



City of Armadale  
**Innovate  
Reconciliation  
Action Plan**  
October 2023 - October 2025







*Smoking Ceremony at the Kambarang Festival 2022. Smoking Ceremony holds profound significance to our cultural spirituality it cleanses the space and allows the smoke to carry our intentions for reconciliation into the world (Jodie Clarke, 2023).*

The City of Armadale acknowledge the Traditional Owners and the Custodians of the land upon which we stand, work and play. We acknowledge Aboriginal people as the First Peoples of this land and their connection to the lands and the waters, as they are part of them spiritually and culturally. We acknowledge their ancestors, the Elders past and present, who have led the way for us to follow in their footsteps and the emerging leaders of today and tomorrow.

# Innovate

Reconciliation Australia commends City of Armadale 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 Armadale 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 Armadale 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 Armadale is part of a strong network of more than 2,200 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 Armadale'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 Armadale on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





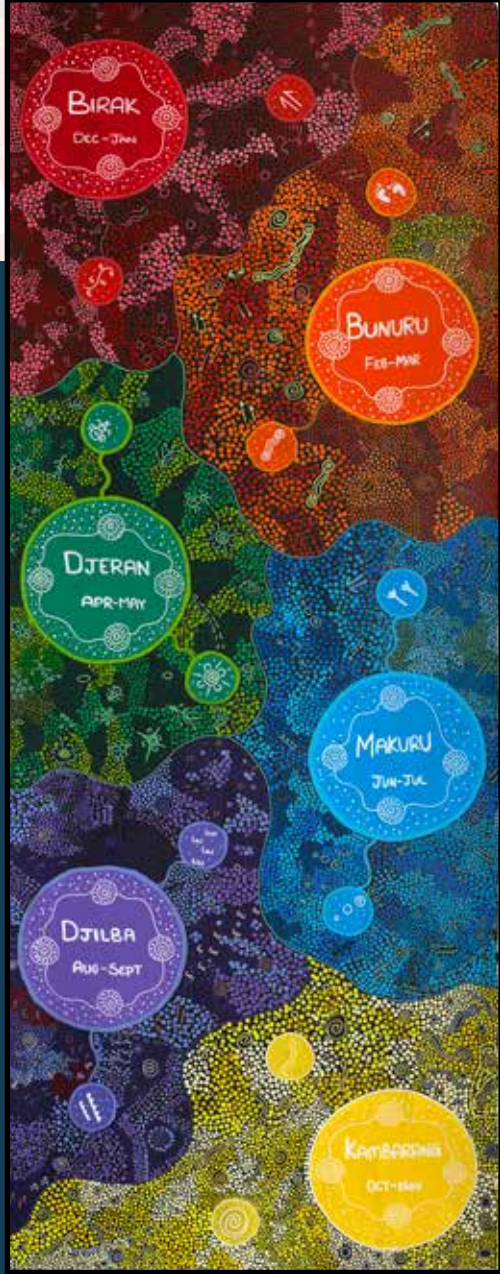
# About the artwork

**Artwork name:** *Gargangara Boodja*

The artwork was named after the place it was created in and will be used in. The traditional Noongar name for Armadale is Gargangara and the Noongar word for Country is Boodja. Together we have Gargangara Boodja = Armadale Country.

In Noongar Culture we have six seasons, the Six Noongar Seasons represent a predictable timetable of likely events. This artwork was created to resemble these seasons, using colour and symbols to which represent them, from the hotter weathers to the cooler weathers. The animal prints, meeting places, travelling tracks and water flowing help construct the story and enable the viewer to develop an understanding of what activities and animals were around during that particular season. Throughout the artwork there is strong bold lines to divide the seasons, this symbolises the transitioning and travelling through each season.

The Art Piece was a collaborative piece that Kyooa Designs facilitated in conjunction with the Elders, community, City of Armadale staff, local children and the RAP Working Group.



## About the artist

**Artist:** Chloe Calyon

Chloe Calyon is a Pinjarup – Whadjuk woman with direct bloodlines to all Noongar Nations. She is a Noongar artist who uses both traditional and modern techniques, incorporating vibrant and earthy colours.

Chloe Calyon is the proud owner and creator of Kyooa Designs, which was established in 2019.



Middel Yorgas performing at the Welcome Baby to Country 2023.



# Our vision for reconciliation

Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of our organisation, this represents ensuring cultural learning is a priority across the City and the community it serves, equal opportunities for decision making for local Aboriginal people, promoting and celebrating Aboriginal and Torres Strait Islander people and cultures, recognition and appreciation for the local Aboriginal Elders and the importance of a culturally proactive, rich and inclusive workplace.

Local Noongar Elders Uncle Morton Hansen & Aunty Vivienne Hansen.



Young Aboriginal Dance Group Djurpin Djindas opening the Armadale Arts Trail 2023.



# Our business

## The City of Armadale – the people and the area

The City of Armadale is 30km from the Perth city centre and has a population of over 100,000 people spanning 20 suburbs. It is a rapidly growing locality, with the City being one of 26 local government areas in Australia classified as a growth area. By 2040, it is forecast that almost 150,000 people will reside in the area, with the largest demographic group being children aged 0 – 4 years.

Armadale has been described as a place where the city meets the country with residents identifying the hills, green spaces and friendly people as major assets. Less physically obvious but with no less impact is the sense of pride and ownership within our diverse community. Many people who live here are committed to participating in community life, demonstrated by the presence of over 160 local groups including those focused on environment, Aboriginal employment, health and wellbeing, community safety, sports, residents’ associations, universal access, events and multicultural interests. Local Aboriginal Elders meet regularly on an informal basis and provide guidance and a sense of grounding for Aboriginal and non-Aboriginal community members.

## History of Aboriginal people in the City of Armadale

The area historically known as Gargangara (North Armadale) and Goolamrup (Kelmscott) that now makes up the City of Armadale was originally occupied by the Noongar people many thousands of years before European settlement. The territory of the Noongar people was the triangle of Western Australia’s southwest extending from the Geraldton district south to Cape Leeuwin, continuing southeast almost to Esperance and then in a line northwest to re-join the coast at Geraldton.

The Noongar people were very connected to the land. Their survival depended on a thorough understanding of the environment and the plants and creatures in it. This knowledge came from the mythical Dreaming, a period when:

- All things began
- The laws of Aboriginal society were established
- The people learned the foods they could eat and the things that must not be touched
- The people discovered an interdependence with their surroundings - an invisible chain that linked people and the environment.

This form of religion and philosophy made the Noongar inseparable from the land. Any change in the environment meant a change in the lifestyle of the people.

## The Noongar way of life

In the southwest corner, the climate was generous to the Noongar people. They lived on the coastline in the drier months, eating the food supplied by the lakes, which were filled during the rains. Just before the onset of winter, the people would move to drier inland areas following the kangaroos and emus, setting up shelters wherever food was plentiful. There is little information about the area now known as the City of Armadale, but we know that Noongar tribal Elders were responsible for specific areas.

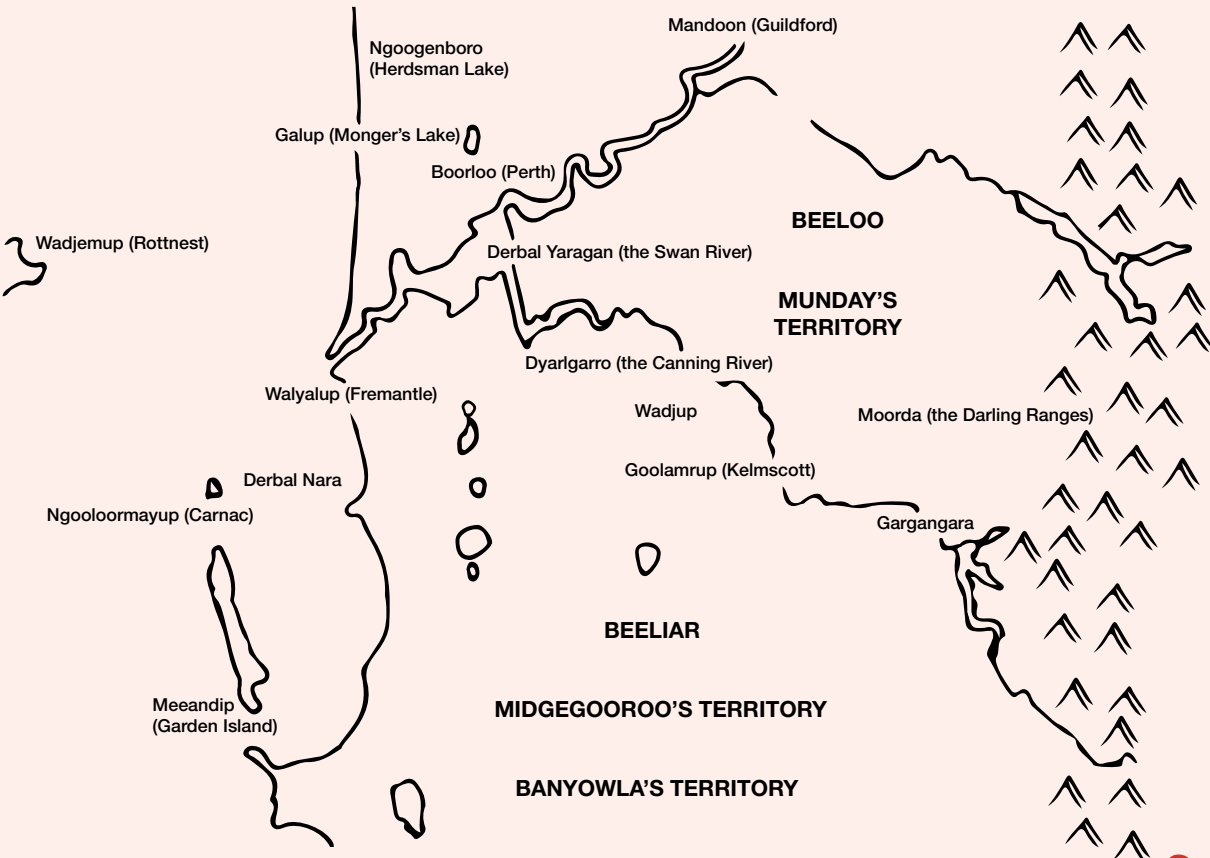


Young Aboriginal Dance Group Djurpin Djindas opening the Armadale Arts Trail 2023.

## Elders’ territory

The map below identifies place names and territories described by Yagan (a local Noongar warrior) to Robert Lyon in 1832.

As shown by the map, the area to the north and east of the Canning River was part of Beeloo, Munday’s territory. The area to the south and west of the Canning River was Beeliar, Midgegooroo’s territory.



Place names and territories recorded by Robert Lyon in 1832 (map by Neville Green, 1979)

The following data from the Australian Bureau of Statistics (ABS) 2021 Census provides demographic information on the Aboriginal and Torres Strait Islander community in Armadale:

- Higher Aboriginal and Torres Strait Islander population resided in Armadale at the time of the 2021 ABS Census: **Aboriginal and/or Torres Strait Islander population made up 3.0% of the City of Armadale compared to 2.0% for Greater Perth**
- Higher numbers of Aboriginal and Torres Strait Islander children and young people resided in Armadale at the time of the 2021 ABS Census: **38.6% of the Aboriginal and/or Torres Strait Islander population in the City of Armadale was aged 0 – 15 years compared with 32% of the Indigenous population for all of Western Australia. City of Armadale had both larger populations for the 0 – 4 and 5 – 14 age brackets**



## The City of Armadale as a Local Government

As a Local Government, the City of Armadale employs 600 people across various sites within its geographical boundaries. Of these employees, 10 identify as Aboriginal and Torres Strait Islander people; seven of the 10 Aboriginal employees are team members of the City's Aboriginal Development Team. This team is based at the Champion Centre, the City's only staffed community centre, the design and redevelopment of which was informed by comprehensive engagement with the local Aboriginal and Torres Strait Islander community. The Aboriginal Development team has a unique way of working with a wide range of stakeholders, resulting in the Champion Centre gaining a reputation at a local and state-wide level as a unique Aboriginal development centre and has led to the City being approached by funding organisations seeking to provide multi-year grants. The scope of the Aboriginal Development team's role includes the following:

- Informal or 'accidental' counselling and advocacy for community members accessing the Champion Centre for programs and services including the 'Community Centre Drop In'.
- Engagement with local Aboriginal Elders on a regular basis and provision of support via space at the Champion Centre and access to the City's services and programs.
- Referrals to link people to services based on site and elsewhere – this entails both physically directing people to organisations with whom the person has an appointment and also to refer people to services depending on what they require. The Champion Centre has links with over 80 government and community organisations. There are also ongoing requests from sector organisations to liaise with the local Elders – this needs to be dealt with sensitively as the time of the Elders can easily be monopolised by multiple groups wanting to consult with them.
- Facilitation of monthly network meetings/lunches, community seminars/information sessions/workshops on health, employment and finance topics, and community forums.
- Coordination of programs and events including Food Security and emergency relief, supported playgroups, after school and school holiday programs, Driver Training program, family history programs, National Aboriginal Children's Day and NAIDOC celebrations. This coordination role includes daily supervision of the 10 volunteers and other contracted staff when required for specific events.
- Management of the Champion Centre. Tasks include coordinating room bookings, liaising with user groups, mediating any conflicts between community members and upholding high standards of safety, cleanliness and accessibility of the Centre.

The City's positive relationship with the local Aboriginal Elders is key to the stability of the Champion Centre and Aboriginal Development team. The Elders have always been supportive of the City undertaking the management of the Centre as it is seen as a neutral entity that does not enter into cultural/family issues.



Local Elder Uncle Nigel Wilkes conducting a Smoking Ceremony.



The following comprehensive timeline demonstrates how the City progressed its commitment over the years:







Champion Centre Afterschool Programs Dancers  
Bridyia Mia Nops at the Armadale Arts Trail 2023.

## Our RAP

### The City's Approach to Reconciliation

The City has a long standing commitment to maintaining a mutually positive and beneficial relationship with the local Aboriginal and Torres Strait Islander community. This commitment has translated into the provision and operation of a custom built community centre (the Champion Centre), employing skilled and experienced Aboriginal and/or Torres Strait Islander staff, welcoming external service providers to 'hot desk' at the Centre and actively advocating for the continuation of funds from the Federal Government for the delivery of services specific to the Aboriginal and Torres Strait Islander community.

The City views its first Reconciliation Action Plan as a way to formalise and build on the City's commitment to its long term positive relationship with the local Aboriginal and Torres Strait Islander community. Importantly, the Reconciliation Action Plan provides direction on how to implement further actions to progress meaningful reconciliation. The RAP is supported and championed by the Executive Director Community Services and the Executive Director Technical Services.

The role of the RAP Working Group is integral to the process of developing, implementing, monitoring and reporting on actions in the RAP. The Working Group comprises the following membership:

- Councillor Ruth Butterfield, City of Armadale Mayor
- Councillor Emma Flynn, co-chair of the RAP Working Group
- Councillor Scott Mosey
- Councillor Melissa Northcott
- Jodie Clarke, Noongar Wardandi Yorga, Aboriginal Development Coordinator, co-chair of the RAP Working Group
- Adrian Tanner, Noongar Whadjuk Maarman, Aboriginal Children and Families Officer
- Kerry Steele, community member
- Tracey Innes, community member
- Fiona Ontong, community member
- Suzette van Aswegen, Executive Director Community Services
- Mike Andrews, Executive Director Technical Services
- Rebekah Milnes, Manager Community Development
- Laura Swain, People Services Lead

After each RAP Working Group workshop to determine locally relevant deliverables additional to those mandated by Reconciliation Australia, nine local Elders participated in a workshop to review and approve the additional deliverables. Consulting with the Elders will be an ongoing part of the process of implementing and monitoring the RAP to ensure the actions are conducive to progressing reconciliation in a meaningful way and to make a positive impact on the local Aboriginal and Torres Strait Islander community.

Representatives of the RAP Working Group have also provided regular updates to the Organisational Management Team and the entire City of Armadale staff via email and in-person presentations. This is to bring internal stakeholders on the RAP journey. The RAP contains actions for a range of business units across the City and for authentic and effective delivery it is imperative that staff have a solid understanding of the importance, meaning and intended impact of the RAP.





Relationships

As a core objective of our Strategic Community Plan, the City of Armadale is committed to our community being inclusive and engaged – this includes continuing to engage with the Aboriginal and Torres Strait Islander community to forge and maintain beneficial relationships; learn about Aboriginal and Torres Strait Islander cultures from local Elders; share stories; and determine ways to work alongside each other together to effect positive social change.



Deliverable	Timeline	Responsibility
Action 1 – Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2024	Lead: Manager Community Development Support: Aboriginal Development Team
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2024	Lead: Manager Community Development Support: Communications and Engagement Team
Re-establish the Aboriginal Elders Advisory Council	June 2024	Lead: Manager Community Development Support: Aboriginal Development Team
Action 2 – Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	April 2024, 2025	Lead: Manager Community Development Support: Communications and Engagement Team
RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024, 2025	Manager Community Development
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024, 2025	Manager Community Development Support: Communications and Engagement Team
Organise at least one NRW event each year.	27 May- 3 June, 2024, 2025	Lead: Manager Community Development Support: Major Events and Arts Team, Aboriginal Development Team
Register all our NRW events on Reconciliation Australia’s NRW website.	May 2024, 2025	Lead: Manager Community Development Support: Aboriginal Development Team
Involve Councillors and State / Federal Members of Parliament in NRW	May 2024, 2025	Lead: Manager Community Development
		Support: CEO’s office

Deliverable	Timeline	Responsibility
Action 3 – Promote reconciliation through our sphere of influence.		
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2024	Manager Communications and Engagement
Communicate our commitment to reconciliation publicly.	February 2024	Manager Communications and Engagement
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2024	Manager Community Development
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2024	Manager Community Development
Facilitate the promotion of positive stories about the local Aboriginal community via a range of channels	July 2024	Manager Communications and Engagement
Create a video of local Aboriginal Elders, Councillors and other community members stating their views on the City’s RAP	March 2024	Lead: Manager Community Development Support: Communications and Engagement Team
Action 4 – Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024	Manager Human Resources
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2024	Manager Human Resources
Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	Manager Human Resources
Educate senior leaders on the effects of racism.	June 2024	Manager Community Development



Respect

It is important to the City of Armadale that respect for the Aboriginal and Torres Strait Islander community is continually cultivated through the organisation and beyond via learning from local Elders to gain knowledge, understanding and appreciation of the experiences and cultures of Aboriginal and Torres Strait Islander people; to demonstrate this through how we acknowledge the Traditional Owners; and to be an active part of regular celebrations of Aboriginal and Torres Strait Islander cultures.



Deliverable	Timeline	Responsibility
<b>Action 1 – Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>		
Conduct a review of cultural learning needs within our organisation.	December 2024	Manager Human Resources
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2025	Manager Community Development
Deliver cultural awareness training for Councillors on Country	May 2024	Lead: Manager Community Development Support: Aboriginal Development Team, CEO's Office
Facilitate cultural awareness training for senior City staff with Elders and students on Country	October 2024	Lead: Manager Community Development Support: Aboriginal Development Team, Human Resources Team
Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Manager Human Resources
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025	Manager Human Resources
Investigate dual naming of facilities, roads and parks	June 2024	Manager Statutory Planning
Ensure, when appropriate and following consultation, that Aboriginal stories and perspectives are included in displays, exhibitions, and programs	June 2024	Manager Library and Heritage Services
Recognise the ongoing connection that members of the local Aboriginal and Torres Strait Islander communities share with City managed land through the implementation of on-ground initiatives	November 2025	Coordinator Environmental Services

Deliverable	Timeline	Responsibility
<b>Action 2 – Actively seek to understand the culture of local Aboriginal and Torres Strait Islander people and reflect this in formal documents</b>		
Conduct research of the local Armadale area pre-colonisation to inform our current understanding of the local Aboriginal and Torres Strait Islander people and their ongoing cultures.	June 2024	Manager Library and Heritage Services
Develop an Aboriginal Heritage Strategy for both the natural landscape and for the ethical and culturally sensitive keeping of, and access to pre- and early colonial cultural/sacred Aboriginal material.	November 2025	Coordinator Environmental Services Manager Library and Heritage Services
<b>Action 3 – Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	Lead: Manager Community Development Support: Communications and Engagement Team
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2024	Lead: Manager Community Development Support: Communications and Engagement Team
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2024	Lead: Manager Community Development Support: Aboriginal Development Team
Invite Elders to be involved in the annual Citizenship Award ceremony.	November 2023	Lead: Manager Community Development Support: Aboriginal Development Team, CEO's Office
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2024	Lead: Manager Community Development Support: Communications and Engagement Team, CEO's Office
Invite Elders to Council meetings and to the Annual General Meeting	May 2024	Lead: Manager Community Development Support: CEO's Office
<b>Action 4 – Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>		
RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024, 2025	Manager Community Development
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2024	Manager Human Resources
Promote and encourage participation in external NAIDOC events to all staff.	June 2024, 2025	Manager Community Development



Opportunities

Ensuring that opportunities are provided for Aboriginal and Torres Strait Islander peoples to gain employment and progress a career at the City is important to the City of Armadale and is seen as part of its core business. Developing a procurement strategy specifically to prioritise Aboriginal and Torres Strait Islander businesses is also considered as essential to advance equitable procurement practices.



Deliverable	Timeline	Responsibility
Action 1 – Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2024	Manager Human Resources
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	Manager Human Resources
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	Manager Human Resources
Coordinate employment/career sessions for Aboriginal and Torres Strait Islander high school students to promote the range of job roles at the City of Armadale	December 2025	Manager Human Resources
Retain Aboriginal and Torres Strait Islander staff via training, personal development, career progression and collegial mentorship opportunities	December 2025	Manager Human Resources
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2024	Manager Human Resources
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace:	December 2024	Manager Human Resources
Identify specific roles to proactively attract Aboriginal and Torres Strait Islander peoples across the City of Armadale	December 2024	Manager Human Resources

Deliverable	Timeline	Responsibility
Action 2 – Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2024	Manager City Governance
Investigate Supply Nation membership.	February 2024	Manager Community Development
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2024	Manager City Governance
Retain a Preferred Local Supplier data base including local Aboriginal and Torres Strait Islander businesses and promote this to all City of Armadale departments with the encouragement to prioritise Aboriginal and Torres Strait Islander businesses first	November 2024	Manager City Governance
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2024	Manager City Governance
Facilitate training sessions for new and emerging Aboriginal and Torres Strait Islander businesses on how to apply for a tender/request for quote/other contracts	November 2024	Manager City Governance
Develop commercial relationships with Aboriginal and Torres Strait Islander businesses	June 2024	Manager Economic Development and Advocacy
Support the cultural tourism activities in the City's Tourism Strategy	June 2024	Manager Economic Development and Advocacy



Governance



Deliverable	Timeline	Responsibility
Action 1 – Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Nov 2023, 2024	Manager Community Development
Review and update Terms of Reference for the RWG.	January 2024 January 2025	Lead: Manager Community Development Support: RAP Working Group
Meet at least four times per year to drive and monitor RAP implementation.	Nov 2023 Feb 2024 May 2024 Aug 2024 Nov 2024 Feb 2025 May 2025 Aug 2025	Lead: Manager Community Development Support: RAP Working Group
Action 2 – Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	February 2024	Manager Community Development
Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2024	Manager Community Development
Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2023	Manager Community Development
Maintain an internal RAP Champion from senior management.	November 2024	Lead: Manager Community Development Support: RAP Working Group

Deliverable	Timeline	Responsibility
Action 3 – Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Manager Community Development
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Manager Community Development
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Manager Community Development
Report RAP progress to all staff and senior leaders quarterly.	Feb 2024 May 2024 Aug 2024 Nov 2024 Feb 2025 May 2025 Aug 2025 Nov 2025	Lead: Manager Community Development Support: Communications and Engagement Team
Publicly report our RAP achievements, challenges and learnings, annually across a range of channels available to the community.	June 2024	Lead: Manager Community Development Support: Communications and Engagement Team
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Manager Community Development
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2025	Manager Community Development
Seek advice from local Aboriginal Elders to ascertain the efficacy and positive impact of the RAP	Feb 2024 May 2024 Aug 2024 Nov 2024 Feb 2025 May 2025 Aug 2025 Nov 2025	Lead: Manager Community Development Support: Aboriginal Development Team
Action 4 – Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	Lead: Manager Community Development Support: RAP Working Group





### Contact details

Name: Rebekah Milnes  
Position: Manager Community Development  
Phone: (08) 9394 5650  
Email: [rmilnes@armadale.wa.gov.au](mailto:rmilnes@armadale.wa.gov.au)

[armadale.wa.gov.au](http://armadale.wa.gov.au)

(08) 9394 5000