



**City of Marion**  
**Reconciliation Action Plan -**  
**Innovate**  
July 2024 - June 2026







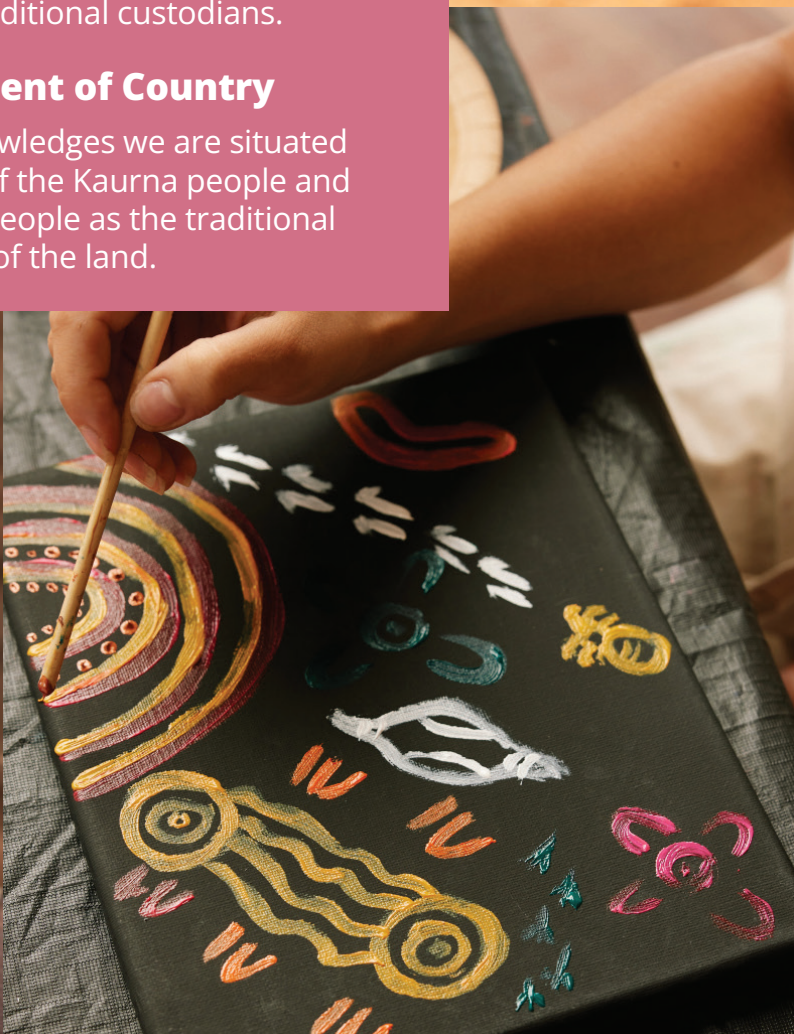
### **Kurna Acknowledgement**

Ngadiu tampendi Kurna meyunna yaitya  
mattanya yainty yerta

This Kurna acknowledgement was prepared in  
consultation with traditional custodians.

### **Acknowledgement of Country**

The City of Marion acknowledges we are situated  
on the traditional lands of the Kurna people and  
recognises the Kurna people as the traditional  
custodians of the land.



*Image credits: Southern Cultural Immersion*

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An aerial photograph of the Hallett Cove coastline. The image shows a rugged cliff face meeting the ocean, with waves crashing against the base. The cliff is covered in green vegetation. In the background, a residential area with houses and a road is visible on a hill. The sky is clear and blue.

## Our Vision for Reconciliation

Our vision for reconciliation is for respect, understanding and unity within our community.

The City of Marion will create genuine and trusting partnerships with Aboriginal and Torres Strait Islander people that acknowledge the past and shape decision making.

We will work together to build understanding and create meaningful opportunities that further the aspirations of Aboriginal and Torres Strait Islander people in our community.

*Image credit: Stellar Momentum, Hallett Cove coastline*



## Mayor's message

Marion was one of the first metropolitan Councils in SA to develop a Reconciliation Action Plan.

Council's Reconciliation Action Plan 2024-2026 demonstrates our commitment to leading, promoting and facilitating reconciliation.

The plan is based on four pillars:

- Relationships
- Respect
- Opportunities
- Governance

We have committed to delivering the RAP actions, ranging from acknowledgment of the Kaurna people and culture through various platforms to removing barriers to employment.

It's all about building better relationships with Aboriginal and Torres Strait Islander peoples.

*KRIS HANNA*

Kris Hanna

Mayor



# Chief Executive Officer message

Reconciliation is a journey. Every journey has a beginning and here at the City of Marion, ours started in 2013 with our first Reconciliation Action Plan (RAP).

In reflecting on our achievements and learning from our previous RAPs, we are proud to continue our reconciliation efforts through the Reconciliation Action Plan 2024-2026.

We have engaged with our community and our staff, and we have explored what reconciliation means to us personally. Common themes of 'understanding', 'listening', 'Truth-Telling', 'building trust', and 'creating opportunity' emerged.

Another key theme was the 'use of language'.

I believe the use of Aboriginal and, or Torres Strait Islander language preserves culture. It is an acknowledgement of a culture's connection to place, and it builds an inclusive community for everyone.

We have been fortunate to learn from a number of Kurna Elders throughout our reconciliation journey on matters of culture, history and healing and we look forward to strengthening our relationships and partnerships into the future.

I would like to thank our consulting facilitator Kimberley Wanganeen for her work with our organisation on the development of our Reconciliation Action Plan 2024-2026. I would also like to thank the community, staff and Council Members who contributed.



Tony Harrison  
Chief Executive Officer



## Our business

The City of Marion (CoM) is located on the Traditional Lands of the Kaurna people.

We embrace the richness of history, heritage and diversity that infuses our community with vibrancy, and vitality.

Our community are at the forefront of everything we do. Planning and decision-making is informed by the Community Vision - Towards 2040, representing the community's aspirations.

The city is located 10 kilometres south-west of the Adelaide city centre in South Australia, and spans 55 square kilometres with 7 kilometres of coastline. The City of Marion offers diverse cultural, sporting, leisure and shopping experiences amidst picturesque hills, open space, and coast. There is an Administrative Centre at Sturt, and the City Services office and depot is based at Mitchell Park.

With a population of around 98 493 residents (as of 2023), the City of Marion is experiencing healthy growth, particularly among families, and migrants. The 2021 Australian Census revealed that 1.3% of our population (approximately 1,268 people) identify as Aboriginal and Torres Strait Islander.

CoM is dedicated to delivering quality, accessible and inclusive, services, programs, and public infrastructure. We have over 300 passionate volunteers and over 350 full-time equivalent employees. Two staff have identified as being Aboriginal.

CoM provides services and facilities that support the social, environmental, and economic needs of residents, businesses, and visitors.

### **The City of Marion's role is to:**

- Act as a representative and responsible decision-maker in the interests of the community
- Provide and coordinate public services, and develop the community and resources in a socially just, and ecologically sustainable manner
- Encourage and lead initiatives that improve the quality of life of people in the community
- Exercise, perform and discharge the powers, functions, and duties of Local Government under the Local Government Act 1999 and other Acts in relation to the area for which it is constituted

The City of Marion boasts several noteworthy places and spaces within its boundaries including the Living Kaurna Cultural Centre, Marion Cultural Centre, Tonsley Innovation District, Westfield Marion shopping centre, South Australian State Aquatic Centre, and Hallett Cove Conservation Park. The city also has significant cultural sites within its boundaries including Warriparinga.

Warriparinga is the Gateway to the Tjilbruke story.

Warriparinga is an important sacred place for Kaurna people.

The Living Kaurna Cultural Centre at Warriparinga was constructed in 2001 through a partnership between the Kaurna community and the City of Marion. It is now managed by the Kaurna-owned and operated business, Southern Cultural Immersion (SCI). The centre hosts a variety of cultural and environmental education programs, events, and performances. The venue is also available to hire for meetings, training days, events, and workshops.

# The journey of our Reconciliation Action Plan

The City of Marion and the Kaurna community have worked in partnership since the mid-90s, reflecting a mutual commitment to the aspirations of Aboriginal and Torres Strait Island people, and to reconciliation. The City of Marion was one of the first councils to adopt the Reconciliation Action Plan Framework and this plan represents the fifth Reconciliation Action Plan (RAP) since its inaugural one in 2013.

## Highlights and reflections from the implementation of the City of Marion's Reconciliation Action Plan 2020-2023

The 2020-2023 Reconciliation Action Plan was endorsed at Stretch level reflecting a long history of reconciliation commitment and investment by CoM. CoM achieved 71 of the 75 deliverables despite interruptions caused by COVID-19 during the 2021-2022 period.

Highlights included:

1. A fully booked National Reconciliation Week and NAIDOC Week (National Aboriginal and Islanders Day Observance Committee) program of community events.
2. Continued delivery of an Aboriginal & Torres Strait Islander Traineeship program with the current candidate undertaking a Certificate III in Horticulture.
3. Collaborative efforts between the Cities of Marion, Charles Sturt, and Port Adelaide Enfield Councils to align procurement practices and procurement opportunities for First Nations businesses. A new Procurement Policy was developed emphasising a stronger focus on Corporate Social Responsibilities.
4. Ongoing relationship with Southern Cultural Immersion for the operation of the Living Kaurna Cultural Centre.
5. Employee participation in State Government Aboriginal Heritage and Legislative Awareness sessions.

For the period 2022-2023 the ongoing disruption of COVID-19 on the business (including staff changes) interrupted activities and relationship building, and therefore momentum in some areas of the RAP.

The City of Marion has now made a mature move to resume the RAP work at the Innovate level for the 2024-2026 RAP.



*Image credit: City of Marion, smoking ceremony at Coastal Walkway bridges opening*





Image credit: City of Marion, Living Kurna Cultural Centre

This RAP has been developed with careful reflection on where the last plan concluded and the achievements, challenges and opportunities. To support the development of this plan CoM has undertaken additional engagement with community, staff, and Council Members.

### The 2024-2026 RAP is focussed on:

- Relationship building with Aboriginal and Torres Strait Islander stakeholders to enable a strong foundation of partnership, to progress shared outcomes.
- Reviewing City of Marion's work with other RAP stakeholders to continue to grow our sphere of influence.
- Achieving deliverables relating to procurement, employment and cultural learning that were not fully achieved in the previous RAP.
- Integrating previously achieved deliverables so they become part of the 'way we do things' e.g., the continuation of Acknowledgement of Country at important events and meetings.
- Delivering the additional actions that reflect the evolution of the work from previous years.

In 2024, a RAP Champion has been appointed from the Executive Leadership Team who will join the RAP Working Group. The RAP Champion will be supported by the whole Executive Leadership Team who will contribute to the progress of the RAP as opportunity arises within their areas of responsibility. The City of Marion looks forward to establishing new partnerships with Kurna Elders and/or Traditional Owners.

The City of Marion is proud to continue our long history of commitment to reconciliation through this 5th Reconciliation Action Plan, and we welcome you to join us as we continue working towards meaningful shared outcomes over the next two years.

### RAP Working Group (RWG) Structure

The RAP Working Group includes:

1. Aboriginal Representative  
- Field Supervisor  
Reserve Maintenance
2. RAP Champion (Executive Leadership Team RAP representative) - General Manager City Services
3. RAP Champion (to Council) - Council member
4. RAP Champion (to Council) - Council member
5. RAP Champion (to Council) - Council member
6. RAP Coordinator - Social and Cultural Sustainability Planner
7. RAP Action Holder - Manager People and Culture
8. RAP Action Holder - Manager Office of the Chief Executive
9. RAP Action Holder - Manager Community Connections

The RAPWG Chair will be a member of the RAPWG.



# City of Marion Reconciliation Milestones

1995-97

## **Tjilbruksi Gateway**

Tjilbruksi Gateway created by Margaret Worth, Sherry Rankine, a Kurna artist, and Gavin Malone. This multi-layered artwork/commemoration speaks about the Kurna Ancestral Being Tjilbruksi, the changes brought about by colonisation, and conciliation - between people, their cultures, and the land. It is presented through a collection of symbols that signify place and events.



*Artwork credit: Margaret Worth, Sherry Rankine and Gavin Malone - Tjilbruksi Gateway*

2006

## **Installation of six Kurna Interpretive signs along the Coast Park trail**

The Coast Park Interpretive signage project in 2006 was a partnership with State Government.

2001

## **Opening of Living Kurna Cultural Centre**

The Living Kurna Cultural Centre is located at Warriparinga and offers Aboriginal and environmental education programs, events, and performances. The venue is also available to hire for meetings, training days, events, and workshops.



*Image credit: City of Marion, flag flying at Council Administration Centre*

1998

## **Warriparinga Land Management Agreement**

The Land Management Agreement ensured that the area of significant Aboriginal culture, known as Warriparinga, is protected, and appropriately maintained as well as ensuring that any adjacent developments do not encroach on the setting of the Laffer's residence and surrounds.

## **Aboriginal Flag flying**

Council endorsed Aboriginal and Torres Strait Islander flags to be permanently flown outside the Council Administration Centre.

2005

## **Kurna Tappa Iri Regional Agreement 2005-2008 (Walking Together) including the Tjilbruksi Dreaming Trail**

The City of Marion partnered with the Cities of Holdfast Bay, Onkaparinga, and Yankalilla District Council to develop the Kurna Tappa Iri Regional Agreement 2005-2008 (Walking Together). This agreement outlined specific Council led reconciliation projects before Reconciliation Action Plans had been formalised. The Tjilbruksi dreamtime story featured significantly in the Agreement, as this story travels through the four Council boundaries.



Image credit:  
City of Marion,  
Oaklands Wetland



2013/14

**Delivery of inaugural Reconciliation Action Plan**

19 actions delivered successfully.

2014/15

**Delivery of 2nd Reconciliation Action Plan**

24 actions delivered successfully, including the commissioning of an artwork for permanent display in the Council Chambers recognising the Kaurna people are the Traditional Owners of the land on which Marion Council meets.

**Allan Sumner artwork 'Cultural Sustainability' for the Chamber Gallery**

The works reference, acknowledge and celebrate Kaurna culture. The works are intended to develop in the viewer a better understanding and appreciation of Kaurna people, particularly how cultural landscapes have changed within the City of Marion over time.

2019

**Inclusion of Acknowledgement of Country within strategic documents**

Inclusion of Acknowledgement of Country in Council's 4-year Business Plan 2019-2023.

2014

**Oaklands Wetland**

The Oaklands Wetland and Reserve development includes the wetland, water storage, adventure play space, biodiversity corridor and recreation plaza.

2016-19

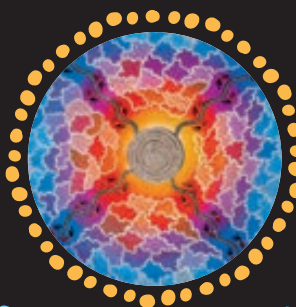
**Delivery of 3rd Reconciliation Action Plan**

208 actions delivered successfully over the course of 3 years.

2018-19

**Aboriginal and Torres Strait Islander traineeship endorsed by Council**

Council endorsed funding for four twelve month traineeships, to be delivered over four financial years.



Artwork credit:  
Allan Sumner

2021-23

**Inclusion of Acknowledgement of Country on internal and external publications.**

Acknowledgement of Country added to our email signature, City Limits publication and the footer of our corporate website.

2021

**Partnership with Living Kaurna Cultural Centre**

Established a partnership with a local Kaurna business to manage the Living Kaurna Cultural Centre.

2019-20

**Development of 4th Reconciliation Action Plan (January 2020 – June 2023)**

Our most ambitious Reconciliation Action Plan with over 70 deliverables identified to be actioned in each year.



# Relationships

The City of Marion will establish and maintain respectful relationships and partnerships with Aboriginal and Torres Strait Islander people. We understand relationships are the foundation of reconciliation and facilitate unity and positive outcomes for the whole community.

Action	Deliverable	Timeline	Responsibility
<b>1</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Update stakeholder map identifying internal relationship holders and Aboriginal and Torres Strait Islander stakeholders.	<b>July</b> 2024	Manager Office of the CEO
	Develop an engagement plan to guide work with Aboriginal and Torres Strait Islander stakeholders.	<b>August</b> 2024	Manager Office of the CEO
	Seek partnerships (guided by the engagement plan) with local Kurna Elders or Traditional Owners to guide the delivery of the RAP, as a whole.	<b>September</b> 2024	ELT RAP representative
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW) commencing May 27 each year.	Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to Marion staff each year.	<b>April</b> 2025, 2026	RAP Coordinator
	RAP Working Group members to participate in an external NRW event.	<b>May</b> 2025, 2026	RAP Working Group Chair
	Continue to book and host a table at the Reconciliation SA Breakfast event each year.	<b>March</b> 2025, 2026	Manager Office of the CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<b>May</b> 2025, 2026	CEO
	Support City of Marion sites to host at least one NRW event each year for staff to attend.	<b>May</b> 2025, 2026	Manager People and Culture
	Register all our NRW events on Reconciliation Australia's NRW website.	<b>May</b> 2025, 2026	RAP Coordinator

## Relationships



Image credit: City of Marion, Explore Warriparinga Sturt River event

Action	Deliverable	Timeline	Responsibility
<b>3</b> Promote Reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy, to raise awareness of reconciliation across our workforce.	<b>March</b> 2025	Manager People and Culture
	Communicate our commitment to reconciliation publicly.	<b>July</b> 2024 2025 NAIDOC Week  <b>May</b> 2025 2026 Reconciliation Week	CEO
	Conduct an audit of existing RAP partnerships, to identify further opportunities to build on the work.	<b>February</b> 2025	Manager Office of the CEO
	Continue to identify and explore opportunities to positively influence external stakeholders to drive reconciliation outcomes.	<b>January</b> 2026	RAPWG Chair
<b>4</b> 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.	<b>December</b> 2024	Manager People and Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation in consultation with Aboriginal and Torres Strait Islander staff and/or advisors.	<b>December</b> 2024	Manager People and Culture
	Educate all City of Marion staff, senior leaders, and Council Members on the effects of racism. Consider using the Racism: It stops with Me campaign resources for this purpose.	<b>June</b> 2025, 2026	Manager People and Culture Office of the CEO
<b>5</b> Promote understanding and unity by providing equitable opportunities for the City of Marion community to engage with Aboriginal and Torres Strait Islander cultures.	Support Aboriginal and Torres Strait Islander people and businesses to share and celebrate culture with a range of community audiences, in a range of settings and venues.	<b>June</b> 2025, 2026	Manager Community Connections
	Schedule and coordinate a program of free or subsidised cultural learning opportunities across the year for the community to attend.	<b>June</b> 2025, 2026	Manager Community Connections



# Respect

The City of Marion recognises that Aboriginal and Torres Strait Islander cultures are diverse living cultures. We will learn-about, embrace, promote, and celebrate heritage, language, and cultural expression to build understanding and respect within the community.

Action	Deliverable	Timeline	Responsibility
<b>6</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs of staff, executive and Elected Members.	<b>December 2024</b>	Manager People and Culture Manager Office of the CEO
	Invite Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to advise on the contents of a cultural learning strategy for the City of Marion.	<b>February 2025</b>	Manager People and Culture
	Develop, implement, and communicate a cultural learning strategy for staff, executive and Council Members that considers cultural awareness, cultural safety, and immersive opportunities.	<b>April 2025</b>	Manager People and Culture
	Provide opportunities for RAP Working Group members, HR leaders and other key leadership staff to participate in formal and structured cultural learning as guided by the cultural learning strategy.	<b>August 2025</b>	Manager People and Culture RAP Working Group Chair
	Review the City of Marion induction program and identify opportunities to promote reconciliation and build cultural capability when onboarding staff and Council Members.	<b>June 2025</b>	Manager People and Culture



Artwork credit: Daphne Rickett - Abundance of Warriparri (Sturt River)

Action	Deliverable	Timeline	Responsibility
<b>7</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by continuing to learn about and observe cultural protocols.	Develop, implement, and communicate a cultural protocol document, informed by Aboriginal and Torres Strait Islander advisors. Document to include protocols for Welcome to Country and Acknowledgement of Country.	<b>March 2025</b>	Manager Customer Experience and Engagement
	Increase understanding by staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>March 2025</b>	Manager Customer Experience and Engagement
	Expand Kurna language education within City of Marion by inviting a Kurna educator to teach Acknowledgement of Country in Kurna language.	<b>February 2025</b>	Manager People and Culture
	Identify ways to embed (in CoM planning processes) Welcome to Country or other appropriate cultural protocols at significant events for the coming year.	<b>October 2024</b>	Manager Customer Experience and Engagement
	Build on the inclusion of Acknowledgement of Country at meetings by considering other contexts e.g. policies and strategies, signage in buildings, and the website.	<b>December 2025</b>	RAP Working Group Chair
	Investigate a cultural safety framework for the City of Marion.	<b>September 2025</b>	Manager People and Culture
	Investigate an audit of City of Marion sites to assess the cultural safety of all buildings.	<b>January 2026</b>	General Manager City Development





*Image credit: City of Marion, Explore Warriparinga Sturt River event*



Action	Deliverable	Timeline	Responsibility
<b>8</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by continuing to celebrate NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	<b>July</b> 2024, 2025	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	<b>December</b> 2024	Manager People and Culture
	Promote NAIDOC and its theme and encourage participation in external NAIDOC events to all staff each year.	<b>July</b> 2024, 2025	Chief Executive Officer
<b>9</b> Promote Aboriginal and Torres Strait Islander cultures throughout City of Marion.	Investigate the display (site specific) of cultural knowledge throughout the City of Marion in consultation with Kurna Elders and Traditional Owners.	<b>September</b> 2025	General Manager City Development
	Plan for increasing Aboriginal and Torres Strait Islander involvement in landcare and landscaping within the City of Marion, in consultation with Aboriginal and Torres Strait Islander advisors.	<b>September</b> 2025	General Manager City Services
	Investigate dual naming of sites in consultation with Kurna Elders and Traditional Owners.	<b>September</b> 2025	General Manager City Services
	Create a calendar of dates of significance for Aboriginal and Torres Strait Islander people and an accompanying communication plan, to support the City of Marion to plan acknowledgement of these occasions.	<b>October</b> 2024	Manager Customer Experience and Engagement



# Opportunities

The City of Marion respects the rights of Aboriginal and Torres Strait Islander people to participate equally and with fairness in the business of CoM and the life of the community. We will seek to increase opportunity in all aspects of CoM's business, including our workforce, procurement and projects, representation, and decision making.

Action	Deliverable	Timeline	Responsibility
<div>10</div> <div>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</div>	Build understanding of current and previous Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Manager People and Culture
	Consult with Aboriginal and Torres Strait Islander staff and/or stakeholders for the development of an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	April 2025	Manager People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2025	Manager People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	July 2025	Manager People and Culture
	Seek advice and review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace (as part of a cultural safety framework).	September 2025	Manager People and Culture



Image credit: City of Marion, Explore Warriparinga Sturt River event

Action	Deliverable	Timeline	Responsibility
<b>11</b> 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, including a review of a Supply Nation membership.	<b>December 2025</b>	Manager Strategic Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<b>June 2025</b>	Manager Strategic Procurement
	Communicate the procurement strategy to relevant staff.	<b>October 2024, 2025</b> Indigenous Business Month	Manager Strategic Procurement
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	<b>December 2025</b>	Manager Strategic Procurement
	Investigate holding a procurement forum for Aboriginal and Torres Strait Islander businesses to support their participation in City of Marion procurement activity.	<b>June 2026</b>	Manager Strategic Procurement
	Investigate holding an Aboriginal and Torres Strait Islander Art and Businesses showcase event to support and promote businesses.	<b>January 2026</b>	Manager Strategic Procurement Manager City Activation



# Governance

The City of Marion understands that reconciliation requires leadership to achieve a focused and sustained effort. We will work authentically and respectfully with Elders and Traditional Owners. We will also welcome the perspectives and insights of other Aboriginal and Torres Strait Islander advisors. We will display courage, flexibility, integrity, and a commitment to achieving steady progress.

Action	Deliverable	Timeline	Responsibility
<b>12</b> Maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	Review RAP Working Group (RAPWG) membership. Ensure key business areas are represented and consider how subject matter experts may temporarily work-with/inform the RAPWG.	<b>July 2024 June 2026</b>	Office of the CEO
	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	<b>July 2024, 2025 April 2026</b>	Office of the CEO
	Review and apply the Terms of Reference for the RAPWG.	<b>July 2024 April 2026</b>	RAP Coordinator
	Prepare a schedule of meetings to ensure the RAPWG is meeting at least four times per year to drive and monitor RAPWG implementation.	<b>July 2024 April 2025, 2026</b>	RAP Coordinator
	Explore Co-Chair governance structure for the RAPWG, with an Aboriginal and Torres Strait Islander representative and non-Indigenous representative.	<b>October 2024</b>	RAP Working Group Chair
<b>13</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	<b>July 2024 April 2025, 2026</b>	Office of the CEO
	Engage senior leaders, Council Members, and staff in the delivery of RAP commitments.	<b>August 2024</b>	Office of the CEO
	Define and maintain appropriate implementation traffic light system to track, measure and report on RAP commitments.	<b>July 2024</b>	RAP Coordinator
	Maintain an internal RAP Champion from senior management.	<b>July 2024</b>	Chief Executive Officer
	Recommend action holders/leaders include the RAP in internal meeting agendas to drive implementation and accountability.	<b>February 2025</b>	RAP Working Group Chair

## Governance



Artwork credit: Margaret Worth, Sherry Rankine and Gavin Malone - Tjilbruki Gateway

Action	Deliverable	Timeline	Responsibility
<b>14</b> 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 important RAP correspondence.	<b>July 2024</b>	RAP Coordinator
	Contact Reconciliation Australia to request our unique link to access the online RAP Survey.	<b>1 August 2024, 2025</b>	RAP Coordinator
	Complete and submit Reconciliation Australia's annual RAP Survey.	<b>30 September 2024, 2025</b>	RAP Coordinator
	Report RAP progress to all staff, senior leaders, and elected members quarterly.	<b>October 2024 February 2025 June 2025 October 2025 February 2026 June 2026</b>	RAP Coordinator
	Publicly report our RAP achievements, challenges, and learnings, annually.	<b>May 2025, 2026</b>	Manager Customer Experience and Engagement Office of the CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<b>February 2026</b>	RAP Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<b>January 2026</b>	RAP Coordinator
<b>15</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	<b>January 2026</b>	RAP Coordinator





**Cover artwork by accomplished, contemporary Aboriginal Artist, Allan Sumner. Born in 1975, Adelaide, South Australia.**

Allan is a Ngarrindjeri Kurna Yankunytjatjara man and is passionate about his Aboriginal culture, particularly learning the stories that have been passed down from generation to generation by his Elders. His work draws inspiration from family times around the campfire and fishing along the Murray River and Coorong. Blending abstract with dot work, Allan produces amazing acrylic pieces on canvas that reflect his culture and connection with the land. His use of both cool and earthy tones allow his work to convey a sense of movement, place and cultural influence.



**Artwork on page 16: Abundance of Warriparri (Sturt River) by Daphne Rickett**

"My Ancestors followed this Songline for thousands of years. A place of shelter with an abundance of food. They have knowledge where their food was. My Dreaming is connected to waters." - Ngarrpadla (Aunty) Daphney Paringangki (Riverwoman)

Reconciliation Action Plan Contact  
Social and Cultural Sustainability Planner  
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