

# Reflect Reconciliation Action Plan

November 2019 - November 2020



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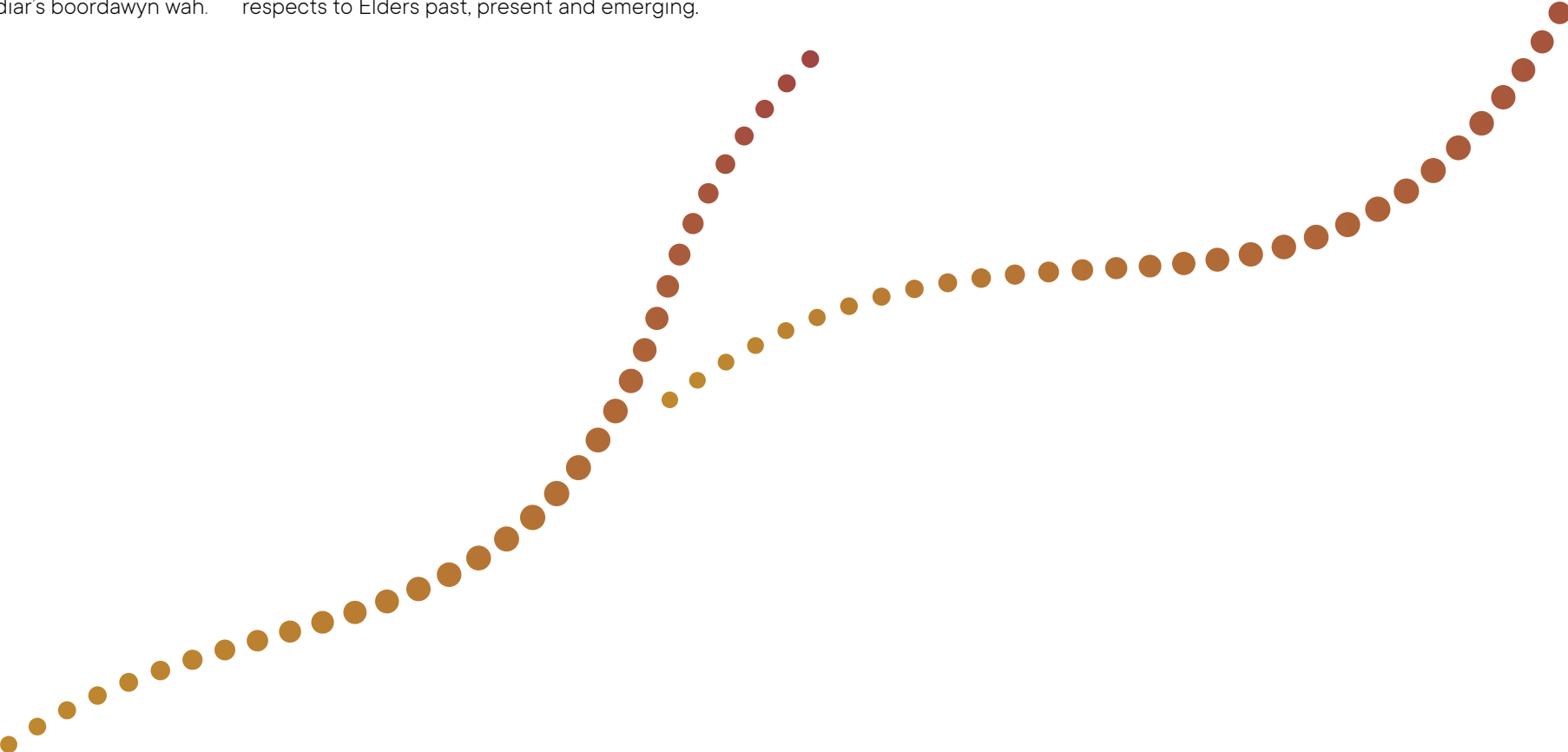
# Acknowledgement of Country

## Noongar Language

Ngalla City of Bayswater kaatanginy baalapa  
Noongar Boodja baaranginy, Whadjuk moort  
Noongar moort, boordiar’s koora koora,  
boordiar’s ye yay ba boordiar’s boordawyn wah.

## English Language Interpretation

The City of Bayswater acknowledges the  
Traditional Custodians of the land, the Whadjuk  
people of the Noongar Nation, and pays its  
respects to Elders past, present and emerging.



# Uluru Statement from the Heart

The City of Bayswater wholeheartedly supports the Uluru Statement from the Heart adopted in 2017. This was officially endorsed by Council in 2018.

We believe recognition of this statement is a national priority. The City has independently undertaken the following actions in support of this statement.

1. Becoming a signatory to the Australian Council of Social Service's (ACOSS) statement of support for the Uluru Statement from the Heart.
2. Acknowledging Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this country and paying respect to their ongoing spiritual and cultural connections with it.
3. Recognising the need for constitutional change that goes beyond the symbolic and gives breath to the benefits that a treaty offers all Australians.
4. Thanking those who gathered at the 2017 National Constitutional Convention in Uluru for their persistence and patience, under the guidance of the co-chairs of the Referendum Counsel, Ms Pat Anderson AO and Mr Mark Leibler AC.
5. Lodging a submission to the Joint Select Committee on Constitutional Recognition relating to Aboriginal and Torres Strait Islander peoples.
6. Showing outward support by placing a framed copy of the Uluru Statement from the Heart within the City's public honorary cabinets at the entrance of the Council Chambers.
7. Writing a letter of support from Council to request the Western Australian Local Government Association (WALGA), who advocate on behalf of 138 local governments, to embrace the Uluru Statement from the Heart.
8. Writing a letter of support from Council to the Prime Minister and Federal Leader of the Opposition showing our support for the Uluru Statement from the Heart.

The City of Bayswater has received unique recognition amongst Perth metropolitan local governments for the actions taken to show its support for the Uluru Statement from the Heart.



# About the Artist

The artwork was designed by a Whadjuk, Ballardong Noongar artist, James Egan.

The colours used by James in the canvas painting represent the land, and the various circles represent the different tribes of varying sizes, languages, regions and laws all being connected by the land.



## ULURU STATEMENT FROM THE HEART

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander peoples were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from "time immemorial", and according to science more than 60,000 years ago.

This sovereignty is a spiritual nation; the ancestral tie between the land, or "mother nature", and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been eroded or extinguished, and co-exists with the sovereignty of the Crown. How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years? With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood. Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people.

Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future. These dimensions of our crisis tell plainly the structural nature of our problem. This is the current of our powerlessness. We seek constitutional reform to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country. We call for the establishment of a First Nations Voice enshrined in the Constitution. Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination. We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history. In 1967 we were counted, in 2017 we seek to be heard. We have bare camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.



## Message from the Mayor

It is with great pride that I introduce the City of Bayswater's Reflect Reconciliation Action Plan - November 2019 to November 2020.

Our first Reconciliation Action Plan will pave the way for the City's unique Reconciliation journey and provide a framework to guide the City's staff and Council towards creating an inclusive and respectful environment in which the cultures of our First Peoples are acknowledged, shared and celebrated.

It has been extraordinary to witness the time, effort and goodwill that has led to the creation of the Plan. I would like to thank everyone whose hard work and dedication has made the beginning of our Reconciliation journey a possibility. In particular, thank you to members of the City's Aboriginal Advisory Committee; members of the community who participated in numerous community engagement activities; our Council; and staff. I would also like to thank Reconciliation WA for their ongoing support and guidance throughout this entire process.

Our Reflect Reconciliation Action Plan is something we can all be proud of, and with this solid foundation we can work together to create a future in which Aboriginal and Torres Strait Islander peoples feel welcome and supported in the City of Bayswater and beyond.

Cr Dan Bull  
Mayor

## Message from the Chief Executive Officer

For thousands of years, the area now known as the City of Bayswater has been home to the Whadjuk people of the Noongar Nation. Their cultures and traditions are a significant part of our community's past, present and future.

Through the development of our first Reconciliation Action Plan, we have embarked on a very important journey towards building stronger relationships, respect and opportunities for positive change. Our Reconciliation process is about producing sustainable outcomes that hold real meaning for our entire community. Most importantly, our Reconciliation Action Plan has been developed in partnership, recognising that it is essential for ownership of the Plan by all sectors of the Bayswater community.

The City's Reflect plan sets out the steps we will take as we move forward and will provide direction for future Reconciliation Action Plans and initiatives. An incredible amount of time, work and care has gone into the development of our first Reconciliation Action Plan and it is with this plan that we will grow together to create a future that recognises and empowers our Aboriginal and Torres Strait Islander peoples.

Andrew Brien  
Chief Executive Officer

"Our Reconciliation process is about producing sustainable outcomes that hold real meaning for our entire community."

## Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome the City of Bayswater to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, the City joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP

provides the City a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, the City will lay the foundations for future RAPs and reconciliation initiatives.

We wish the City of Bayswater well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend the City of Bayswater on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





## Our Values

Our values guide the way we work with each other in order to effectively deliver services to the community and build a culture of engagement, continuous improvement and accountability of all staff. By embedding our values in the organisation, we will deliver on the mantra of Building a Better Bayswater through:

- Accountability - Doing it right
- Excellence - Doing it well
- Innovation - Doing it better
- Respect - Doing it together.

## Our Vision

"A place where community vision becomes reality."

The City of Bayswater is committed to improving our understanding of equity and diversity across the City. Through committing to our vision, we trust everyone will enjoy the benefits of a connected and inclusive community.

Our Reflect Reconciliation Action Plan encourages us to positively contribute to the nation's reconciliation journey by:

- Acknowledging and respecting the cultures and contributions of Aboriginal and Torres Strait Islander peoples
- Making our services more culturally sensitive, inclusive and accessible for Aboriginal and Torres Strait Islander peoples
- Inviting our elected members and employees to take part in cultural appreciation training
- Building enduring partnerships with our Aboriginal and Torres Strait Islander Elders and community members.

## Our Community

The City of Bayswater includes an area of 34.6km<sup>2</sup> on the banks of the Swan River, the Derbal Yerrigan, and at its closest boundary is only 4km from the Perth Central Business District. The City of Bayswater is bounded by the City of Swan in the north, the Town of Bassendean in the east, the Swan River and the City of Belmont in the south, and the Cities of Stirling and Vincent in the west.

The City of Bayswater suburbs include Noranda, Morley, Embleton, Bedford, Bayswater and Maylands, including parts of Dianella and Mount Lawley. The City of Bayswater maintains approximately 380 hectares of public open space, with 24 sporting parks and 145 passive reserves and 10km of river foreshore. Remnant bushland and wildlife sanctuaries are valued and cared for by the City and the community.

Within each of the City suburbs, there are unique natural geographical assets and built form amenities which are of local and of regional significance. These include significant shopping landmarks and transport nodes, parks and reserves, facilities, and education institutions to encourage local area community participation.

There are many significant places in the City of Bayswater to both Aboriginal and non-Aboriginal peoples which open up opportunities to make fresh connections between the environment and the people.

## Our Business

The City of Bayswater core business is to make decisions on planning and delivering core services in their community including waste, roads, parks, playgrounds and gardens, as well as statutory responsibilities in planning and development approvals, public health and various licencing requirements.

At the 2016 Census, the City had a population of 66,050 people, with 50% between the ages of 25 and 60 years old. 46% of the City's population were born overseas and 1.3% was of Aboriginal descent or Torres Strait Islander descent. The City employs more than 350 full time employees and at the time of printing, only one staff member identifies as an Aboriginal person.

"In 2016, the City had a population of 66,050 people, with 50% between the ages of 25 and 60 years old. 46% of the City's population were born overseas and 1.3% was of Aboriginal or Torres Strait Islander descent."

# Our Journey

In proposing the development of our first Reconciliation Action Plan, the City of Bayswater Council requested an Aboriginal Advisory Committee ('the Committee') be created to advise and assist in the development and implementation of a Reflect Reconciliation Action Plan. The purpose of the Committee was to help facilitate understanding; promote meaningful engagement; increase equality; review the content of the Plan; provide ideas and advice; and ask questions to prompt new thinking about reconciliation.

The Committee was represented by Aboriginal and non-Aboriginal members and its term expired in September 2019. The City is committed to re-establishing the Committee and renaming it to the Reconciliation Advisory Committee to guide the City's Reflect RAP implementation and subsequent development of its Innovate RAP.



Ms Carol Foley, Ms Jan Wheare, Councillor Sally Palmer, Ms Danielle Cameron, Ms Stacy Maxted, Councillor Stephanie Gray, Councillor Giorgia Johnson and Mr Barry McGuire (absent in photograph)

In order to have meaningful engagement, the Committee encouraged us to sit down with the community and listen to the stories of the people.

We organised a range of opportunities to meet different parts of the community and were surprised and delighted by what we heard and learned through engagement with the community. This took many different forms, including meeting with local Elders; a community yarning session; participation at the Town of Bassendean's NAIDOC Family Fun Day; and the provision of Cultural Awareness training to a portion of the City's workforce.

Four key themes emerged from our interaction with members of the Bayswater community who attended the engagement activities. These themes have been incorporated into the action plan to complement the existing themes provided by Reconciliation Australia.

The themes are:

- 1. Rituals and Protocols** - for example, the displaying of Aboriginal and Torres Strait Islander flags by the City of Bayswater; Welcome to Country ceremonies delivered at key City of Bayswater events and occasions; an Acknowledgement of Country observed at significant City meetings and forums; demonstration of appropriate Aboriginal and Torres Strait Islander protocols.
- 2. Cultural** - for example, inclusion of Aboriginal stories and activities as part of City events and programs; and co-naming of facilities and spaces with Noongar names.
- 3. Employment and Training** - for example, creating opportunities to employ more Aboriginal and Torres Strait Islander peoples at the City of Bayswater, and provide appropriate

training; representation of Aboriginal and Torres Strait Islander peoples on Council Committees. City staff working with other organisations to promote greater Aboriginal and Torres Strait Islander employment and training opportunities.

- 4. Sharing, Learning and Building Connections** - for example, increasing Noongar resources at the City libraries; use and awareness of Aboriginal languages; breaking down barriers in the community; and participating in joint projects.

We are grateful to everyone - both Aboriginal and non-Aboriginal peoples - who participated and shared their interests, aspirations and ideas. In particular, we are thankful for the wisdom and guidance of the Committee who steered us in the right direction.



## Our Partnerships and Current Activities

Over the past twelve months, concurrent to the development of our Reflect RAP, the City has been working to build community partnerships and deliver initiatives to raise awareness to foster reconciliation both internally and externally.

### Our current partnerships and activities include:

#### Partnerships

- Partnership with Town of Bassendean NAIDOC Family Fun Day event with participation and extensive promotional campaign to raise community awareness.
- Partnership with Nyoongar Outreach Service to provide support for Aboriginal and Torres Strait Islander peoples within the community.

#### Activities

- Welcome to Country performed at four of the City's events in 2018/19;
- Acknowledgement of Country at Ordinary Council meetings and at workshops, events and forums open to the public;
- Performances by Yirra Yaakin Theatre Company 'Djinda Kaatjin' a Noongar dreaming story to explore the importance of stars;

- Delivering a series of Nyoongar Language and culture workshops facilitated by a local Aboriginal and Islander Education Officer to increase knowledge of the culture and language of Noongar people;
- Increasing staff awareness about National Aborigines and Islanders Day Observance Committee (NAIDOC) which included providing information about the reforms set out in The Uluru Statement from the Heart and why the City is committed to embedding the statement into its Reflect Reconciliation Action Plan;
- Library displays during National Reconciliation Week, which included National Reconciliation Week promotional materials, information about the City's endorsement of the Uluru Statement from the Heart, related library books and map of Aboriginal languages across Australia; and
- Delivery of a Consultative Yarning Session Aboriginal Heritage Sites and Bus Tour to start the conversation to acknowledge significant Aboriginal Heritage sites located in the City of Bayswater.

"Over the past twelve months, concurrent to the development of its Reflect RAP, the City has been working to build community partnerships"

## Deliverables for Reconciliation

Over the next 12 months, our organisation commits to the deliverables that have been developed in response to feedback from community, reviewed and refined with input from the Committee and Reconciliation WA, and organised within the reconciliation framework, as provided by Reconciliation Australia.

Our deliverables are listed under the four key pillars of Relationships; Respect; Opportunities; and Governance. Themes derived from our community engagement have also been included, namely rituals and protocols; cultural; employment and training; and sharing, learning and building connections.





## Relationships

Actions	Deliverable	Timeline	Responsibility
<b>Rituals and Protocols</b>			
Re-establish the Aboriginal Advisory Committee (AAC) with the name Reconciliation Advisory Committee (RAC).	<ul style="list-style-type: none"> <li>Reconciliation Advisory Committee will meet quarterly to manage and monitor the activities and deliverables detailed in this Reflect RAP and report on its implementation.</li> <li>Launch our first Reflect RAP.</li> </ul>	Nov 2019 – Nov 2020	<b>Manager Community Development</b>
		Nov 2019	
	<ul style="list-style-type: none"> <li>Continue to encourage Aboriginal and Torres Strait Islander community representation on the RAC.</li> </ul>	Nov 2019	
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.</li> <li>Research best practice and principles that support and strengthen partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. i.e. South West Aboriginal Land and Sea Council.</li> </ul>	Jun 2020	<b>Manager Community Development</b> Manager People, Culture and Safety
		Mar 2020	<b>Manager Community Development</b> Manager Governance
	<ul style="list-style-type: none"> <li>Continue annual membership of Reconciliation Western Australia.</li> </ul>	Nov 2019 – Nov 2020	<b>Manager Community Development</b>



Actions	Deliverable	Timeline	Responsibility
<b>Cultural</b>			
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW materials to our staff.</li> <li>Reconciliation Advisory Committee members participate in an 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>Develop and implement NRW promotional plan to increase awareness and understanding of significance of the week amongst staff and community.</li> </ul>	May 2020	<b>Manager Community Development</b>
<b>Employment and Training</b>			
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research leading practice and policies in areas of race relations and anti-discrimination.</li> <li>Review Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	Jul 2020 Jan 2020	<b>Manager People, Culture and Safety</b>
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff i.e. employee inductions and information pack.</li> </ul>	Jun 2020	<b>Manager People, Culture and Safety</b>
<b>Sharing, Learning and Building Connections</b>			
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Meet with adjoining local governments to discuss matters relating to reconciliation.</li> <li>Build relationships with local Aboriginal and Torres Strait Islander Elders to increase educational opportunities for staff.</li> <li>Continue working with the East Metropolitan Perth Reconciliation Group to inform the City's Reconciliation Advisory Committee (RAC).</li> <li>Build relationships with local schools through their Aboriginal and Islander Education Officers and Chaplains.</li> </ul>	Jan 2019 – Jun 2020	<b>Manager Community Development</b>
		Feb 2020	<b>Manager Sustainability and Environment</b> Manager Community Development
		Nov 2019 – Nov 2020	<b>Manager Community Development</b>
		Feb 2020 – Aug 2020	<b>Manager Community Development</b>





## Respect

Actions	Deliverable	Timeline	Responsibility
<b>Rituals and Protocols</b>			
Display the Aboriginal and Torres Strait Islander flags at City buildings where staff are located.	• Develop a plan of action for installing Aboriginal and Torres Strait Islander flagpoles at locations other than the City of Bayswater Civic Centre.	Dec 2019	<b>Manager Building Services</b> Manager Community Development
	• Display desk flags in Administration where no flags poles are available.	Jan 2020	<b>Manager Library and Customer Services</b> Manager Community Development Manager Recreation Services Manager Parks and Gardens Manager Rangers and Security
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within the City's operational area.	Nov 2019	<b>Manager Community Development</b> Manager Sustainability and Environment Manager Infrastructure and Asset Mapping Services
	• Increase staff and Elected Members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 2020	<b>Manager Community Development</b> Manager People, Culture and Safety
	• Incorporate Acknowledgement of Country in corporate documents i.e. Annual Report.	Nov 2020	<b>Manager Marketing and Communications</b> Manager Governance



Actions	Deliverable	Timeline	Responsibility
<b>Cultural</b>			
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week.	<ul style="list-style-type: none"> <li>• Raise the awareness and share information amongst our staff about the meaning of NAIDOC week.</li> <li>• Introduce city staff to NAIDOC week by promoting external events in our local area i.e. Town of Bassendean NAIDOC Family Fun Day.</li> <li>• RAP internal Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2020	<b>Manager Community Development</b>
<b>Employment and Training</b>			
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Dec 2019	<b>Manager People, Culture and Safety</b>
	<ul style="list-style-type: none"> <li>• Deliver cultural awareness training for staff and Elected members to improve understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.</li> <li>• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	Feb 2020	<b>Manager People, Culture and Safety</b> Manager Community Development
<b>Sharing, Learning and Building Connections</b>			
Share local (City of Bayswater) Aboriginal and Torres Strait Islander peoples cultural history with the community.	• Develop relationships with Aboriginal and Torres Strait Islander facilitators to share culture, history and achievements at City events i.e. art, dance, language, storytelling, sport.	Nov 2019 - Nov 2020	<b>Manager Library and Customer Services</b> Manager Community Development





# Opportunities

Actions	Deliverable	Timeline	Responsibility
Rituals and Protocols			
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Investigate Supply Nation membership.	Mar 2020	<b>Manager Governance</b>
	• Develop/formalise a process for procurement from Aboriginal owned businesses and community organisations which mirrors the State Government policy to match % of budget to % of Aboriginal population (currently 3%).	Jul 2020	
	• Work with WALGA and the Aboriginal Chamber of Commerce and Industry to grow the database of Aboriginal owned businesses and community organisations.	Jul 2020	
	• Develop staff awareness of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses in line with procurement policies and practices.	Aug 2020	<b>Manager Governance</b> All departments
Cultural			
Strengthen the natural environment and focus on the importance of native flora and fauna.	• Engage and work with Aboriginal and Torres Strait Islander peoples who have knowledge in the area of native flora and fauna history in order to better inform practices.	Nov 2019 – Nov 2020	<b>Manager Sustainability and Environment</b> Manager Parks and Gardens



Actions	Deliverable	Timeline	Responsibility
Employment and Training			
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Incorporate diversity objectives into the City's workforce plan, including Aboriginal and Torres Strait Islander employment targets and measure progress.	Dec 2019	<b>Manager People, Culture and Safety</b>
	• Build relationships with employment service providers and existing Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities i.e. Jobs and Skills WA.	Jun 2020	<b>Manager People, Culture and Safety</b>
Sharing, Learning and Building Connections			
Actively seek the involvement of Aboriginal and Torres Strait Islander peoples in projects and events.	• Invite Aboriginal and Torres Strait Islander stallholders, performers and businesses to be a part of existing/established City led public events.	Jan 2020	<b>Manager Community Development</b> Manager Library and Customer Services





## Governance

Actions	Deliverable	Timeline	Responsibility
Establish and maintain an effective internal RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form an internal Reconciliation Working Group to govern RAP implementation with Aboriginal and Torres Strait Islander representation.</li> <li>Draft Terms of Reference for the RWG.</li> <li>Encourage Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group.</li> </ul>	Nov 2019  Nov 2019	<b>Manager Community Development</b>  <b>Manager Community Development</b>
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> <li>Define resource needs for RAP implementation.</li> </ul>	Nov 2019	<b>Manager Community Development</b>
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.</li> </ul>	Sep 2020	<b>Manager Community Development</b>
Continue our reconciliation journey by developing our next RAP (Innovate).	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin development our next RAP (Innovate).</li> <li>Liaise with Reconciliation Australia to develop our next RAP (Innovate) based on learnings, challenges and achievements.</li> <li>Submit draft Innovate RAP to Reconciliation Australia for review.</li> <li>Submit draft Innovate RAP to Reconciliation Australia for endorsement.</li> </ul>	Jul 2020 Jul 2020  Sep 2020 Nov 2020	<b>Manager Community Development</b>

## Contact Us

**For more information, please contact:**

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