



reconciliation action plan

REFLECT

JULY 2026 – JANUARY 2028



acknowledgement of country

The Shire of Bridgetown-Greenbushes acknowledges the cultural custodians of the land, the Kaneang, Pibelman and Wadandi people. We acknowledge and support their continuing connection to the land, waterways and community. We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.

vision

Our vision is to foster an inclusive and harmonious community where the rich cultural heritage and rights of Aboriginal and Torres Strait Islander peoples are acknowledged, respected, and celebrated. We envision a regional local government that actively promotes meaningful partnerships, equitable opportunities, and sustainable practices that honor the past while building a shared future.



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP



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

Shire of Bridgetown-Greenbushes joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

REFLECT

our business

Located approximately 300km south of Perth, Bridgetown is known for its lifestyle opportunities, with beautiful landscapes, heritage architecture, a strong sense of community, a vibrant arts community and access to a wide range of unique natural and built assets.



Located 18km north of Bridgetown lies Greenbushes, a historic timber and mining town, surrounded by unique natural bushland and sitting high on the Darling Scarp, Greenbushes offers a unique experience for community members and visitors alike.

The majority of the Shire lies within the Blackwood Catchment area. The Goorbilyup/Blackwood River and its tributaries remain a highlight of the Shire surrounded by the undulating landscape which provides a picturesque backdrop to the town of Bridgetown and the Blackwood River. The many hectares of national park and state forest surrounding Bridgetown, Greenbushes and the smaller townships provides the perfect environment for a variety of nature-based activities such as walking, canoeing, swimming, mountain bike riding, bird watching, horse riding and camping along with simply exploring the magnificent forest areas.

The Shire of Bridgetown-Greenbushes has a population of approximately 5,238 people and a population of 85 First Nations People as per the 2021 census.

Our functions are diverse, delivering a number of important services for our community. We endeavour to remain responsive to changing needs and expectations, continuing to support and enhance the sustainability and diversity of our communities. Examples of our services and functions include:

- infrastructure and property services, including local roads, bridges, footpaths, parking facilities, drainage, waste collection, fire and emergency services
- provision of recreation and cultural facilities such as libraries, parks, sports facilities and fields, swimming pools, leisure centres, visitor services, halls and civic buildings
- environmental and health services such as water and food inspection, noise and animal control including dog and cat licensing
- community development services focusing on cultural diversity, children, youth, the ageing population, community care services, volunteering, community safety and economic development
- building services such as approvals, inspections, licensing, certification and enforcement
- statutory and strategic planning services including development approval, land use, sustainable environment, and local area planning.
- Our organisation employs approximately 100 people across 5 areas – Executive Services, Regulatory and Development Services, Corporate Economic and Community Development and Project Management and Environment. There are no staff who have identified themselves as Aboriginal or Torres Strait Islander. The focus of our organisation is to ensure that we provide a welcoming and inclusive place to work, visit, receive services, provide feedback and engage in civic life for First Nations Peoples and all members of the community.

our rap

We are developing a Reconciliation Action Plan to foster respectful relationships between Aboriginal and Torres Strait Islander people and non-Aboriginal and Torres Strait Islander peoples, promoting social cohesion and mutual understanding. This plan serves as a proactive framework to address historical injustices and implement strategies that support the rights and aspirations of Aboriginal and Torres Strait Islander people.

Our goal in developing a RAP is to embed reconciliation into the core of our operations, policies, and services, and to actively contribute to closing the gap on Aboriginal and Torres Strait Islander peoples' disadvantage. By listening to and learning from the wisdom of Aboriginal and Torres Strait Islander people and community leaders, we will continue to promote reconciliation, respect, and recognition of the unique cultural heritage of First Nations peoples. Our RAP will serve as a roadmap for creating a more just and inclusive Shire that truly reflects the values of reconciliation and mutual respect.

The implementation of the RAP will provide a number of benefits for the Shire of Bridgetown-Greenbushes including;

- Improved relationships: A Reconciliation Plan will help foster positive relationships between different groups within the organisation, leading to better communication, collaboration, and teamwork.
- Increased diversity and inclusion: By addressing issues and biases related to race, gender, age, and other identity markers, a Reconciliation Plan will help create a more inclusive and diverse workplace.
- Higher employee engagement and morale: When employees feel valued, heard, and respected, they are more likely to be engaged, motivated, and satisfied with their work.
- Attracting and retaining talented staff: Organisations that prioritise reconciliation and diversity can be more attractive to job seekers who value inclusivity and social responsibility, helping to attract and retain talented employees.
- Improved decision-making: By incorporating diverse perspectives and experiences into decision-making processes, the Shire can make better informed and more effective decisions.
- Enhanced reputation: A commitment to reconciliation and diversity will have a positive impact on the reputation of the Shire in the eyes of customers, partners, and the community, leading to increased trust and loyalty.





This is the first RAP developed by the Shire of Bridgetown-Greenbushes. The RAP is intended to be a dynamic document, used to guide the shire's actions around cultural inclusion and provide structured, inclusive and strategic approach to achieving Council's reconciliation goals.

A Reconciliation Action Plan (RAP) will benefit the Shire of Bridgetown-Greenbushes by enhancing relationships and fostering partnerships with Aboriginal and Torres Strait Islander people, leading to a more inclusive and culturally sensitive approach to governance. Additionally, it can improve community trust and engagement, ensure better alignment with social justice principles, and attract funding opportunities dedicated to reconciliation initiatives.

The RAP was developed in consultation with the Cultural Inclusion Advisory Committee, an advisory committee to Council made up of local First Nations People, community members, a representative of the Historical Society and Councillors.

The Director Corporate Economic and Community Development will champion the implementation of the RAP, along with the Community Development team. Implementation of the plan will include consultation with Traditional Custodians and the 3 Aboriginal Corporations relevant to this Shire.

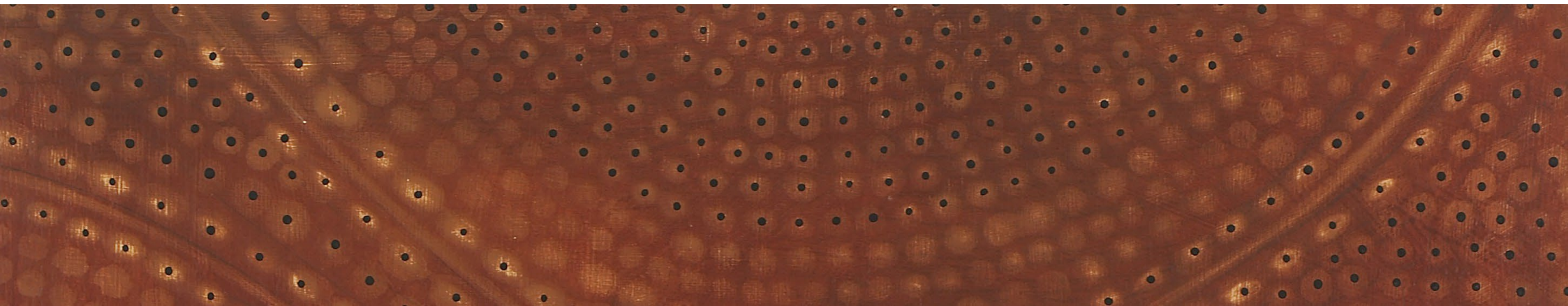
The Shire of Bridgetown-Greenbushes recognizes that reconciliation is an ongoing process and intend that this RAP is a document that can contribute to greater opportunities and outcomes for First Nations peoples.



our journey

The Shire of Bridgetown-Greenbushes reconciliation journey began in 2021 with Council's endorsement of the Cultural Inclusion Advisory Committee. This committee was instrumental in beginning our reconciliation journey and recommended a number of important initiatives over the past years including;

- Dual naming of the Blackwood River to be called the Goorbilyup-Blackwood River
 - Consultation and agreement from the Councils of;
 - Augusta-Margaret River
 - Nannup
 - Bridgetown-Greenbushes
 - West Arthur
 - Consultation and agreement with Traditional Owners including
 - Undalup association (Karri Karrak Native Title Group)
 - The Smith Family (Gnaala Karla Booja Native Title Group)
 - Khan Family (Gnaala Karla Booja Native Title Group)
 - Northover Family Member (Gnaala Karla Booja Native Title Group)
- The development and manufacturing of the NAIDOC Week Banners which are installed at the northern entrance to Bridgetown
- The development and printing of a brochure outlining the meaning of Sandra Hill's included on the NAIDOC Week banners
- The development and manufacturing of the Harmony Week banners
- The development of a standardized Acknowledgement of Country
- The development of a visual Acknowledgement of Country to be included on the glass doors of the Shire customer service area in the Administration Building, the Bridgetown Leisure Centre and the Bridgetown Library
- The development of a Welcome to Country in language to be included in the new Visitor Centre and the tourist bays at both entrances to town.
- High School Excursions to Sandra Hill's Stolen Generation art installation at the Balingup Packing Sheds for NAIDOC Week.





relationships

Focus area: engagement, bringing people together, encouraging understanding.

Action	Deliverables	Responsibility	Timeline
1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Coordinator Community Development (RAP Champion)	November 2026
	b. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Coordinator Community Development (RAP Champion)	November 2026
	c. Identify Aboriginal and Torres Strait Islander stakeholders within our local area or sphere of influence.	Coordinator Community Development (RAP Champion)	December 2026
1.2 Build relationships through celebrating National Reconciliation Week (NRW).	a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Coordinator Community Development (RAP Champion)	27 May – 3 June (annually)
	b. RAP Working Group members to participate in an external NRW event.	Coordinator Community Development (RAP Champion)	27 May – 3 June (annually)
	c. Encourage and support staff and community leaders to participate in at least one external event to recognise and celebrate NRW.	Manager People and Culture	27 May – 3 June (annually)
1.3 Promote reconciliation through our sphere of influence.	a. Communicate our commitment to reconciliation to all staff.	CEO	Sept - Oct 2026
	b. Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Coordinator Community Development (RAP Champion)	September 2026
	c. Identify other RAP like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Coordinator Community Development (RAP Champion)	September 2026
1.4 Promote positive race relations through anti-discrimination strategies.	a. Research best practice and policies in areas of race relations and anti-discrimination.	Manager People and Culture	June 2027
	b. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	Manager People and Culture	June 2027
	c. Develop a database of key stakeholders and organisations with an Aboriginal and Torres Strait Islander peoples focus to promote an open dialogue to share information and expand networks.	Coordinator Community Development (RAP Champion)	September 2026
	d. Contact Traditional Custodians interested in working with Council to develop and promote local Aboriginal culture and heritage.	Coordinator Community Development (RAP Champion)	September 2026
	e. Liaise with representatives of the appropriate Aboriginal and Torres Strait Islander peoples Land Use Agreement (ILUA) corporations, Gnaala Karla Booja, Wagyl Kaip and Karri Karrak, when undertaking projects with potential Aboriginal and Torres Strait Islander significance or impact.	CEO	Ongoing



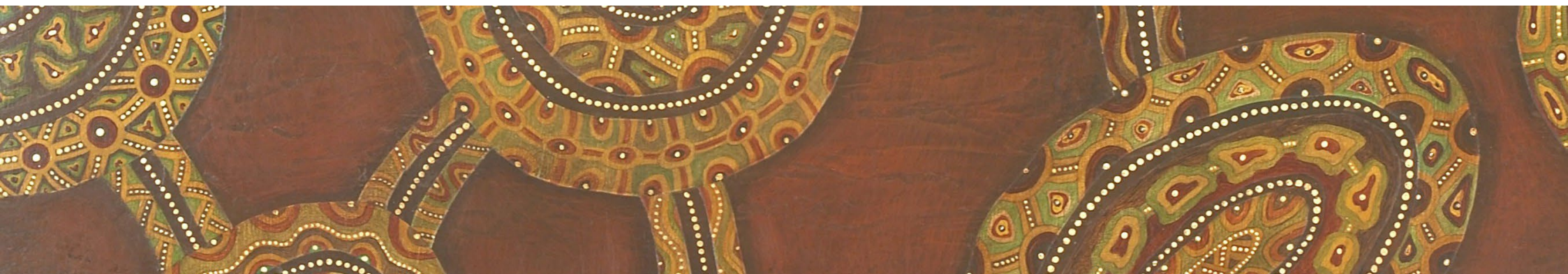


RESPECT

Focus area: Visible recognition of Aboriginal and Torres Strait Islander culture, history, peoples and protocols.

Action	Deliverables	Responsibility	Timeline
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Coordinator Community Development (RAP Champion)	June 2027
	b. Conduct a review of cultural learning needs within our organisation.	Coordinator Community Development (RAP Champion)	December 2026
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Coordinator Community Development (RAP Champion)	September 2026
	b. Increase staff's understanding of the purpose and significance behind Aboriginal and Torres Strait Islander cultures	Coordinator Community Development (RAP Champion)	October 2026
	c. Ensure inclusion of Welcome to Country at major shire managed and supported events and significant openings	Chief Executive Officer	June 2027
	d. Ensure the continued inclusion of Welcome or Acknowledgement of Country at Council Meetings and civic events	Chief Executive Officer	June 2027
	e. Ensure all organisations holding events within the shire have access to information to organise a Welcome to Country (if required) and provide the standardized Acknowledgement of Country through the Events Package	Corporate Communications Officer/ Coordinator Culture and Tourism	October 2026
	f. Develop a list of Aboriginal community members who are willing and able to perform a Welcome to Country	Chief Executive Officer	June 2027
	g. Ensure the Acknowledgement of Country continues to be included in Council's strategic documents and electronic communications.	Chief Executive Officer	Ongoing
2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Coordinator Culture and Tourism	June (annually)
	b. Introduce our staff to NAIDOC Week by promoting external events in our local area.	Coordinator Culture and Tourism	1 st week July (annually)
	c. RAP Working Group to participate in an external NAIDOC Week event.	Coordinator Community Development (RAP Champion)	1 st week July (annually)
	d. Ensure the NAIDOC Week banners, located at the northern entrance to town, are raised before NAIDOC Week	Coordinator Community Development (RAP Champion)	June (annually)
	e. Continue to Raise the Aboriginal Flag daily during the week and include a flag raising ceremony at appropriate times including, but not limited to, NAIDOC Week	Chief Executive Officer	Ongoing

2.4 Recognize and raise awareness of local Aboriginal history.	a. Work with Traditional Custodians to develop art and/or interpretation to be included in places within the Shire of Bridgetown-Greenbushes that have significance for Traditional Custodians.	Coordinator Community Development (RAP Champion)	January 2028
	b. Seek permission from Cultural Custodians to include cultural information as part of awareness raising activities, e.g. include the 6 seasons in the events calendar and use Aboriginal language in signage, interpretation, and other material where appropriate.	Coordinator Community Development (RAP Champion)	June 2027
	c. Progress the Dual Naming of the Blackwood River in consultation with Landgate, other shires and the Cultural Custodians.	Coordinator Community Development (RAP Champion)	June 2027
	d. Facilitate opportunities for oral histories to be recorded and freely accessible.	Coordinator Community Development (RAP Champion)	November 2026
	e. Continue to identify potential heritage impacts as part of development assessment processes.	Director Development and Regularity Services	Ongoing
	f. Work with key stakeholders to continue to build a database of culturally significant sites as they are shared.	Coordinator Community Development (RAP Champion)	August 2027
	g. Work with Cultural Custodians to develop cultural interpretation and stories for important historical sites.	Coordinator Community Development (RAP Champion)	August 2027
	h. Continue to collect and document stories of local Aboriginal and Torres Strait Islander peoples histories.	Coordinator Community Development (RAP Champion)	Ongoing





opportunities

Focus area: Inclusion, employment, health, and cultural opportunities.

Action	Deliverables	Responsibility	Timeline
3.1 Increase Aboriginal and Torres Strait Islander supplier diversity to improve economic and social outcomes.	a. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Director Corporate, Economic and Community Development	May 2027
	b. Investigate Supply Nation membership.	Director Corporate, Economic and Community Development	November 2026
3.2 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Manager People and Culture	August 2027
	b. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Manager People and Culture	August 2027
	c. List shire job opportunities on Jobs & Skills WA Aboriginal Services Jobs Board	Manager People and Culture	August 2027
	d. Seek to encourage students that identify as Aboriginal or Torres Strait Islander people to do work experience at the Shire.	Manager People and Culture	August 2027
	e. Review and adapt current recruitment procedures to ensure they are culturally appropriate.	Manager People and Culture	August 2027
	f. Investigate opportunities for Aboriginal or Torres Strait Islander traineeships.	Manager People and Culture	August 2027
	g. Share information about the public sectors Aboriginal Traineeships opportunities available through Federal and State Government through local Aboriginal networks.	Manager People and Culture	August 2027



governance

Focus area: Inclusion, employment, health, and cultural opportunities.

Action	Deliverables	Responsibility	Timeline
4.1 Establish and maintain and effective RAP working Group (RWG) to drive governance of the RAP.	a. Establish the RWG to govern RAP implementation	Coordinator Community Development (RAP Champion)	September 2026
	b. Develop the Terms of Reference and membership for the RWG.	Manager Executive Services	September 2026
	c. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Coordinator Community Development (RAP Champion)	January 2028
4.2 Provide appropriate support for effective implementation of RAP commitments.	a. Maintain a Senior Leader in the role of RAP Champion to Champion our RAP internally.	Director Corporate Economic and Community Development	January 2028
	b. Define resource needs for RAP implementation.	Director Corporate Economic and Community Development	September 2026
	c. Engage senior leaders in the delivery of RAP commitments.	Director Corporate Economic and Community Development	Sept - Oct 2026
	d. Define appropriate systems and capability to track, measure and report on RAP commitments.	Manager Executive Services	January 2028
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. 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)	Coordinator Community Development (RAP Champion)	September 2026
	b. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. (30 September annually)	Coordinator Community Development (RAP Champion)	30 September (annually)
	c. Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	Coordinator Community Development (RAP Champion)	30 September (annually)
	d. Analyse annual results to drive continuous improvement.	Coordinator Community Development (RAP Champion)	July 2027
4.4 Continue our reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	Coordinator Community Development (RAP Champion)	January 2028



SIX SEASONS

The painting is sectioned into rectangles, representing the breaking up of the land by the white people, turning Nyungar country into 'acreage', a monetary commodity that defines 'ownership' by individuals.

However, even this can't relinquish the traditional heritage of the original people and their existence throughout this, their country. The Waugal, the sacred snake of the Indigenous people, has touched every 'acre' in the painting. It moves across the land showing its ongoing presence, leaving its cultural track or footprint on all land throughout the southwest of the state, just as we have done as a people. The six ochre dots represent the six seasons and the ongoing custodial responsibility that we have regarding our traditional lands.

The Six Seasons

Traditionally, the Nyungar people of the South-West of Western Australia divided the year up into six seasons instead of four.

Birok which was approximate to December and January, Burnoru was February and March, Geran was April and May, Maggoro was June and July, Jilba was August and September, and Kambarang was October and November.

All Aspects of Nyungar life were dictated by these six seasons, migration, fishing, kangaroos and possum hunting, birds and other miscellaneous activities took place during the different seasons.

In December and January large groups of Nyoongar's moved to the coastal lakes, rivers, estuaries and harbours for food.

In April, May and June family groups travelled inland to avoid the heavy coastal rain and damp conditions. In September, October and November, family groups merged for collective hunting and gathering nearer the coast, forming large groups.

During December, January and February family groups worked together to 'herd' fish into the shallows. Marron, gilgies, frog and turtle were caught in the swamps and tailor and mullet were speared. The ritual burning of the countryside took place to make group hunting more accessible between the months of December and January. During this period the people used to climb the trees hunting for possum. The Banksia trees were in bloom and some root plants were gathered during this time. Certain species of birds were also hunted at this time.

Between March and April, the fish weirs at Albany, Augusta and Mandurah were utilised. And in May and June, group fishing took place in the inland lakes. Cobbler and mullet were speared in the rivers. During June and July, the solitary hunting of kangaroos and possums took place. And Emus were speared during the nesting period.

With September and October came collective fishing, the use of fish weirs and the spearing of various fish in the coastal waterways. Pits, traps and bush entanglements were used to trap kangaroo and possum. Seasonal plants and roots were gathered and birds' eggs, young parrots in their nests, swans and nesting ducks were hunted during this time as were snakes and lizards.



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