ Reconciliation Australia (2019) *RAP Framework*





State

The Western Australian Government is developing a whole-of-government Aboriginal Empowerment Strategy to ensure that all State Government agencies work together with Aboriginal people for better social, economic, health and cultural outcomes. The overall goal of the Strategy is for “Aboriginal people, families and communities being empowered to live good lives and choose their own futures from a secure foundation”⁷. The principles underpinning the Strategy are: empowerment and self-determination; culture and country; diversity of people and places; services and evidence. The Strategy proposes a greater involvement by Aboriginal people in decision-making and a better coordination between federal, state, and local governments.

⁷ Department of the Premier and Cabinet (2019) A Path Forward: Developing the Western Australian Government’s Aboriginal Empowerment Strategy.

The City of Swan

The City of Swan has the largest land area in the metropolitan area of Perth, covering an area of 1,043 square kilometres, with a resident population of 133,851 people in 2016. The City is located between 10 and 50 km north east of Greater Perth, with a complex natural landscape comprising part of the Perth Hills, the Swan Valley region, a large portion of the Swan-Helena catchment and the Gnangara Aquifer, and national parks, state forests and nature reserves. Between 2018 and 2019 the City received 996,958 visitors and visitor nights which support 3,889 jobs (direct and indirect).⁹

Due to the large and diverse area, the City's Place approach to service delivery recognises that the City has many local unique and diverse communities. The Place approach ensures that the City functions as one in its planning and delivery of services, programs and infrastructure, unique to each Place. It shifts the focus from organisational outputs to community outcomes.¹⁰

Snapshot of services

The City offers a range of services to assist the community which include:



Planning, building and engineering services including planning applications, building and structures, boundaries, sustainable living information and conserving nature and natural energy resources.



Asset management, including traffic management and road safety, parks and park facilities, buildings, drainage and subdivisions, land assets, natural environment, engineering and community facilities planning,



Waste and recycling services ranging from verge and bin collections, recycling, managing illegal dumping and littering through the City's Community Safety Advocates.



Emergency management including bush fire control officers, emergency management for WALGA through the Local Emergency Management Committee and local Bushfire Advisory Committee, Bush Fire Brigades and volunteering.

⁸ Australian Bureau of Statistics (2016) 2016 Census QuickStats Swan Code LGA58050.

⁹ Economy.id (2019) City of Swan Tourism Visitor Summary - Visitor Nights.

¹⁰ City of Swan (2019) Place Management Model - Place Approach



Crime prevention including security patrols, graffiti and vandalism, eyes on the street, antisocial behaviour and CCTV portable units



Public health services include community health and wellbeing, pest control, pollution and nuisance control (air quality, noise), safe water, wastewater disposal such as septs and greywater systems, and managing requests from the community.



Community and youth development programs for children and families, activities and programs for seniors, youth centres and support programs, volunteering opportunities and programs to enhance social inclusion and activities for people living with disability.



Community care services offering a variety of support services such as community transport, day programs and in-home support for eligible community members including the frail-aged, people living with disability and seniors 'ageing in place.'



Library services delivering activities and programs at the City's six library locations, an e-Library, online catalogue, seed library and several library services where books can be borrowed, public computers and Wi-Fi are available with aged and disability services and office facilities.



Leisure services across five leisure facilities in the City offering gym, fitness classes, team sports, swimming pools, aqua fitness and swimming lessons in Midland, Ballajura and Beechboro.



Business and tourism services including commercial acquisitions and property development, a business support program, business and tourism development and investment attraction and management of the Swan Valley Visitor Centre.

The City of Swan currently has 815 FTE positions with a headcount of 1,163 people employed across the organisation to meet cyclical demand for services in areas such as libraries, leisure centres, waste management, asset management, community safety and youth and community development. Of these, 932 are permanent positions, with the remaining a mix of fixed-term and casual positions. The City currently has between 15 and 20 Aboriginal and Torres Strait Islander peoples employed through traineeships and skilled positions in many diverse roles. The City will continue to strive towards a diverse workforce that reflects the diversity of the Swan community.



Strategic imperative

The City of Swan **Strategic Community Plan 2021-2031** promotes connected, safe, and inclusive communities by acknowledging that “Our diversity enhances and differentiates our community and will be supported through engagement, services, facilities and service partnerships” by:

- strengthening the sense of place and culture and belonging through inclusive community interaction and participation; and
- actively strengthening relationships with our diverse cultural community.

The City of Swan Volunteer Plan 2019-2024 will guide the City’s approach to supporting, promoting and celebrating volunteering. Each year, approximately 80% of Western Australians aged 15 years and over give their time for the good of the community. Volunteering is an essential community resource which promotes active citizenship and social inclusion. Volunteering extends value to our communities to make them safe, robust, inclusive and culturally rich.

The City of Swan Youth Strategy 2018 guides future planning for the provision of fundamental services and infrastructure. Young people want to see improved understanding and connection with Indigenous culture and heritage and to promote cultural integration through events, activities and sporting programs. The City advocates this through the development of Indigenous camps, cultural events such as NAIDOC week and Harmony Day and facilitation of sporting and recreation programs such as Night Hoops, amongst other programs and services.

The City of Swan Disability Access and Inclusion Plan 2017-2022 (DAIP) promotes access and inclusion principles to inform the City’s strategic and operational planning processes. The DAIP complies with the Disability Services Act 1993 (WA), Equal Opportunity legislation and anti-discrimination legislation, policies and provisions through seven outcome areas.

The City of Swan Tourism Development Strategy 2015-2020 sets the direction and position for the City and its industry partners to contribute to Tourism WA’s targets. The strategy identifies five catalyst projects and a program of actions across key service areas and throughout the City’s diverse places. The plan was developed in consultation with key Western Australian tourism stakeholder organisations and the local tourism industry.

The City of Swan Strategy for an Ageing Population 2015 presents opportunities and challenges associated with an ageing population in terms of quality of life and social inclusion. Sub-objectives are accessibility, ageing in place, health, employment, volunteering, diverse and inclusive communities and political voice.

The City of Swan Heritage Strategic Plan 2013 is an important document to guide and coordinate the City’s approach to recognising, preserving and managing the cultural heritage of the district into the future. The strategic plan has strategies and actions under the key themes of knowing, protecting, supporting and promoting heritage.

As well as the Heritage Strategic Plan 2013, a background report assessing the City’s current heritage management has been prepared. The Heritage Strategic Plan is reviewed every four years.



Organisational policies and provisions

The following are some of the key City of Swan policies and provisions with relevance to the RAP:

- **Stakeholder and Community Engagement Policy** aims to create opportunities to engage with difficult to reach sections of the community, ensure the outcomes of community engagement are considered and duly influence policy, strategy, design and partnership development, and also to provide an early sign of emerging issues, enabling the City to take a proactive approach. This policy is reflected in the City undertaking a holistic mapping of Indigenous reference groups and organisations through the broader Swan region, and the work they do.
- **Swan Community Funding Scheme** strengthens and celebrates the diverse communities in the City of Swan, with programs and activities aligned to the City's objectives outlined in the Strategic Community Plan.
- **Occupational Safety, Health and Injury Management** implementing best practice OSH principles throughout all City operations. Having robust consultation processes involving workers (including volunteers and contractors) and suppliers.
- **Consultation and engagement related to Section 18 Notices and Regulation 10** Aboriginal consultation is undertaken under the Aboriginal Heritage Act 1972 as required. The Western Australian Government are currently reviewing the Act and currently engaging the community on the Aboriginal Cultural Heritage Bill 2020.
- **Local Planning Policy Public Open Space and Community Buildings** aims to provide open space and community buildings that "ensure the retention of significant environmental and cultural features in relation to open space and community buildings". The City recognises the diversity of places it manages and the importance of open space and community facilities in creating a sense of place and belonging. It aims to provide a diverse range of experiences and opportunities across the City. Implementation must be responsive to community needs and local issues and flexible and innovative solutions.
- **Volunteering** principles such as inclusion ensure the City's programs and activities meet individual needs, embrace diversity and value the strengths and abilities of all community members.
- **Customer Service Charter** outlines the City's commitment to providing high quality customer service at all times. The customer service vision is to "create and maintain a customer service culture that ensures the delivery of consistent, quality customer service". The charter underlines the commitment to treating customers with respect and courtesy by "ensuring our service delivery is sensitive to customers from our culturally and linguistically diverse communities."



The community

The City acknowledges the Whadjuk people of the Noongar Nation as the Traditional Custodians of the land, and their connection to land and community. The City recognises the significance of their cultural heritage, beliefs and relationship with the land. The City acknowledges Aboriginal and Torres Strait Islander peoples from other language groups reside and participate in the City of Swan community, and has an established and close working relationship with the Aboriginal and Torres Strait Islander communities to advance reconciliation within the City's local government boundaries.

As at the 2016 Population Census, the City had the highest metropolitan population of Aboriginal and Torres Strait Islander people, proportionally, with 3,801 people (2.9 per cent). This was proportionally higher than Greater Perth (1.6 per cent). Of these, 1,674 (44 per cent) were aged 0-17 years, 1,665 (44 per cent) were aged 18 – 49 years and 460 (12 per cent) were aged 50 years and over¹¹.

Aboriginal and Torres Strait Islander people over 15 years who completed Year 12 or equivalent (30 per cent), was comparatively lower than the City of Swan population (48.5 per cent) and Western Australia (52 per cent), but slightly higher than the overall Indigenous population of Western Australia (26 per cent)¹².

Aboriginal and Torres Strait Islander people over 15 years who were employed (78 per cent) was proportionally lower than the overall City of Swan population (92 per cent), with 22 per cent unemployment, compared with 8.3 per cent of the overall City of Swan population. There was a larger percentage of households renting (46 per cent compared to 21 per cent) and renting social housing (17 per cent compared to 3 per cent of the overall population). A smaller percentage of households owned their own dwelling (8 per cent compared to 21 per cent)¹³.

¹¹ Profile.id (2019) City of Swan Aboriginal and Torres Strait Islander profile – key statistic

¹² Profile.id (2019) City of Swan Aboriginal and Torres Strait Islander profile – Highest level of schooling

¹³ Profile.id (2019) City of Swan Aboriginal and Torres Strait Islander profile – Housing Tenure



The City has an ongoing relationship and is working collaboratively with Aboriginal and Torres Strait Islander Communities through projects and initiatives, including:

- The development of Yagan Memorial Park and the reburial of Yagan's Kaat was considered to be a significant project and provided opportunities for the City to be recognised as a leader in developing positive relationships and improving social and economic outcomes for Indigenous people.
- The permanent installation of the Aboriginal and Torres Strait Islander flags at the Administration Centre.
- Building the capacity of Traditional Owners and supporting the development of the Wadjuk Boodja Gateway Aboriginal Corporation.
- A community arts project facilitated by groups including Community Arts Network Western Australia (CANWA) and Swan Alliance. The project was part of an engagement strategy that also served to reduce anti-social behaviour and family and domestic violence within specific families. Over 120 Aboriginal and Torres Strait Islander community members took part alongside primary schools in Lockridge, Beechboro and West Beechboro. The resulting artwork is on display in participating organisations across the Altona area.
- In partnership with the Lockridge Child and Adolescent Health Service (LCAHS) and the Aboriginal Health Promotions Team, the City worked with the community to plan and participate in the development of art works for LCAHS to strengthen Aboriginal and Torres Strait Islander Communities' engagement with their services. The purpose of this partnership was to reduce antisocial and aggressive behaviours towards staff and to encourage staff to positively communicate with the community. A local steering group was also formed as part of the process.
- The City's 'Indigenous Traineeship Program' commenced in 2008, with 28 trainees graduating to date. The City works closely with Midland TAFE to ensure successful outcomes through the trainee program.
- Cultural training is provided to Councillors and senior management and staff across the City.
- The City has partnered with Meerilinga Family Centre in Beechboro since 2012 to support early years and families in the community.
- The first Sorry Day event was held in 2017 in partnership with Child Australia, with more than 40 people from the Aboriginal and Torres Strait Islander Communities in attendance. Two families are now accessing services as a result of this event, which was held again in 2018.
- Engagement with Traditional Owners, the Whadjuk People on dual language signage welcoming people to Guildford.
- Delivered NAIDOC Week events in Midland, Beechboro, Ellenbrook, Bullsbrook and Ballajura in partnership with community members and local organisations including Indigo Junction and Meerilinga.
- Facilitating the Moorditj Maaman Men's Group.
- Delivered the Aboriginal Christmas Party event in partnership with Swan Alliance and community.
- Supporting local Aboriginal and Torres Strait Islander corporations and community groups to deliver programs and initiatives, such as Koya Aboriginal Corporation and Binar Sports.
- Supply Nation Business Directory.
- Midland Park Stage 1 development with playground and Six Seasons walkthrough.
- New Junction Public Open Space - naming of Weep Park in consultation with Traditional Owners.



The journey to reconciliation

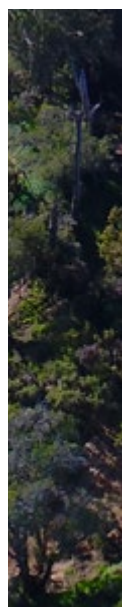
In 2007, the City commenced consultation and involvement with Aboriginal and Torres Strait Islander Communities in the Swan Riverside Regional Park project. Following on from this very successful partnership, the City formalised the Swan Indigenous Reference Group (SIRG), comprised of Elders, family/clan members of the Traditional Owners, and Indigenous Groups in the Swan Local Government Authority Region, as well as partner organisations, including the former Department of Indigenous Affairs (now the Department of Aboriginal Affairs).

The SIRG operated as a formal reference group for the City of Swan from 2008 to 2012 and was established as a way to address and achieve mutual interests and goals in a way that developed capacity, promoted mutual respect and achieved active reconciliation.¹⁴

The SIRG recommended the City further strengthen its commitment to Aboriginal and Torres Strait Islander Communities through the development of a Reconciliation Action Plan, (RAP) which commenced in 2011 and coordinated by a Reconciliation Committee. The Reconciliation Committee consisted of staff from across the organisation, with an Executive Manager sponsor and a mix of management and staff. The Swan Indigenous Reference Group (SIRG) and local Indigenous community members were invited to attend meetings for specific matters.

Due to the Local Government Reform process of 2012-2015, and subsequent organisational restructures and staff movements, the RAP was placed on hold, but the commitment to the community continued. In 2018, the City supported over 200 staff from across the organisation, including the Executive team and Business Unit managers to participate in a two day intensive Cultural Awareness Training course. It was also during this time that the RAP project was reinstated in response to staff and community feedback.

¹⁴ City of Swan (2009) Swan Indigenous Reference Group Terms of Reference





Reconciliation Action Plan Advisory and Working Groups

In June 2019, the Reconciliation Action Plan Advisory Group (Advisory Group) was established. The Advisory Group consists of City of Swan Councillors, community members who identify as Aboriginal or Torres Strait Islander peoples, and non-Aboriginal or Torres Strait Islander community members who are interested or involved in reconciliation. The City's Executive Manager Community Wellbeing is the 'RAP Champion' for the City of Swan.

The primary objectives of the Advisory Group are:

- to make recommendations and agree on actions to be taken by the City relating to developing its RAP;
- to establish a collaborative and consultative process for engaging community members;
- to provide ideas for the RAP and feedback on the RAP document produced by an internal working group Maali Boodja Kaartadjin; and
- where practicable, work collaboratively with the City to achieve specific RAP goals.

The Maali Boodja Kaartadjin working group (Working Group) consists of City of Swan Business Unit managers, the City's Aboriginal Partnerships and Development Officer, and senior staff nominated to serve on the Working Group representing their respective business units in developing the RAP.

The Working Group met regularly to inform the final decisions regarding:

- developing the vision for reconciliation,
- outlining what reconciliation means to the City,
- identifying existing work and relationships across the City of Swan with Aboriginal and Torres Strait Islander peoples,
- finalising the process plan that established the completion date, deliverables and timelines including meeting dates, and
- developing and agree to the timelines of a 'commitment of intent' for submission to Reconciliation Australia.



Our Reconciliation Action Plan



1. Relationships

The City of Swan values positive and respectful relationships with Aboriginal and Torres Strait Islander peoples that will lead to inclusive actions and strong relationships built on trust and respect. This will give effect to the City's vision of a connected community, a sense of belonging and building the community together.

Focus area: to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, promote significant cultural events through partnerships and increase participation in City supported initiatives.

Our achievements: the City supports community groups with activities related to the NAIDOC week celebrations, including youth consultation and youth activities. The City initiated the creation of several community groups with a focus on wellbeing and education. Ongoing community engagement such as meetings with Traditional Owners regarding dual naming, are opportunities to build meaningful relationships between the City and its community.

| Action | Deliverable | Timeline | Responsibility |
|---|---|-----------|---|
| 1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | 1.1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | June 2022 | Manager Community and Place Coordinator Community Engagement |
| | 1.1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | June 2022 | Manager Community and Place Coordinator Community Engagement RAP Working Group Chair |

| Action | Deliverable | Timeline | Responsibility |
|--------|---|---------------------|--|
| | 1.1.3 In partnership with key informants, develop protocols/guidance for Aboriginal engagement, for use by staff and community. | June 2022 | Manager Community and Place Coordinator Community Engagement Manager Marketing and Public Relations |
| | 1.1.4 Increase inclusion of Aboriginal and Torres Strait Islander people, families and groups in local initiatives and activities. | December 2022, 2023 | Manager Community and Place Manager Customer and Library Services Manager Leisure Services |
| | 1.1.5 Proactively seek feedback from Aboriginal and Torres Strait Islander groups included in the City's partnership database and individuals in the community, to assist with planning matters. | December 2022 | Manager Strategic Planning Manager Statutory Planning Coordinator Community Engagement |
| | 1.1.6 Actively seek to understand and respond to local Aboriginal and Torres Strait Islander peoples needs, applying IAP2 principles of engagement. | June 2022 | Manager Community and Place Coordinator Community Engagement |

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------------|--|
| 1.2 Build relationships through celebrating National Reconciliation Week (NRW). | 1.2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. | May 2022, 2023 | Manager Community and Place Manager Marketing and Public Relations |
| | 1.2.2 RAP Working Group members to participate in an external NRW event. | May 2022, 2023 | RAP Working Group Chair |
| | 1.2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | May 2022, 2023 | Executive Manager Community Wellbeing |
| | 1.2.4 Organise at least one NRW event each year, in partnership with local organisations. | May 2022, 2023 | Manager Community and Place RAP Working Group Chair |
| | 1.2.5 Register all our NRW events on Reconciliation Australia's NRW website. | May 2022, 2023 | Manager Community and Place |
| 1.3 Promote reconciliation through our sphere of influence. | 1.3.1 Implement strategies to engage our staff in reconciliation. | June 2022 | Manager Community and Place |
| | 1.3.2 Communicate our commitment to reconciliation publically. | March 2022 | Manager Marketing and Public Relations |
| | 1.3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | December 2023 | Manager Community and Place Manager Marketing and Public Relations |
| | 1.3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | December 2022, 2023 | Manager Community and Place |

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|---|
| 1.4 Promote positive race relations through anti-discrimination strategies. | 1.4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | December 2022 | Manager Human Resources |
| | 1.4.2 Develop, implement and communicate an anti-discrimination policy for our organisation. | October 2023 | Manager Human Resources |
| | 1.4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | June 2023 | Manager Human Resources Manager Community and Place |
| | 1.4.4 Educate senior leaders on the effects of racism. | October 2023 | Executive Manager Community Wellbeing Manager Human Resources |



2. Respect

Respect for Aboriginal and Torres Strait Islander peoples is central in the City of Swan's vision for reconciliation where good relationships are built on mutual respect.

Focus area: acknowledging Traditional Owners, raising public awareness and improving the City of Swan's cultural capacity.

Our achievements: the City continues to build respectful relationships with its community and offers cultural awareness training to staff. Support is provided to groups such as the Aboriginal Network Group which is made up of agencies from the Midland area and meets regularly to have conversations as a collective. Support is also given to the Aboriginal Men's Group.

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------|---|
| 2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | 2.1.1 Conduct a review of cultural learning needs within our organisation. | December 2022 | Manager Human Resources |
| | 2.1.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | December 2022 | Manager Community and Place Manager Human Resources |
| | 2.1.3 Develop, implement and communicate a cultural awareness learning strategy and program for our staff. | June 2023 | Manager Human Resources Manager Community and Place |
| | 2.1.4 Provide opportunities for RAP Working Group members, HR managers, key leadership staff and Elected Members to participate in formal and structured cultural awareness learning. | October 2023 | Executive Manager Community Wellbeing Manager Human Resources Manager Governance |

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------|--|
| | 2.1.5 Implement an ongoing cultural awareness learning program for staff inductions and develop an online training module. | October 2022 | Manager Human Resources Manager Community and Place |
| | 2.1.6 Actively seek input from Aboriginal and Torres Strait Islander communities to inform the planning and development of appropriate public open spaces and community facilities to reflect, celebrate and support Aboriginal and Torres Strait Islander heritage and cultures. | December 2022 | Manager Asset Management Manager Community and Place |
| 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | 2.2.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | December 2022 | Manager Community and Place Manager Human Resources |
| | 2.2.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | December 2022 | Manager Community and Place Manager Marketing and Public Relations |
| | 2.2.3 Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | December 2022, 2023 | Manager Community and Place Manager Marketing and Public Relations |
| | 2.2.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | December 2022, 2023 | Manager Governance |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------|--|
| | 2.2.5 Acknowledge Traditional Owners at events where Councillors attend as a representative of the City of Swan. | December 2022, 2023 | Manager Governance Manager Marketing and Public Relations |
| 2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | 2.3.1 RAP Working Group to participate in an external NAIDOC Week event. | July 2022, 2023 | RAP Working Group Chair |
| | 2.3.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | June 2022 | Manager Human Resources |
| | 2.3.3 Promote and encourage participation in external NAIDOC events to all staff. | July 2022, 2023 | Executive Manager Community Wellbeing |
| | 2.3.4 Continue to support culturally significant activities and events (e.g. NAIDOC week, Sorry Day, Aboriginal Children's Day) by identifying activities specific to the City of Swan RAP. | July 2022, 2023 | Manager Community and Place RAP Working Group Chair |
| 2.4 Increase visibility of Aboriginal and Torres Strait Islander cultures. | 2.4.1 Increase Aboriginal and Torres Strait Islander design elements and art works in new developments and refurbishment projects. | December 2022, 2023 | Manager Asset Management |
| | 2.4.2 Develop cultural protocols and policy for the City of Swan Public Art Collection. | December 2022 | Manager Asset Management |
| | 2.4.3 Increase Aboriginal and Torres Strait Islander design elements, on appropriate key City publications, marketing and promotional materials, (including online and social media) across all City of Swan business areas. | December 2022 | Manager Marketing and Public Relations Manager Community and Place Manager Library Services |

| Action | Deliverable | Timeline | Responsibility |
|---|--|---------------|---|
| | 2.4.4 Investigate designing brand elements and style guide to reflect local Aboriginal and Torres Strait Islander cultures. | June 2023 | Manager Marketing and Public Relations Manager Community and Place RAP Working Group Chair |
| | 2.4.5 Design corporate work wear options to reflect Aboriginal and Torres Strait Islander cultures, with alternative designs and a tag line under the logo (Maali Boodja). | June 2023 | Manager Marketing and Public Relations Manager Governance Manager Community and Place |
| | 2.4.6 Include Aboriginal and Torres Strait Islander design elements to improve the “visual welcome” at the reception areas of all City facilities. | June 2023 | Manager Marketing and Public Relations Manager Asset Management Manager Library Services Manager Leisure Services |
| 2.5 Create opportunities to inform and educate the community about City of Swan’s Aboriginal heritage and culture. | 2.5.1 Develop naming protocols in consultation with Traditional Owners to guide the City of Swan in naming of open spaces, reserves, roads, lanes and buildings and dual naming of local areas. | December 2022 | Manager Community and Place Manager Asset Management Manager Information Services |
| | 2.5.2 Map significant registered sites to protect and promote sites. | December 2023 | Manager Information Services Manager Strategic Planning Manager Asset Management |

| Action | Deliverable | Timeline | Responsibility |
|--------|--|---------------------|--|
| | 2.5.3 Create interpretive signage linked to the significant sites across the City. | December 2022, 2023 | Manager Asset Management Manager Strategic Planning Manager Marketing and Public Relations |
| | 2.5.4 Through artwork, naming protocols and programs, represent and celebrate the strength of Aboriginal and Torres Strait Islander women and their impact on heritage and culture. | June 2023 | Executive Manager Community Wellbeing Manager Asset Management Manager Strategic Planning |
| | 2.5.5 Develop an Aboriginal cultures and histories display, online resources or publication to celebrate the local Whadjuk-Noongar people. | December 2022 | Manager Library Services Manager Marketing and Public Relations Manager Business and Tourism Services |
| | 2.5.6 Support cultural projects such as the collection of oral histories, podcasts and walking tours. | December 2022 | Manager Library Services Manager Marketing and Public Relations Manager Business and Tourism Services |

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|---|
| 2.6 Investigate opportunities to increase cultural safety within City workplaces and spaces | 2.6.1 Undertake an audit of City of Swan workplaces and spaces to assess and recommend ways to make facilities and service areas inclusive and culturally secure for Aboriginal and Torres Strait Islander peoples. | December 2023 | Manager Human Resources Manager Community and Place |
| | 2.6.2 Review work practice, management support and codes of conduct to provide cultural support through management practice and guidelines. | December 2023 | Manager Human Resources Manager Community and Place |



3. Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander peoples is a key priority for the City of Swan as we lead and include the community in our reconciliation journey.

Focus area: Contributing to closing the gap of disadvantage experienced by Aboriginal and Torres Strait Islander peoples by providing opportunities which support cultural, social and economic development, and increase employment and retention of Aboriginal and Torres Strait Islander staff.

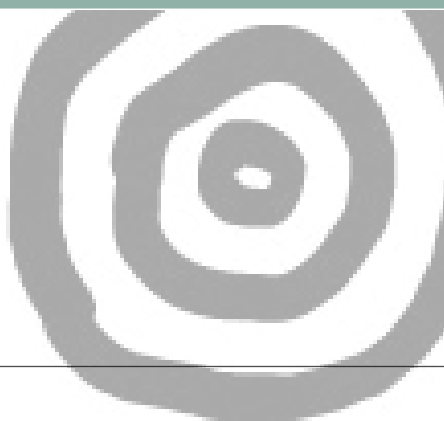
Our achievements: In recent years, the City of Swan has placed 28 Aboriginal and/or Torres Strait Islander people in traineeship and works closely with Midland TAFE to ensure successful outcomes for trainees. A full time Aboriginal Partnership and Development Officer position was created to provide specialist advice across the organisation regarding Aboriginal engagement, participation and leadership, where appropriate.

| Action | Deliverable | Timeline | Responsibility |
|---|--|---------------------|--------------------------------|
| 3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | 3.1.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | June 2022 | Manager Human Resources |
| | 3.1.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | June 2022 | Manager Human Resources |
| | 3.1.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | December 2022 | Manager Human Resources |
| | 3.1.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | December 2022, 2023 | Manager Human Resources |



| Action | Deliverable | Timeline | Responsibility |
|--------|--|---------------------|---|
| | 3.1.5 Review human resources and recruitment procedures and policies to remove barriers to current and prospective Aboriginal and Torres Strait Islander employees participating in the City of Swan workplace. | December 2022 | Manager Human Resources |
| | 3.1.6 Develop, deploy and maintain a stepped four year approach to recruitment of Aboriginal and Torres Strait Islander peoples to achieve 3% overall FTE at all levels of the organisation, reflecting the demography of the City of Swan. | December 2022, 2023 | Manager Human Resources |
| | 3.1.7 Provide professional development support, career pathways and a staff retention strategy to include Mentoring/ Peer professional and wellbeing support. | December 2022 | Manager Human Resources |
| | 3.1.8 Recruit local Aboriginal and Torres Strait Islander staff in accordance with the City's draft Aboriginal Talent Strategy. | December 2022, 2023 | Manager Human Resources |
| | 3.1.9 Develop an Aboriginal Leadership subprogram, within the Leadership Development Program. | June 2023 | Manager Human Resources Manager Community and Place |

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|--|
| 3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | 3.2.1 Ensure the inclusion of Aboriginal and Torres Strait Islander businesses in the City's procurement strategy. | June 2023 | Manager Governance |
| | 3.2.2 Review and update procurement policies and procedures and related financial management processes to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. | October 2023 | Manager Governance Manager Financial Services and Rates |
| | 3.2.3 Communicate registers to staff which list Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. | June 2023 | Manager Governance Manager Business and Tourism Services |
| | 3.2.4 Investigate possibilities of joining Supply Nation as a "buy local" policy. | June 2023 | Manager Governance Manager Business and Tourism Services |
| | 3.2.5 Develop local economic development projects with an Aboriginal and/or Torres Strait Islander owned businesses. | December 2022 | Manager Business and Tourism Services Manager Community and Place |
| | 3.2.6 Expand the existing 'Biz List' to include Aboriginal and Torres Strait Islander businesses. | December 2022 | Manager Business and Tourism Services Manager Marketing and Public Relations |



| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------|--|
| 3.3 Review key corporate documents to ensure they reflect Council's aspirations in relation to reconciliation. | 3.3.1 All policies and strategies under development or review to consider opportunities and impacts on reconciliation where required. | June 2023 | Chief Executive Officer |
| | 3.3.2 Coordinate specific Policy changes to address actions in the RAP, e.g. infrastructure provision for art works in new developments, dual naming, corporate branding, "buy local" policy changes, employment and recruitment. | October 2023 | Manager Community and Place |
| | 3.3.3 Utilising available data develop accurate profiles and information including health and education data in planning and responding to local Aboriginal and Torres Strait Islander needs. | December 2022 | Manager Strategic Planning Manager Community and Place Manager Health and Building Services |
| | 3.3.4 Promote the implementation of Aboriginal health outcomes through the City's Community Health and Wellbeing Plan. | December 2022, 2023 | Manager Health and Building Services Manager Community and Place |
| | 3.3.5 Establish a six season's calendar with details of relevance to significant days and events as a resource for Business Units to include and/or to respectfully avoid. | June 2023 | Manager Marketing and Public Relations Manager Community and Place |
| | 3.3.6 Pay respect to the Aboriginal and Torres Strait Islander community by including an Acknowledgement of Country in the design of key City publications, including the Community Calendar. Provide templates/guidance to other Business Units in this regard. | May 2022 | Manager Marketing and Public Relations |



4. Governance, tracking and reporting

The City will demonstrate accountability for its actions by tracking and reporting progress through the actions defined below. The actions have in-built processes that will enhance stronger engagement with Aboriginal and Torres Strait Islander peoples, families and communities. This will remove barriers to participation and allow people and organisations to inform the City of progress towards completion of actions, and the degree to which these actions enhance the lives of Aboriginal and Torres Strait Islander peoples and communities living in the City. This is a learning pathway for the City; through these actions, improvements and changes will be incorporated in reporting processes.

| Action | Deliverable | Timeline | Responsibility |
|---|---|---|---|
| 4.1 Establish and maintain an effective RAP Advisory Group (RAPAG) to drive governance of the RAP. | 4.1.1 Maintain Aboriginal and Torres Strait Islander representation on the RAPAG. | March 2022 | Manager Community and Place |
| | 4.1.2 Establish and apply a Terms of Reference for the RAPAG to oversee the implementation of the RAP. | May 2022 | Manager Community and Place |
| | 4.1.3 RAPAG and RAP Working Group meet at least four times per year to drive and monitor RAP implementation. | February, May, August, November 2022 - 2024 | Manager Community and Place |
| | 4.1.4 RAPAG and RAP Working Group to oversee the development, final endorsement and launch of the RAP. | March 2022 | Manager Community and Place RAP Working Group Chair |

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------------|---|
| 4.2 Provide appropriate support for effective implementation of RAP commitments. | 4.2.1 Define resource needs for RAP implementation. | May 2022 | Manager Community and Place RAP Working Group Chair |
| | 4.2.2 Engage senior leaders and other staff in the delivery of RAP commitments. | December 2022, 2023 | Executive Manager Community Wellbeing |
| | 4.2.3 Define and maintain appropriate systems to track, measure and report on RAP commitments. | September 2022, 2023 | Manager Community and Place RAP Working Group Chair |
| | 4.2.4 Appoint and maintain an internal RAP Champion from senior management. | March 2022 | Executive Manager Community Wellbeing |
| | 4.2.5 Establish a network of champions for reconciliation (from each Business Unit) to build support and increase knowledge and understanding across the organisation in support of the RAP Steering Committee. | December 2022 | Manager Community and Place |
| | 4.2.6 Develop a role statement for the Reconciliation Champions. | December 2022 | Manager Community and Place |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---|--|
| 4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | 4.3.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2022, 2023 | Manager Community and Place |
| | 4.3.2 Report RAP progress to all staff and senior leaders quarterly through the RAPAG. | February, May, August, November 2022 - 2024 | Manager Community and Place |
| | 4.3.3 Publically report our RAP achievements, challenges and learnings, annually. | December 2022, 2023 | Manager Community and Place Manager Marketing and Public relations |
| | 4.3.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2022 | Manager Community and Place |
| 4.4 Continue our reconciliation journey by developing our next RAP. | 4.4.1 Register via Reconciliation Australia's website to begin developing our next RAP. | September 2023 | Manager Community and Place |

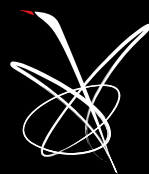
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- For any enquiries about the City of Swan's Reconciliation Action Plan, please contact:**
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