



RECONCILIATION
ACTION PLAN

INNOVATE



Swan Districts Football Club

INNOVATE
Reconciliation
Action Plan

November 2020–November 2022

about the artists

Our RAP artwork is taken from our Men's NAIDOC jumper design.
In 2019 Swan Districts Football Club engaged several young emerging Aboriginal artists.

Edward Lyndon

Age: 16

Currently attending Girrawheen SHS, studying plumbing with the school.

Edward came to art by participating in art design at school.

Clayton Graham

Age: 16

Currently attending Aranmore Catholic College, in Year 11. Clayton is in a mechanic pre-apprentice course.

He came to be doing art as his mum is an artist, so he had a go.

'I really enjoyed designing the Swans guernsey with the other boys.'

Jamison Ugle

Age: 17

Currently attending Girrawheen SHS, he is in Year 11. Jamison is a school-based trainee, and his traineeship is with Westmac Plumbing. In 2019 Jamison played every Colts game for Swans.



about the artwork

NAIDOC 2019—Men's Jumper

The swan represents the Swan Districts Football Club logo and the maali, known to Noongar people as the Swan. The maali swims on the Derbarl Yerrigan/river that is located next to the football oval. In the middle of the swan is an oval shape depicting an Aboriginal meeting symbol that represents the Bassendean Oval. The Ull symbolises men, each symbol represents one of ten teams coming together around the football oval. The circles on the maali depicts the nine places that the ten league teams travel to play each other.

The swan footprints represent travelling to play opposition teams. In between the maali's footprints are the many different traditional water holes and camping places around the city of Perth known as Whadjuk boodja. The river is a sacred place for Noongar people who preserve many stories of the Waygal who moves frequently to water holes and swims past the Bassendean Oval.

The boomerangs (kylee) down the side of the guernsey are a traditional Noongar hunting tool.



statement of recognition

The Swan Districts Football Club acknowledges and honours the Whadjuk Noongar people of the Perth metropolitan area as the Traditional Custodians of the lands on which the Swan Districts Football Club resides.

The Swan Districts Football Club acknowledges and respects the ongoing relationship that Aboriginal and Torres Strait Islander peoples, as the First Peoples and Traditional Custodians, have with the lands and waters as sustainers of life. Swan Districts Football Club is inspired by Aboriginal and Torres Strait Islander people's cultures, where learning is seen as a lifelong process and the Eldership is based on a person's knowledge rather than age.

Traditionally, Aboriginal and Torres Strait Islander peoples' cultures and spirituality supports the bringing together of people into a united community. The Swan Districts Football Club endeavours to provide such an opportunity for all people to come together to play, learn and enjoy their club. The Swan Districts Football Club aims to continually create a safe and inclusive environment which enables all players, staff, members and supporters to be connected to their club and their wider communities.

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message from the CEO

While it's very important for the Swan Districts Football Club and our supporters to play in finals and win premierships, we realise that we exist for a deeper purpose.

The club's purpose is to build community and develop people. We're helping build a community where everyone belongs, matters and contributes. Our vision is to be a well-connected and community engaged football club which improves peoples' lives. We're educating, energising and mobilising our people to create an inclusive club and deliver outreach programs that strengthens community, develops people and creates social value.

Our club has always been deeply connected to Aboriginal and Torres Strait Islander peoples. We're extremely proud to now deliver our third RAP which will continue to guide us to achieve the following:

- Embrace Aboriginal and Torres Strait Islander histories and cultures.
- Strengthen our connection and engagement with community.
- Improve the quantity and quality of Aboriginal and Torres Strait Islander participation in the community.
- Make a valued difference to lives of Aboriginal and Torres Strait Islander peoples.

Jeff Dennis
CEO

message from the General Manager

As Swan Districts Football Club launches our new RAP, it symbolises the commitment we provide to Aboriginal and Torres Strait Islander peoples' to be part of the club and the communities in which we work. It is important to reflect on the history of where we have come from and the journey that we still have ahead.

Swan Districts Football Club is committed in all aspects of the work we do to connect to the communities in which we live, breath and deliver our programs. With our long history in the Pilbara and the Perth eastern suburbs, the club's commitment to the Aboriginal and Torres Strait Islander peoples' is at the forefront of all our decisions.

Being part of the communities in which we operate requires a strong level of understanding and dedication. This RAP further underscores our commitment to building strong and meaningful partnerships with Aboriginal and Torres Strait

Islander organisations to work together to achieve common outcomes. We recognise and embrace this as one of our key deliverables in this RAP and remain committed to achieve this over the course of this plan and beyond.

Alongside this is the club's ongoing commitment to make a difference in the lives of Aboriginal and Torres Strait Islander peoples by providing more opportunities at all levels of engagement. We aim to do this through employment, ongoing education and leadership opportunities through the work that we do in the community.

As part of the commitment to this RAP, the Swan Districts Football Club is dedicated to embrace the importance and significance of the Aboriginal and Torres Strait Islander history and culture and use this knowledge to educate and share with each other to build a strong culture in our community where all people have a sense of belonging and feel connected to something greater.

Matt Hewitson

General Manager, People and Community



recognition and respect

Swans recognises and respects the value Aboriginal and Torres Strait Islander peoples bring to our business and our wider community.

The club recognises and respects Aboriginal and Torres Strait Islander peoples' continuing heritage and cultures.

We recognise, respect and enjoy the sporting talent, family and culture that Aboriginal and Torres Strait Islander people bring to our club and wider community.

our vision for reconciliation

Our reconciliation vision is to embrace Aboriginal and Torres Strait Islander people into our club and community with open and welcoming arms.

We want to be inclusive, a safe place that will provide opportunities, socially, physically and spiritually, for Aboriginal and Torres Strait Islander peoples.

We want to educate and share Aboriginal and Torres Strait Islander histories and cultures to all of our community from grassroots to Board level—our Swans community.

The club's purpose, vision and values demonstrate that we're determined and committed to achieve a shared cultural vision that respects the special place, culture and contribution of Aboriginal and Torres Strait Islander peoples to our club and community.

This Reconciliation Action Plan (RAP) will contain the framework and timetables to formalise our Reconciliation commitment to our community.

our business

About Swan Districts Football Club

Swan Districts Football Club is an Australian rules football club playing in the West Australian Football League (WAFL). The club is based at Steel Blue Oval, Bassendean, and was established in 1934.

The club has been very successful, having won eight WAFL Premierships, including a pair of hat-tricks in 1961, 1962 and 1963 and 1982, 1983 and 1984.

Two more flags were won in 1990 and 2010, along with the distinction of having nine individual Sandover Medallists. Legendary rover Bill Walker tops the list having won the medal on four occasions; a feat not matched by any other player in the history of the competition.

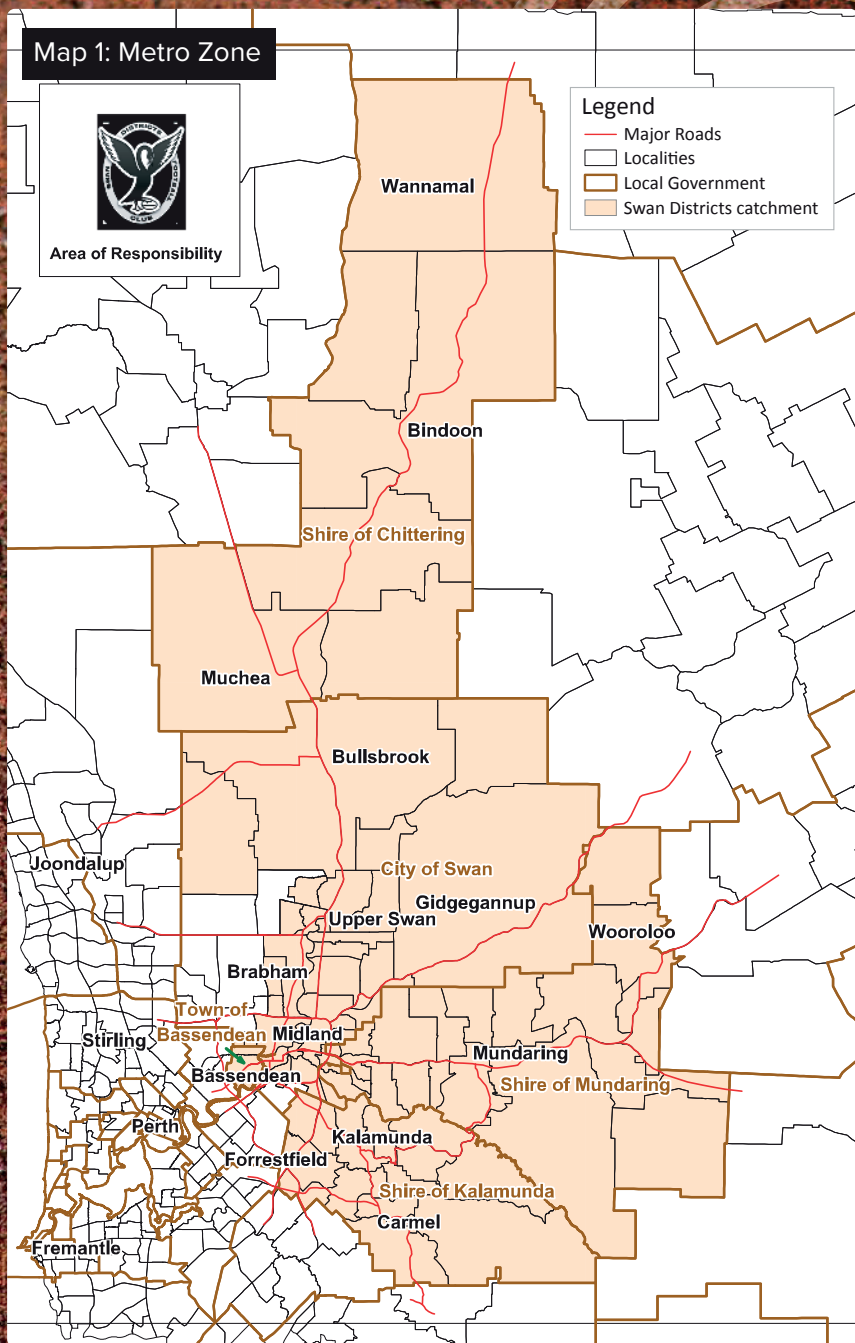
In 2017, the tenth year of the club's Female Football teams, the club was the first ever to win the WA Women's Football League grand final in all three grades.

The club's metropolitan zone or district includes the eastern suburbs of Perth (refer Map 1):

- Map 1: Metro Zone
- Map 2: Bunbury Zone
- Map 3: Pilbara Zone.

The club's Regional zones include Bunbury and the Pilbara region. The club has a direct presence in Onslow, Roebourne, Hedland and Newman, with reach into the following communities and towns: Jigalong, Marble Bar, Nullagine, Punmu, Parngurr and Parnpajina, Yandeyarra, Warralong, Kirrawikurra, Kunawaritji, Dampier, Pt Samson, Cossack and Wickham.

Map 1: Metro Zone



Map 2: Bunbury Zone



Map 3: Pilbara Zone



More than just a football club...

Swans is more than just a football club. It has an important role to create programs with community partners to improve social outcomes and sense of well-being in the community it belongs. We will do this via our Swans Community programs in our Metropolitan zone and V Swans in our Pilbara zone.



Swan Districts Football Club has long lasting partnerships and programs in the Pilbara that has achieved significant increases in school attendances and behaviour by disadvantaged youth. Swans is committed to providing communities, business and government with solutions for sustainable community development using the V Swans Active Education Model Framework.

Our V Swans Active Education programs are leading the way in transferring skills from the sports field to the classroom, translating outcomes in both well-being and health.

Our community programs have all staff based within the community they serve, building understanding and trust with program participants, their families and our key funding and community partners.

Swans operates in a vast area and allows the club to work with and support Swan Districts JFDC (Junior Football Clubs), WAAFL (Amateur Football), our Aboriginal and Torres Strait Islander Community and the wider community to deliver Football Pathway Programs, Personal Development Programs, Educational Programs, Mentoring and Support Strategies to enhance their prospects and opportunities for a strong sustainable future.





our purpose

To build community and develop people.

our vision

To be a well-connected and community engaged football club which improves social outcomes and the sense of well-being within the Swans community.



our strategic pillars

- **Developing People**—Building our people to help them be the best they can.
- **Building Community**—Ensuring the club will be an engaged community enabler.
- **Business Sustainability**—Improving governance, accountability and being strategically focused.
- **Football**—Our foundation allowing us to develop people and bring the community together.

WE ARE SWANS FOREVER



our values



We act with integrity

- We always strive to do the right thing.
- We are honest with ourselves and with each other.
- We accept responsibility when we get things wrong and then work to make them right.



Everyone matters

- We bring people together.
- We embrace equality.
- We celebrate diversity as an integral part of a united and cohesive community.
- We provide support when support is needed.



Raise the bar

- We build people.
- We empower people to be the best they can.
- We are relentless in our pursuit to be our best.



We fly together

- We rally when it's tough.
- We are there for each other.
- We are Swans Forever.

our people

Swan Districts is committed to the ongoing employment, professional and personal development of all our staff, players, officials and volunteers.

We operate in diverse communities and recognise the importance of employing staff representative of these communities. We pride ourselves in delivering high quality programs via high quality people. Aboriginal and Torres Strait Islander peoples fulfil a large number of roles throughout our business:

Staff	Total		No. Aboriginal and Torres Strait Islander peoples		% Aboriginal and Torres Strait Islander peoples	
	2018	2020	2018	2020	2018	2020
Full time Staff	14	8	0	0	0	0
Part time Staff	11	10	0	1	0	10
V Swans Staff	17	19	6	5	35	26
Trainees	3	5	2	3	66	60
Senior Players	60	60	11	14	22	23
Colts Players	50	50	5	6	10	12
Development Players (Metro)	110	110	14	17	12.7	15
Development Players (Pilbara)	205	185	92	87	45	47
Female Youth Players	33	35	7	14	21	40
Female Senior Players	69	70	18	22	26	31

our football community

WA Football Commission data:

Swans District Metropolitan and Pilbara Zone	Aboriginal and Torres Strait Islander peoples 2018			
Age	Male	Female	%	All
Auskick: Pre-primary – Year 2	126	26	7.6	1,982
Junior: Year 3 – Year 6	264	59	12.8	2,516
Youth: Year 7 – Year 12	338	99	17.9	2,429



our player statements

Tony Notte

Captain 2019

2018 Winner of the Swan Medal

2017 Runner Up Swan Medal

2008 played first league game

Swan Districts Football Club (Swans) to me has been a place I have called my second home for close to 15 years.

To me there are a number of reasons I love playing at Swans. The club gives you a great sense of belonging. It's a place that gives you a great support network on and off the field and has given me the ability to achieve great honours. The mateship, camaraderie and social side of being at the club has allowed me to meet so many people from different races, cultures and religions. Bringing people together to achieve one goal no matter what background you've come from has always been a big focus of the club. If I wasn't at the football club, I don't think I would've had the opportunity to learn from players and some of their ways of life.

I think football allows people to grow in many ways. You learn that it takes a lot of hard work, commitment and sacrifice to succeed which can be a great foundation for life outside of football. For our senior Aboriginal and Torres Strait Islander players and all other players, being associated with the club, being a role model for the next generation setting a great example for others in the community,

I think is a great way of having a positive impact. By doing this it will help ensure that many more Aboriginal and Torres Strait Islander players represent our great football club for years to come.

The club's programs, like V Swans, have a massive impact on our communities, helping our youth stay in school and build strong social connections.

The club's RAP is a great way to involve everyone in the community. This also fits well into the club's values which are:

- We act with integrity
- Everyone matters
- Raise the bar
- We fly together.

The club can really use its influence as a place that brings the community and people together with a common passion—that being football.

If in some small way, we continue to close the gap and ensure that everyone matters Swans will continue to build on the great club we share in today!



Ebony Antonio

2019 Captain

2016–2019 Senior Women’s player

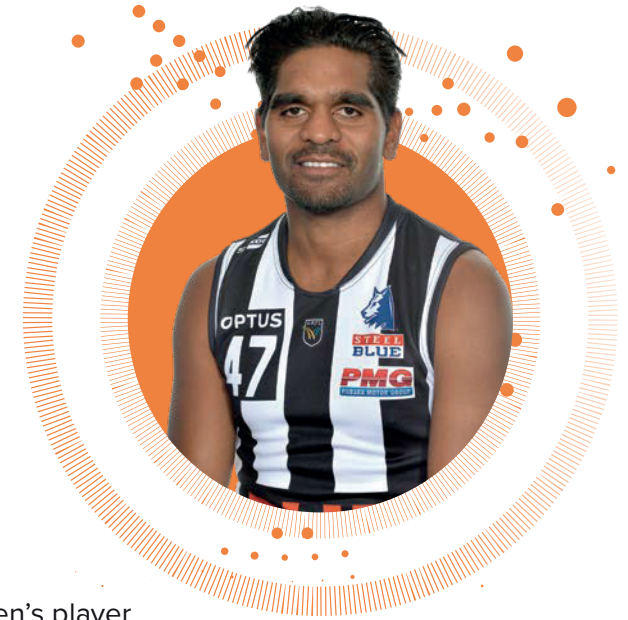
2018 Winner of Fairest and Best Fremantle AFLW

When I first came across the Swan Districts Football club (Swans), on the outside looking in, I always knew there was a strong culture, that was inclusive, welcomed everyone and celebrated everyone’s individual qualities and differences, everyone was respected for who they were and what they brought to the club, I wanted to be a part of that culture both on and off the field, and I haven’t looked back since, the day I walked into the Swans.

I am extremely proud to be a part of a club that celebrates its Aboriginal and Torres Strait Islander players, those that have come before us, those we are lucky to currently play alongside and the next generation, yet to pull on a jumper. The club’s community and V Swans programs delivered are helping shape the future for our Aboriginal and Torres Strait Islander players, both on and off the field. I feel very lucky to have been a part of many V Swans camps and programs, that aim to support, educate, develop and build a pathway and environment, that every player who walks through the club’s doors feel safe, respected and included.

I am proud to be at a club that is leading the way in the WAFLW, with the highest number on average of Aboriginal and Torres Strait Islander female players over the last seven years, to pull on a black and white jumper.

I want to use my platform to continue to be a positive role model for all players and ensure that I am leading the way in continuing to build on the strong foundations of our great club. I will continue to grow my knowledge and understanding on the incredible histories, cultures and language of our lands First Peoples, so I can educate those around me, to ensure we all walk together into the future.



Warrick Wilson

2015–2019 Senior Men’s player

When I walk into Swans office, I think it’s funny, as the club has a framed photo in the corner of the office from 2006 of a Hedland Reds team, I am in the photo and I am 10 years old. I am in that team as I grew up in Yandeyarra, a community outside of Hedland, that team in the photo came to Perth as part of derby (Eagles vs Dockers) curtain raiser.

Over the years I have seen the Swans community programs with V Swans in the Pilbara and seen my family and friends on V Swans programs, and this reinforces to me all the good things that Swans do for Aboriginal people and Aboriginal communities.

I came to Swans as part of the Development Squad in 2012. What I like about Swans is that we do value Aboriginal players who come here to play football, all of the Swans players and staff making all players feel welcome. I have also noticed how Swans have changed over the years; Swans are now one of the best clubs for including Aboriginal players in the whole WAFL. There are more than 10 Aboriginal players here. By being given the opportunity at the club to play, it has built my confidence, I am more open, and now I am on the leadership team, hopefully being a positive role model for other Aboriginal and Torres Strait Islander players. This new RAP will keep the club on track to make sure that Swans remains one of the best WAFL clubs both on and off the field.

Gemma Houghton

2017–2019 Senior Women’s player

2018 Winner of McSherry Medal

It is a privilege and honour to be a part of such a great football club that not only deliver awesome programs within the community but provides a clear pathway and opportunities for young Aboriginal females to live a healthy active lifestyle with football as the sport of choice.

Our RAP is about the bigger picture for our programs for our younger generations coming through and building them into the great leaders and athletes on and off the field to help guide them through their life journey.

At Swans we pride ourselves on giving everyone a chance in life no matter where they come from or what skills they have, we will grow with them as a football club to be better and build a brighter future.



our RAP journey

Our RAP Journey began in 2012, with our inaugural RAP. The club has since undertaken a second RAP in 2016–2018 and this is the club's third RAP.

Swans RAPs are a way for our club to show our community that we value and respect Aboriginal and Torres Strait Islander peoples, their cultures and histories—and that our club success, our history, our business is intrinsically linked with Aboriginal and Torres Strait Islander peoples. We share common values, we support our community, and we fly together, we bring people together—in our case through sport.

The development of each of our RAPs are chaired by RAP Champion CEO, Jeff Dennis, along with the Swans Aboriginal Advisory Committee (SAAC) which includes a member of the club's board, Community staff, Aboriginal staff, former Aboriginal players, a Local Government Association employee and respected Aboriginal community members. (See below for more information on SAAC.)

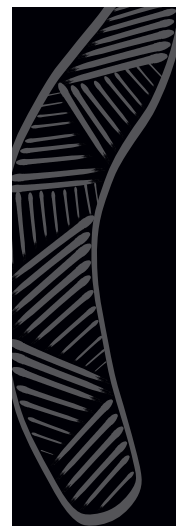
This RAP's main aim is ensuring that the club embeds all the actions in this and previous RAPs, and that the club can fulfil our commitment to the development of lasting connections and partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses.

Since the club's last RAP it has established the SAAC which is part of our broader community outreach program. This strategic program builds community alliances to create meaningful community development programs improving the lives of people in the Swans community.

The Swans Community Development Committee (CDC) is an oversight committee with the responsibility of steering the club's transformation to a more outward looking and engaged community agent. This includes broad and deep community engagement and creating an understanding and commitment to the transformation process by club members, players, support staff and supporters.

The club has continued to build on existing partnerships, as well as creating new ones, within the Swans Metropolitan and Pilbara regions, which include the following: BHP, Chevron-operated Wheatstone project, Department of the Prime Minister and Cabinet—National Indigenous Australian Agency, Department of Communities, Department of Justice, Department of Social Services, Department of Local Government, Sport and Cultural Industries, Department of Industry, Innovation and Science, Regional Development

Australia, West Pilbara Communities for Children, Onslow Chamber of Commerce and Industry, Shire of Ashburton, Lotterywest, North Regional TAFE, Koya Aboriginal Corporation, Pilbara Motor Group, Burley Sekem, WA Football Commission, Curtin University, Edith Cowen University, WA Police, High Schools and Primary Schools within our Swans, Metropolitan and Pilbara region, Junior Football Clubs, Integrated Football Clubs, Local Community Elders (including RISE – Moorditj Mia), Midland Leadership Council, the five local government areas in the Swans Metropolitan community (Swan, Bassendean, Chittering, Kalamunda and Mundaring) and key state stakeholders in the Aboriginal and Torres Strait Islander, Multicultural, Youth, Disability and Seniors communities.



since our last RAP...

- Our administration and coaching staff have participated in cross cultural training.
- We have had two National Reconciliation Week events.
- Continue to grow our NAIDOC week participation and home game day functions.
- We also had our first NAIDOC designed playing jumper for our Women's team.
- Our staff have been involved in cultural immersion experiences in the Pilbara and Kimberley regions of Western Australia as well as Darwin and the Tiwi Islands. Our staff have shared these experiences with travelling groups of up to 60 young people from all backgrounds, to share football and Aboriginal and Torres Strait Islander histories and cultures with us.

about Swans Aboriginal Advisory Committee

The purpose and scope of the Swans Aboriginal Advisory Committee (SAAC) is to engage, influence and lead Swans to help improve Aboriginal social returns and sense of well-being in the Swans community.

The SAAC will consult and engage with Aboriginal and Torres Strait Islander people and organisations in the Swans Community to assist Swans achieve the following.

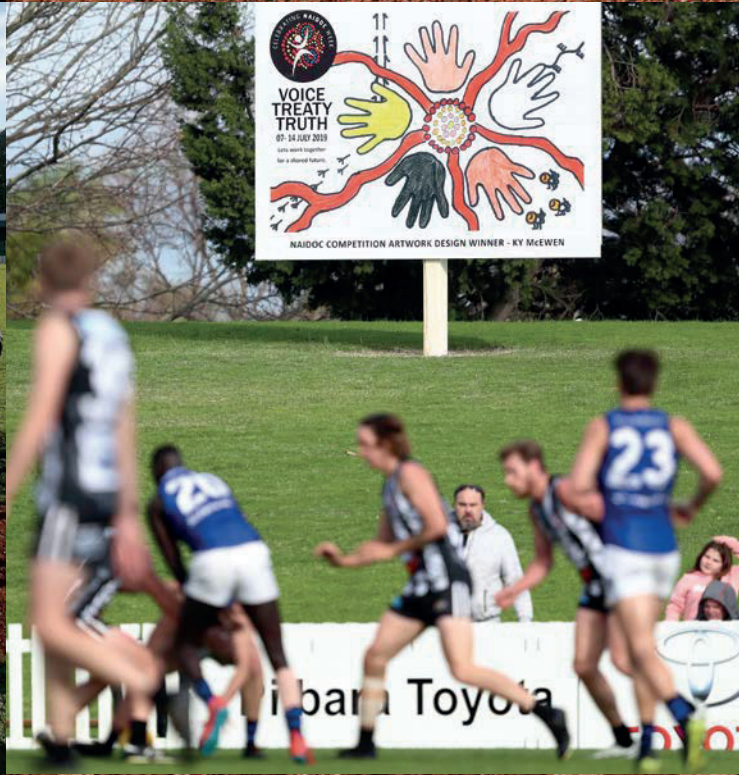
- Renewal, delivery and ongoing assessment of the 2020–2022 Swans Reconciliation Action Plan (RAP).
- Consultation and engagement with the Aboriginal and Torres Strait Islander community in the Swans community.
- Advise how Swans can integrate with current and new West Australian Football Commission Aboriginal inclusion programs including the Nicky Winmar Cup and Kirby Bentley Cup.
- Consultation on strategies to improve the quantity and quality of Aboriginal and Torres Strait Islander participation in the Swans community including, but not limited to education, employment and football player retention outcomes.
- Assist develop funding partnerships with the corporate sector and Local, State and Federal Governments to increase Swans capacity to deliver community programs that improve social outcomes and sense of well-being in the Swans Aboriginal and Torres Strait Islander community.

Authority

The SAAC will have the authority to:

- Recommend to the Swans Board regarding updates to the RAP.
- Recommend to the Swans Board community programs to improve education, employment and player retention outcomes in the Swans Aboriginal and Torres Strait Islander community.
- Provide leadership advice on all Aboriginal and Torres Strait Islander consultation and engagement strategies in the Swans community.





our RAP

Swan Districts Football Club

INNOVATE Reconciliation Action Plan

November 2020 – November 2022



relationships

The Swan Districts Football Club RAPs are a way for our club to show our community that we value and respect Aboriginal and Torres Strait Islander peoples, cultures and histories. Also, that our club’s success, history and business is intrinsically linked with Aboriginal and Torres Strait Islander peoples. We share common values, we support our community, and we fly together. We bring people together, in our case via sport. It has an important role to create programs with our community partners to improve social outcomes and sense of well-being in the community we belong to.

Focus area: Connecting people, Sharing experiences, Communication, Engagement and partnerships

Action	Deliverable	Timeline	Responsibility
1. Swans Aboriginal Advisory Committee (SAAC) actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> Our RAP working group is the Swans Aboriginal Advisory Committee (SAAC). This committee oversees the development, endorsement and delivery and reporting of the RAP. 	November 2020	CEO
	<ul style="list-style-type: none"> The SAAC meets bimonthly. 	January 2021–December 2022	Swans Aboriginal Advisory Committee (SAAC) Chair
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the SAAC. 	January 2021, January 2022	CEO
	<ul style="list-style-type: none"> Review a Terms of Reference for the SAAC. 	January 2021, January 2022	SAAC Chair

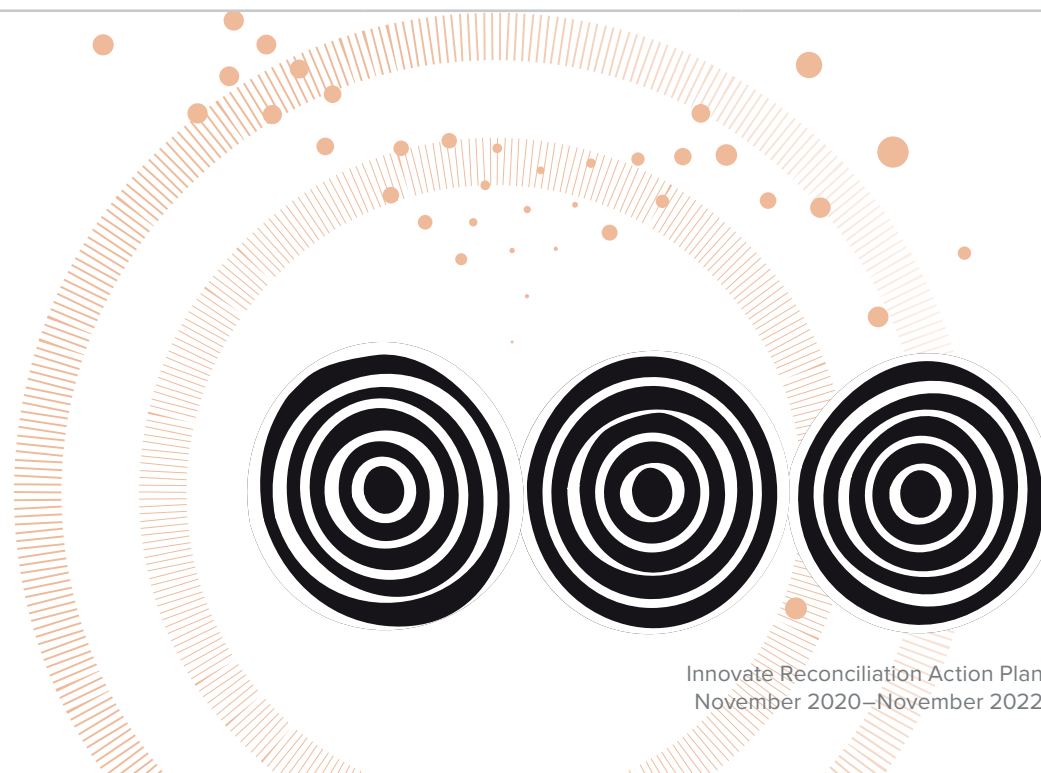


relationships (continued)

Action	Deliverable	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	• Organise at least one internal event for NRW each year.	27 May–3 June 2021, 27 May–3 June 2022	Aboriginal and Multicultural Development Officer (AMDO)
	• Register all NRW events via Reconciliation Australia’s NRW website.	27 May–3 June 2021, 27 May–3 June 2022	AMDO
	• Support an external NRW event.	27 May–3 June 2021, 27 May–3 June 2022	AMDO
	• Ensure our SAAC participates in an external event to recognise and celebrate NRW.	27 May–3 June 2021, 27 May–3 June 2022	SAAC Chair
	• Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	27 May–3 June 2021, 27 May–3 June 2022	AMDO
	• Encourage staff to participate in external events to recognise and celebrate NRW.	27 May–3 June 2021, 27 May–3 June 2022	General Manager, Community and AMDO
	• Download Reconciliation Australia’s NRW resources and circulate to staff and members.	27 May–3 June 2021, 27 May–3 June 2022	Business Development Manager
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	• Explore opportunities to support local Aboriginal Elders or youth partnership in the metropolitan region.	February, April, June, August, October, December 2021 and February, April, June, August, October, December 2021 September 2022	General Manager, Community
	• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	September 2021	AMDO and General Manager, Community
	• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	January 2021, July 2021, January 2022, July 2022	AMDO, Community Programs Manager and General Manager, Community
	• Develop partnerships and community capacity opportunities.	January 2021, July 2021, January 2022, July 2022	AMDO and Community Programs Manager

relationships (continued)

Action	Deliverable	Timeline	Responsibility
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	February 2021, February 2022	General Manager, Community
	• Promote reconciliation through ongoing active engagement with all stakeholders.	27 May–3 June 2021, 27 May–3 June 2022	Community Programs Manager and AMDO
	• Support Reconciliation Australia and Reconciliation Western Australia.	27 May–3 June 2021, 27 May–3 June 2022	General Manager, Community
5. 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.	April 2021, December 2021	Risk & Finance Committee Chair
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2021	CEO
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2021	CEO and SAAC Chair
	• Educate senior leaders on the effects of racism.	April 2021, August 2021, April 2022, August 2022	CEO



Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is integral to the ongoing success of Swan Districts Football Club. It's a way for our club to show our community that we value and respect Aboriginal and Torres Strait Islander peoples; their cultures and histories and that our club success, history and business is intrinsically linked with Aboriginal and Torres Strait Islander peoples. Our club shares common values, we support our community, we bring people together (in our case via sport and education) and we fly together.

Focus area: Recognition, Cultural learning, Understanding, Acceptance

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). 	June 2021	CEO and SAAC Chair
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	January 2021, July 2021, January 2022, July 2022	AMDO
	<ul style="list-style-type: none"> Provide opportunities for SAAC members, RAP champions and other key leadership staff to participate in cultural training. 	April 2021, October 2021, April 2022, October 2022	General Manager, Community
	<ul style="list-style-type: none"> Promote Reconciliation Australia's Share Our Pride online tool to all staff. 	April 2021, October 2021, April 2022, October 2022	Business Development Manager
	<ul style="list-style-type: none"> Investigate local cultural experiences and immersion opportunities. 	January 2021, July 2021, January 2022, July 2022	AMDO and Community Programs Manager



Action	Deliverable	Timeline	Responsibility
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	January 2021	SAAC Chair
	• Invite a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week home game.	March 2021, March 2022	SAAC Chair and AMDO
	• Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	January 2021, July 2021, January 2022, July 2022	General Manager, Community and CEO
	• Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	January 2021, March 2022	CEO
	• Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	January 2021, March 2022	Community Programs Manager and AMDO
	• Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	July 2021	General Manager, Community
	• Review, update and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	January 2021, March 2022	SAAC Chair
8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	May 2021, May 2022	CEO and Risk & Finance Committee Chair
	• Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2021, July 2022	General Manager, Community
	• Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2021, July 2022	General Manager, Community
	• Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.	April 2021, April 2022	SAAC Chair, AMDO and Community Programs Manager
	• Support an external NAIDOC Week community event.	July 2021, July 2022	AMDO
	• Contact our local NAIDOC Week Committee to discover events in our community.	May 2021, May 2022	AMDO
	• Include a Swans women's game prior to the men's League game at the NAIDOC WAFL home game.	July 2021, July 2022	CEO

opportunities

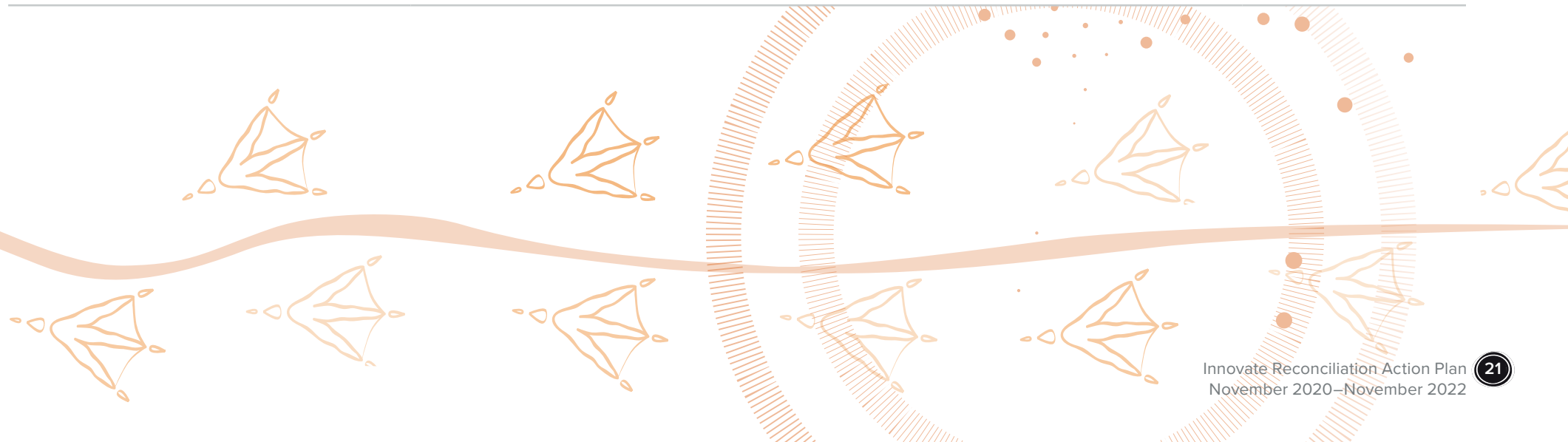
The empowerment of Aboriginal and Torres Strait Islander peoples, organisations and communities will enable a greater level of collaboration in the development of high quality programs. Greater levels of Aboriginal and Torres Strait Islander representation at all levels of Swan Districts Football Club will strengthen the capacity and sustainability of our programs and our communities.

Focus area: Employment, training, education

Action	Deliverable	Timeline	Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	January 2021	CEO
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. 	July 2021	CEO
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	January 2022	General Manager, Community
	<ul style="list-style-type: none"> Advertise jobs to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	January 2021	General Manager, Community
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	January 2021	CEO
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander professional development strategy. 	December 2021	CEO and General Manager, Community
	<ul style="list-style-type: none"> Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.' 	January 2021	General Manager, Community, and Business Development Manager

opportunities (continued)

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	July 2021	CEO
	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	July 2021	AMDO, SAAC Chair and General Manager, Community
	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	July 2021	AMDO and Community Programs Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2021	General Manager, Community
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	July 2021	CEO and SAAC Chair
11. Investigate Aboriginal and Torres Strait Islander leadership opportunities.	<ul style="list-style-type: none"> Provide Aboriginal and Torres Strait Islander leadership opportunities in our club programs. 	July 2021	CEO
	<ul style="list-style-type: none"> Employ an Aboriginal and/or Torres Strait Islander Program Officer. 	January 2021	General Manager, Community
	<ul style="list-style-type: none"> Create an Aboriginal and Torres Strait Islander leadership group to increase networking opportunities for Aboriginal and Torres Strait Islander staff at all levels. 	January 2022	General Manager, Community, and AMDO

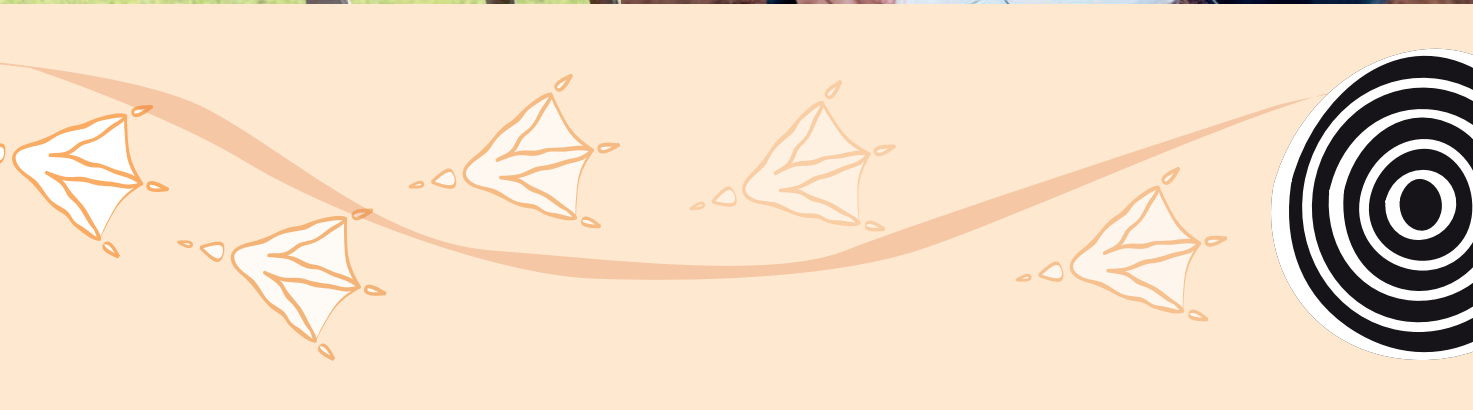


WE FLY
TOGETHER.

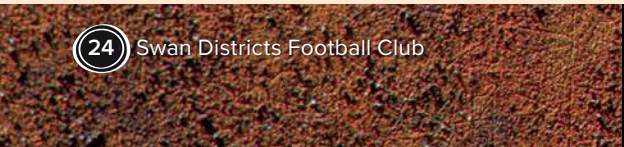


governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
12. Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Investigate participating in the RAP Barometer. 	30 September 2021, 30 September 2022 May 2022	General Manager, Community SAAC
13. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. Report RAP progress to all staff and senior leaders quarterly. 	March 2021, March 2022 January, April, July, October 2021 and January, April, July, October 2022	General Manager, Community CEO
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage our senior leaders and other staff in the delivery of RAP commitments. Define and maintain appropriate systems to track, measure and report on RAP commitments. Appoint and maintain an internal RAP Champion from senior management. 	January 2021 January 2021, July 2021, January 2022, July 2022 July 2021 January 2021	SAAC and General Manager, Community CEO CEO and SAAC SAAC
15. Review, refresh and update RAP.	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	May 2022 June 2022 October 2022	SAAC and Business Development Manager SAAC and Business Development Manager SAAC and Business Development Manager



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RECONCILIATION
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