



# Stretch Reconciliation Action Plan

June 2024–June 2027



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of Biodiversity,  
Conservation and Attractions



RECONCILIATION  
ACTION PLAN

STRETCH



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The Department of Biodiversity, Conservation and Attractions acknowledges the Traditional Owners of the land and waters upon which Western Australians live and work, and pays its respects to their Elders, past, present and emerging. It recognises the practice of intergenerational caring for Country and its importance to the land management the department undertakes. The department seeks to listen, learn, build and maintain strong partnerships. It aims to provide genuine, sustainable opportunities for Aboriginal peoples within all areas of its business and through its work activities.

In this Stretch Reconciliation Action Plan 2024–27 (RAP), the term Aboriginal is used in preference to 'Indigenous' or 'Aboriginal and Torres Strait Islander' in recognition that Aboriginal peoples are the original inhabitants of Western Australia. Together, Aboriginal peoples and Torres Strait Islander peoples make up the First Nations of Australia, however, Torres Strait Islander peoples in Western Australia have unique cultures, identities and histories, distinct from those of Aboriginal peoples.

This RAP is primarily for Aboriginal peoples in Western Australia (including Aboriginal peoples who also identify as Torres Strait Islander peoples). The department respectfully recognises the valuable contributions of Torres Strait Islander peoples to Western Australia's society, economy and communities. It acknowledges that some of the principles and strategic directions outlined in this RAP may also apply to Torres Strait Islander peoples.



## *Message from Reconciliation Australia*

**On behalf of Reconciliation Australia, I congratulate the Department of Biodiversity, Conservation and Attractions on its formal commitment to reconciliation, as it implements its second Stretch RAP.**

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. This framework allows for continuous development, pushing organisations to constantly embed and expand on their commitments, while adapting to obstacles as they arise.

The department has a significant role to play in reconciliation across Western Australia, using its work to uplift the unique cultural integrity of Aboriginal and Torres Strait Islander peoples connection to Country. The department models this respect not only through land and water management and conservation, but also in upholding First Nations stories in tourism, helping to cement Aboriginal and Torres Strait Islander cultures as indivisible from our places and environments.

In the department's previous Stretch RAP, it worked concertedly to formally bring First Nations knowledge and land management practices into its operations. It established and strengthened partnerships with Traditional Owners through joint management arrangements covering over 150 parks and reserves. To date it has funded the employment of 1398 Aboriginal peoples through its Aboriginal Ranger Program, having worked across 66 different projects. These widespread programs not only increase opportunities for First Nations communities but ensure that 65,000 years of land management expertise is helping to conserve and protect our ecosystems.

These strong long-standing partnerships form the backbone of the department's reconciliation activities, as it looks to further develop and challenge its capabilities in this new Stretch RAP. The department is open and transparent about obstacles it has faced on its journey so far, including in the representation of Aboriginal and Torres Strait Islander peoples across the implementation of its RAP processes.

This Stretch RAP looks to rectify this. Continuing its focus on Aboriginal and Torres Strait Islander knowledge in its work, the department will review its RAP implementation – including the RAP Working Group and RAP governance structures – to increase First Nations peoples representation and participation across all divisions, services and authorities.

These initiatives, among many others, show the department thinking critically about how to challenge itself to further embed and expand reconciliation into its work and across its sphere of influence. By prioritising First Nations perspectives, it will ensure the efficacy and sustainability of its commitments into the future.

On behalf of Reconciliation Australia, I commend WA Department of Biodiversity, Conservation and Attractions on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Message from the Director General

The Department of Biodiversity, Conservation and Attractions (the department) is committed to reconciliation through building strong relationships with Aboriginal peoples to jointly manage Western Australia's conservation estate and protect Aboriginal culture and heritage.

The department has a long history of partnerships with Traditional Owners, supporting many successful and ongoing programs to foster strong working relationships with Aboriginal peoples and recognise their intrinsic connection to Country and cultural obligations to look after it.

These partnerships help protect, promote and conserve Aboriginal culture and heritage and provide opportunities for employment, social and economic benefits. We are working to meet the aspirations of Traditional Owners to be involved in the management of Country by supporting cross-cultural engagement, traditional knowledge transfer, capacity building, development of careers in land and water management and business opportunities through tourism.

The department has statutory responsibilities to care for Country. To support this, we have developed a suite of policies, guidelines and strategies that specifically relate to effectively engaging with Aboriginal peoples.

This RAP is one of several strategies the department has in place to achieve positive outcomes for Aboriginal peoples. It focuses on cultural protocols, strengthening relationships and delivering state and federal government strategies and initiatives including Closing the Gap, the Aboriginal Empowerment Strategy, Aboriginal Procurement Strategy, Aboriginal Ranger Program and Plan for Our Parks initiative.

We are continuing on the journey of long-standing and successful joint management arrangements with Traditional Owners and will embark on the era of co-operative management through the South West Native Title Settlement (the settlement), the largest native title land settlement in Australia's history, totalling approximately 3.85 million hectares. The department has an important role in fulfilling the obligations of the settlement and is now commencing work with the six Noongar Aboriginal corporations, to establish co-operative management committees that will work together to manage the conservation estate within the settlement area.

The department is committed to building on the existing strong foundations and to developing the emerging partnership opportunities with Aboriginal peoples through the effective implementation of this RAP.

**Stuart Smith**  
Director General  
Department of Biodiversity, Conservation and Attractions



**Zoe Moon**  
Coordinator  
Aboriginal Engagement and Heritage Unit



**Luke Bentley**  
Executive Director  
Parks and Visitor Services



## Message from the co-chairs of the Reconciliation Action Plan Working Group

This RAP has been developed to recognise the importance of reconciliation for Aboriginal peoples and the valuable role the department plays in helping to facilitate reconciliation.

## Our commitment

The department is committed to ensuring a better future for Aboriginal peoples through the principles of self-determination.

The department respects and recognises Aboriginal spiritual, social and cultural values as part of a proud, shared identity which is reflected in the department's five core values – Integrity, Collaboration, Accountability, Respect and Excellence.

The department is proud of its long-standing relationships with Aboriginal peoples, particularly the joint management of land and water Country for conservation and public enjoyment.

The department is committed to sharing knowledge about Aboriginal cultures and ensuring an understanding and appreciation by all.

The department is focused on growing its Aboriginal workforce across all areas of the organisation and at all levels, in particular, ensuring an increased focus on human resource and financial management, administration and science.

The intrinsic connection that Aboriginal peoples have with Country is becoming increasingly embedded in the department's decision making and how we manage and care for Western Australia's conservation estate.

The department acknowledges the importance of place in Aboriginal culture and heritage. We will continue to develop deeper awareness and understanding of Aboriginal culture and celebrate the continuance of the oldest living culture on the planet.

The department has a strong commitment to strengthening relationships, respect and trust with Aboriginal peoples and the actions and deliverables set out in this RAP have been developed to help achieve these goals.

We encourage all departmental employees to commit to this plan and adopt all relevant actions into their everyday activities and roles.





## Our business

The department was formed on 1 July 2017 via the amalgamation of the former Department of Parks and Wildlife (Parks and Wildlife Service) with the Botanic Gardens and Parks Authority (BGPA), Rottnest Island Authority (RIA) and Zoological Parks Authority (ZPA). The department has a sphere of influence with all Aboriginal peoples, volunteers, commercial tourism operators, visitors and educators who undertake activities on department-managed land, including the BGPA, RIA and ZPA.



### Parks and Wildlife Service

The Parks and Wildlife Service works to ensure the natural assets of Western Australia are conserved, protected and valued. In accordance with the *Conservation and Land Management Act 1984* (CALM Act), the Parks and Wildlife Service manages Western Australia's parks, forests and reserves for wildlife conservation, sustainable recreation and tourism, while protecting communities from bushfire.

### BGPA

The BGPA has responsibility for the management, care and control of Kings Park (Kaarta Koomba) and Bold Park, hosting a wide range of events and festivals and providing recreational amenities and facilities that are enjoyed by millions of visitors every year. It is the location of the State War Memorial and location for Anzac and Remembrance Day services. Kaarta Koomba is a highly significant place for the local Whadjuk Noongar people and the presence of the Western Australian Botanic Garden within the park connects it to biodiversity regions across the State, along with the many Aboriginal cultural associations to the State's flora. BGPA also manages significant urban bushland remnants in Kaarta Koomba and Bold Park.

### ZPA

Perth Zoo exists to inspire, advocate for wildlife conservation and provide hands-on wildlife conservation, at home and beyond borders. This is what makes ZPA one of the world's best small zoos. One simple vision inspires and directs ZPA's work – a world where diversity of species and habitat is secure.

### RIA

Rottnest Island (Wadjemup) is Western Australia's very own island getaway. RIA protects and manages Wadjemup. Its vision is Wadjemup as an internationally recognised, sustainable must-visit tourism destination. Wadjemup is also a place of pain and sadness for many Western Australian Aboriginal peoples. RIA will continue to work in collaboration with the Whadjuk Noongar people and the wider Aboriginal communities of Western Australia to promote reconciliation and acknowledge the past.

### Biodiversity and Conservation Science (BCS)

Science and knowledge partnerships underpin the conservation of Western Australia's plants, animals, communities and ecosystems, and the management of the State's land and waters. BCS coordinates and delivers science in the department, providing science and biodiversity knowledge to support the functions of the Parks and Wildlife Service, BGPA, ZPA and RIA.

### Strategy and Governance (SAG)

SAG provides consolidated services across information technology, management and development; finance and procurement; policy, legal and legislation; public communication, design and education, and human resources, to and for the department, its statutory authorities, the Forest Products Commission and the Conservation and Parks Commission.



## Our business continued



over 2601 Employees

7.02% Aboriginal employees

As of February 2024, the department has over 2601 employees, with its head office located in Kensington, Perth. It has nine regions, 13 districts and 40 work centres spanning from Kununurra to Esperance and across the Perth metropolitan area.

Since the implementation of the department's 2018–20 RAP, the number of employees that self-identify as Aboriginal rose from 79 (excluding Statutory Authorities) to 152 (including Statutory Authorities), increasing Aboriginal representation in the workforce from 5.89 per cent in 2018 (excluding Statutory Authorities) to 7.02 per cent in February 2024 (including Statutory Authorities). The department aims to increase Aboriginal employment by a minimum of eight to 10 per cent full-time equivalent positions (FTE) by 2025.

Importantly, the department administers the State Government's Aboriginal Ranger Program (ARP) which formally commenced in 2017–18 to train and employ Aboriginal peoples as rangers to undertake land and water management activities. To date, the ARP has supported 943 rangers to undertake formal training and funded the employment of 1398 Aboriginal peoples. In addition, joint management arrangements cover approximately a quarter of the State's conservation reserve system, providing training and employment opportunities for Aboriginal peoples through direct and indirect employment options in regional areas.

The department's **Strategic Directions 2022–25** consists of four strategic priorities: **Inspire, Conserve, Discover and Protect.**

Objectives that focus on Aboriginal engagement include:



provide innovative and exciting visitor experiences connecting people to nature, culture and heritage



progress meaningful and productive joint management arrangements



partner with Aboriginal peoples to care for the natural, cultural and heritage values of Country



maintain and enhance sense of place and associated natural, cultural, heritage and landscape values



collaborate and partner across government and with community, industry and other stakeholders



## *Our reconciliation journey*

### **Key achievements of the department's 2018–20 RAP**

- Of the department's employees, 6.21 per cent identified as Aboriginal (excluding Statutory Authorities).
- Mandatory Aboriginal Cultural Awareness Training completed by 556 employees.
- Two further joint management partnerships with Traditional Owners, covering 108 parks and reserves.
- Facilitated access for Aboriginal customary activities on land and waters managed by the department.
- Administered Phase 1 of the ARP, which invested \$20 million into 35 ranger groups, across 28 Aboriginal organisations, employing 1236 Aboriginal peoples, with 853 rangers undertaking formal training.
- A report evaluating the social outcomes of Round 1 of the ARP found the program to be delivering meaningful employment and training on Country, resulting in an enhanced connection to Country and culture.
- Over \$7 million invested into Aboriginal procurement contracts over the term of the RAP.
- Approximately 30 independent Aboriginal business operators delivered cultural tourism products throughout the State.
- Over 1000 internal and external subscriptions to Yarning Time (Aboriginal engagement publication).



### **Key challenges of the department's 2018–20 RAP**

- Aboriginal employee representation in the implementation of RAP processes.
- Representation of employees involved in the planning and support of NAIDOC and National Reconciliation Week activities.
- Involvement of Aboriginal communities in planning and participating in RAP events and activities.
- Broader representation of RAP Champions across the department.
- Increasing the involvement of all RAP Champions in reconciliation actions and events across the department.
- Communication and practice of reconciliation throughout the years.



## This plan

While this RAP reflects the intent of the entire department, given the unique nature of Wadjemup and the specific Aboriginal history of the island, RIA also has a standalone RAP.



This plan outlines the department's strategies to further support and grow opportunities for Aboriginal peoples and to facilitate better cultural understanding in partnership with Aboriginal peoples and organisations.

It underpins the department's approach and commitment to improving the livelihoods and maintaining the cultural integrity of Aboriginal peoples on the land and waters it manages. The department's programs acknowledge the unique role and expertise that Aboriginal peoples have as Traditional Owners of the land and waters and recognise the valuable contributions they make to the conservation of biodiversity.

The department is committed to further strengthening these ties by creating more joint management arrangements where possible in the future, increasing representation of Aboriginal peoples in its workforce, partnering in research and providing for long term self-sustaining economic development opportunities. By continuing to foster strong working partnerships with Aboriginal peoples the department can help protect, promote and conserve Aboriginal culture and heritage.

This plan will help the department to improve employment outcomes and engagement opportunities for Aboriginal peoples.

### Significant changes within this RAP

- Review the structures and assess the representation of the RAP Working Group and RAP Champions for the implementation of this RAP, to increase Aboriginal employee representation and participation.
- Develop a strategy to improve greater planning and participation of NAIDOC and National Reconciliation Week events.
- Develop a strategy to build networks within the community to facilitate events.
- Organise a workshop with RAP Champions to improve RAP Champion involvement.
- Develop a strategy of ongoing activities and resources to ensure reconciliation is ongoing and embedded within the workplace throughout the years.

## Relationships

The department is proud to work with and alongside Aboriginal peoples.

In recent years Aboriginal engagement has expanded across almost every aspect of the department's work. This has seen an increase in collaboration, including formal and informal partnerships with Aboriginal groups, Traditional Owners and external stakeholders. For example:

- Execution of joint management arrangements, including Indigenous Land Use Agreements (ILUA).
- Negotiations to enter into further joint and cooperative management arrangements with Aboriginal corporations.
- Provision of funding to support Aboriginal ranger projects.
- Engagement with Aboriginal corporations to develop terrestrial and marine management plans.
- Consultation and partnership with Traditional Owner groups on science and research projects.
- Partnering with Clontarf Aboriginal College on traineeships at Perth Zoo.

These arrangements have strengthened Aboriginal legal rights and interests in land and waters in accordance with Closing the Gap objectives 15A and 15B. Aboriginal views and expertise are valued and contribute to the responsible management of the department's conservation estate.





The RAP Working Group has responsibility for overseeing the implementation of this RAP and providing updates to the Director General. It is committed to collaborating with Traditional Owners as the department strives for continuous improvement and it will achieve this by:

- Fostering and facilitating Aboriginal involvement in the planning and management of land and waters under the CALM Act.
- Formalising joint management arrangements for approximately 24 per cent of conservation land under the Plan for Our Parks State Government initiative.
- Protecting and conserving the value of the land for Aboriginal culture and heritage under the CALM Act.
- Utilising the combined knowledge and skills of Aboriginal partners for improved land and water management.
- Developing the capacity of department employees and Aboriginal partners for the effective management of Country.
- Providing opportunities for Aboriginal peoples to achieve economic and social benefits through the management of land and waters.
- Providing opportunities for visitors to experience and learn about the culture, history and aspirations of Traditional Owners.

## Our approach

The department's Director General is the champion of the RAP, which was developed in broad consultation with all sectors of the department.

The RAP Working Group includes representatives from across the department and includes one Aboriginal member:

- Coordinator Aboriginal Engagement and Heritage Unit (Co-Chair)
- Executive Director Parks and Visitor Services (Co-Chair)
- Deputy Director General Parks and Wildlife
- Chief Human Resources Officer Strategy and Governance
- Assistant Director Biodiversity and Conservation Science
- Executive Director Regional and Fire Management Services
- Executive Director Conservation and Ecosystem Management
- Executive Director Zoological Parks Authority
- Executive Director Botanic Gardens and Parks Authority.

Photo – Rickeeta Walley



Photo – Rick Dawson



## Relationships

The department acknowledges Aboriginal peoples as the Traditional Owners of the land and waters it manages. The department also recognises the unique role and expertise Aboriginal peoples have as Traditional Owners, respects the long-standing aspirations of Aboriginal peoples to be involved in the management of Country and threats to biodiversity, and to carry out traditional customary activities on Country. The department's second management objective is to manage the value of the land's Aboriginal culture and heritage. This is a statutory obligation of the department to support cultural obligations as per part 56(2a) of the CALM Act and the *Aboriginal Heritage Act 1972* (AHA Act). Through the promotion of reconciliation, the department will build, maintain and strengthen relationships through respectful and active engagement with Aboriginal peoples, communities and business partners. It is a strategic priority to work with Aboriginal peoples to ensure connection to Country, heritage protection and customary use.

## Our actions

It is recognised that individual divisions and services within the department, and its independent Statutory Authorities, will continue to develop and implement specific plans and actions to support this RAP.

The department commits to the following actions to deliver improved and ongoing outcomes over the RAP's three-year period:



Relationships



Respect



Opportunities



Governance

Action	Deliverable	Timeline	Responsibility
1 Establish, maintain, and enhance mutually beneficial relationships with Aboriginal partners and organisations	• Review the department's current engagement processes to inform the development and implementation of the Aboriginal Engagement Action Plan.	September 2024	Executive Director Parks and Visitor Services
	• Develop, strengthen and facilitate at least 10 formal joint management agreements with Traditional Owners. Review progress annually.	June 2025, 2026 and 2027	Executive Director Regional and Fire Management Services Executive Director Parks and Visitor Services
	• Involve 48 Aboriginal corporations in the management and governance of managed land and waters. Review progress annually.	June 2025, 2026 and 2027	Lead: Executive Director Regional and Fire Management Services Lead: Executive Director Parks and Visitor Services Support: Corporate Executive
	• Develop a key Aboriginal partner representative body contact list and meet with local Aboriginal partners to continuously improve guiding principles for consultation and engagement.	October 2025	Executive Director Parks and Visitor Services
	• Commit to the ongoing implementation of the National Agreement on Closing the Gap and the Aboriginal Empowerment Strategy - Western Australia 2021–2029. Review progress annually.	June 2025, 2026 and 2027	Executive Director Parks and Visitor Services





Action	Deliverable	Timeline	Responsibility
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.</li> </ul>	May 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in two external NRW events each year.</li> </ul>	May 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Senior employees to provide leadership by acknowledging and promoting the importance of NRW and its associated activities.</li> </ul>	May 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Encourage and support employees and senior leaders when operationally appropriate, to participate in one external event each year to recognise and celebrate NRW.</li> </ul>	May 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Organise at least one internal NRW event per division/service/ authority, including at least one organisation wide NRW event each year.</li> </ul>	May 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Register all NRW events on Reconciliation Australia's website.</li> </ul>	April 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<b>3</b> Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> <li>The department to promote positive race relations through its anti-discrimination policy, Code of Conduct and Values Charter.</li> </ul>	June 2027
<ul style="list-style-type: none"> <li>Continuously improve HR policies and procedures concerned with anti-discrimination.</li> </ul>		June 2027	Deputy Director General Strategy and Governance
<ul style="list-style-type: none"> <li>Engage with Aboriginal employees and/or Aboriginal advisors to continuously improve the department's anti-discrimination policy.</li> </ul>		June 2027	Deputy Director General Strategy and Governance
<ul style="list-style-type: none"> <li>Implement and communicate the department's anti-discrimination policy.</li> </ul>		June 2027	Deputy Director General Strategy and Governance
<ul style="list-style-type: none"> <li>Continue to provide ongoing education opportunities for senior leaders and managers on the effects of racism. Review progress annually.</li> </ul>		June 2025, 2026 and 2027	Deputy Director General Strategy and Governance
<ul style="list-style-type: none"> <li>Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism and actively communicate through regular Broadcast emails. Review progress annually.</li> </ul>		June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors

Action	Deliverable	Timeline	Responsibility
<b>4</b> Promote reconciliation through the department's sphere of influence	<ul style="list-style-type: none"> <li>Publicly communicate the department's commitment to reconciliation through internal and external stakeholder engagement. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Communicate internal and external Aboriginal events that promote reconciliation across the department's workforce. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Promote reconciliation through a dedicated space on the department's website for Aboriginal Engagement. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Create and maintain meaningful relationships and partnerships that drive reconciliation outcomes through:               <ul style="list-style-type: none"> <li>formal land and water management arrangements</li> <li>protection of Aboriginal culture and heritage</li> <li>leading the State Government's response to Closing the Gap targets 15A and 15B.</li> </ul> </li> </ul>	June 2027	Lead: Executive Director Parks and Visitor Services Support: Manager Aboriginal Engagement, Planning and Lands
	<ul style="list-style-type: none"> <li>Engage and invite Aboriginal partners to participate in the department's reconciliation journey by facilitating opportunities for cultural knowledge sharing and storytelling. Review annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Collaborate with at least five RAP and other like-minded organisations to implement ways to advance reconciliation. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Work with Aboriginal peoples to create opportunities to deliver activities that promote cultural awareness to visitors and employees.</li> </ul>	June 2027	Executive Director Zoological Parks Authority



## Respect

In line with its four strategic priorities – *inspire, conserve, discover and protect* – the department will build and maintain respect by working in partnership with Aboriginal peoples to conserve and protect Aboriginal culture and heritage. The department will increase awareness of the cultural diversity and history of Aboriginal peoples in Western Australia through shared two-way learning. The department fosters a valued collaborative and respectful workforce that is connected and inspired by its work.

Action	Deliverable	Timeline	Responsibility
<p><b>5</b></p> <p>Continue to share knowledge and awareness of Aboriginal cultures and heritage</p>	<ul style="list-style-type: none"> <li>Annually review and update the department's Cultural Learning Program.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Manager Aboriginal Engagement, Planning and Lands
	<ul style="list-style-type: none"> <li>Involve Traditional Owners in co-design and co-delivery of knowledge sharing projects, programs and visitor services to protect Aboriginal culture and heritage. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Deliver education programs to provide an awareness of Aboriginal cultures and heritage to 300 relevant bodies and stakeholders.</li> </ul>	June 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Achieve 80 per cent participation rate of all employees in mandatory Aboriginal Cultural Awareness Training.</li> </ul>	June 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Achieve 80 per cent participation rate of all employees in online training.</li> </ul>	June 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Provide learning opportunities and resources for 80 per cent of volunteers, commercial tourism operators and educators to enable them to deliver culturally appropriate services, content, information and products.</li> </ul>	June 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Annually review cultural learning needs within the department and address gaps and opportunities.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal advisors on the implementation of the department's Cultural Learning Program.</li> </ul>	June 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Achieve 80 per cent of RAP Working Group members, HR managers, senior executive group and new employees who undertake formal and structured cultural learning.</li> </ul>	June 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit

Action	Deliverable	Timeline	Responsibility	
<p><b>6</b></p> <p>Demonstrate respect to Aboriginal peoples by observing cultural protocols</p>	<ul style="list-style-type: none"> <li>Continue to support the aspirations of Aboriginal peoples in the naming of department-managed land and waters, features and assets, ensuring cultural protocols are followed with Traditional Owners who have relevant authority.</li> </ul>	June 2027	Executive Director Parks and Visitor Services	
	<ul style="list-style-type: none"> <li>Develop and implement protocols for the selection and use of Aboriginal content in departmental material.</li> </ul>	June 2027	Deputy Director General Strategy and Governance	
	<ul style="list-style-type: none"> <li>Develop protocols for the protection of culture and heritage in relation to managing visitor access.</li> </ul>	October 2026	Executive Director Parks and Visitor Services	
	<ul style="list-style-type: none"> <li>Increase employee understanding of the purpose and significance of using Acknowledgement of Country and Welcome to Country protocols (including at the commencement of important meetings and public events).</li> </ul>	June 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
	<ul style="list-style-type: none"> <li>Review, implement and communicate the department's cultural protocol document (tailored for all local communities it operates in), including protocols for Acknowledgement of Country and Welcome to Country.</li> </ul>	June 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at 10 significant events each year.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
	<ul style="list-style-type: none"> <li>Continue to display Acknowledgment of Country plaques in or on 20 department offices and buildings.</li> </ul>	June 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
	<ul style="list-style-type: none"> <li>Develop an appropriate Acknowledgement of Country plaque for the department's Kensington Headquarters.</li> </ul>	June 2025	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal, Engagement and Heritage Unit	
	<p><b>7</b></p> <p>Engage with Aboriginal cultures and histories by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
		<ul style="list-style-type: none"> <li>Review departmental protocols and procedures to remove barriers to employees participating in NAIDOC Week.</li> </ul>	July 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
<ul style="list-style-type: none"> <li>Support all employees, when operationally appropriate, to participate in one NAIDOC Week event each year in their local area.</li> </ul>		July 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
<ul style="list-style-type: none"> <li>In consultation with Aboriginal partners and stakeholders, the department to support one external NAIDOC Week event each year.</li> </ul>		July 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: All Executive Directors	
<ul style="list-style-type: none"> <li>Senior employees to provide leadership by acknowledging and promoting the importance of NAIDOC Week and associated activities.</li> </ul>		July 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	
<ul style="list-style-type: none"> <li>Develop and implement NAIDOC Week activities for July school holidays annually.</li> </ul>		July 2024, 2025 and 2026	Executive Director Zoological Parks Authority Executive Director Botanic Gardens and Parks Authority	



## Opportunities

The department recognises the valuable contribution that Aboriginal peoples make to the department through their cultural knowledge, networks and skills. The department will work towards increasing Aboriginal representation in its workforce. The department is committed to providing economic development participation opportunities for Aboriginal peoples. Increased Aboriginal employment is a strategic priority for the department. This will improve the potential for Aboriginal peoples to participate in the State's economy.

Action	Deliverable	Timeline	Responsibility
<b>8</b> <b>Respect and protect Aboriginal cultures and heritage values and knowledge</b>	<ul style="list-style-type: none"> <li>Work with Aboriginal peoples and Traditional Owners across the State through joint management and customary activity arrangements, recognising the importance of continuing to grow these relationships to enhance the department's knowledge of cultural fire practices.</li> </ul>	June 2027	Executive Director Regional and Fire Management Services
	<ul style="list-style-type: none"> <li>Continue to build an inclusive fire management culture that reflects the community's diversity, including the employment of Aboriginal peoples. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Executive Director Regional and Fire Management Services
	<ul style="list-style-type: none"> <li>Develop and implement a Cultural Agreement with the Whadjuk Regional Corporation to outline the approach for Aboriginal engagement and management of the designated lands.</li> </ul>	June 2027	Executive Director Botanic Gardens and Parks Authority
<b>9</b> <b>Partner with Aboriginal peoples to care for the natural, cultural and heritage values of Country</b>	<ul style="list-style-type: none"> <li>Consistent with existing and developing departmental strategies, present opportunities to work in partnership with Aboriginal groups for research and monitoring activities on Country that align with departmental and cultural priorities. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Executive Director Biodiversity and Conservation Science Executive Director Conservation and Ecosystem Management Executive Director Botanic Gardens and Parks Authority Executive Director Zoological Parks Authority
	<ul style="list-style-type: none"> <li>Incorporate Aboriginal traditional knowledge in science programs on Country in consultation with Traditional Owners. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Executive Director Biodiversity and Conservation Science Executive Director Conservation and Ecosystem Management Executive Director Botanic Gardens and Parks Authority Executive Director Zoological Parks Authority
	<ul style="list-style-type: none"> <li>Work in partnership to co-design research and data-sharing agreements with Traditional Owners to enable research and monitoring activities to occur on Country. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Executive Director Biodiversity and Conservation Science Executive Director Conservation and Ecosystem Management Executive Director Botanic Gardens and Parks Authority Executive Director Zoological Parks Authority

Action	Deliverable	Timeline	Responsibility
<b>10</b> <b>Improve employment outcomes by increasing Aboriginal recruitment, retention and professional development</b>	<ul style="list-style-type: none"> <li>Broaden the representation of Aboriginal employees in roles within the department through recruitment tools such as Section 50(d) and Section 51 of the <i>Equal Opportunity Act 1984</i>. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Increase Aboriginal employment target to a minimum of eight to 10 per cent of FTEs by 2025.</li> </ul>	December 2025	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Engage with Aboriginal employees to consult on the review of the department's Workforce and Diversity Plan 2021–25.</li> </ul>	December 2025	Deputy Director General Strategy and Governance Executive Director Parks and Visitor Services
	<ul style="list-style-type: none"> <li>Implement retention actions in the Workforce and Diversity Plan 2021–25.</li> </ul>	December 2025	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to identify and remove barriers to Aboriginal participation in the department's workforce.</li> </ul>	June 2027	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal partners. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
<b>11</b> <b>Increase Aboriginal supplier diversity to support improved economic and social outcomes</b>	<ul style="list-style-type: none"> <li>Actively encourage Aboriginal employees to pursue career development and leadership opportunities and ensure these aspirations are identified in performance development plans. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Continue to implement and advance opportunities for Aboriginal businesses consistent with the WA Aboriginal Procurement Strategy. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Develop a strategy to inform Aboriginal businesses of procurement opportunities and communicate this to department employees.</li> </ul>	December 2025	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal businesses.</li> </ul>	June 2027	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Achieve the Western Australian Government's Aboriginal Procurement Policy target of four per cent by 2024, by awarding Government contracts to registered Aboriginal businesses.</li> </ul>	December 2024	Deputy Director General Strategy and Governance
	<ul style="list-style-type: none"> <li>Continue to build and maintain five commercial relationships with Aboriginal businesses. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Deputy Director General Strategy and Governance Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Develop and implement a Cultural Tourism Plan to support economic development through commercial tourism and to complement Jina: Western Australian Aboriginal Tourism Action Plan 2021–25. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Executive Director Parks and Visitor Services
<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	September 2024	Deputy Director General Strategy and Governance	
<ul style="list-style-type: none"> <li>Train all relevant employees in contracting Aboriginal businesses through Supply Nation or an equivalent organisation.</li> </ul>	June 2027	Deputy Director General Strategy and Governance	



## Governance

This RAP will be governed by the RAP Working Group who will meet at least four times a year to monitor and report on RAP implementation. The department's RAP commitments will be tracked, measured and reported, and RAP progress will be reported to all employees and senior leaders on a quarterly basis. The department will publicly report on its RAP commitments, and review its RAP, annually. It will also report to Reconciliation Australia each year through the RAP Impact survey.



Action	Deliverable	Timeline	Responsibility
<b>12</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> <li>Maintain Aboriginal representation on the RWG. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Meet at least four times per year to monitor and report on RAP implementation.</li> </ul>	September 2024, 2025 and 2026 December 2024, 2025 and 2026 March 2025, 2026 and 2027 June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Annually review and uphold the RWG Terms of Reference.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
<b>13</b> Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> <li>Embed resource needs for RAP implementation. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: All Executive Directors
	<ul style="list-style-type: none"> <li>Embed key RAP actions in the performance expectations of senior management and all employees.</li> </ul>	September 2024	Director General and Chief Executive Officer
	<ul style="list-style-type: none"> <li>Embed appropriate systems and capabilities to track, measure and report on RAP commitments.</li> </ul>	September 2024	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Maintain and broaden the membership of the RAP Working Group and RAP Champions to include representation from all divisions, services and authorities, from a range of locations, including an internal RAP Champion from senior management.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
<ul style="list-style-type: none"> <li>Include the department's RAP as a standing agenda item at senior management meetings. Review progress annually.</li> </ul>	June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	

Action	Deliverable	Timeline	Responsibility
<b>14</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> <li>Report RAP progress to all employees and senior leaders quarterly through Yarning Time newsletter.</li> </ul>	September 2024, 2025 and 2026 December 2024, 2025 and 2026 March 2025, 2026 and 2027 June 2025, 2026 and 2027	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Publicly report against the department's RAP commitments annually, outlining achievements, challenges and learnings through RAP Snapshots and Annual Reports.</li> </ul>	June 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	Deadline to submit: 30 September 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Follow up with Reconciliation Australia if the department has not yet received its unique reporting link to participate in the RAP Impact Survey.</li> </ul>	August 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
<b>15</b> Continue the department's reconciliation journey by developing its next RAP	<ul style="list-style-type: none"> <li>Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	June 2024 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to ensure the department's primary and secondary contacts are up to date to ensure it receives important correspondence.</li> </ul>	June 2024, 2025 and 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
	<ul style="list-style-type: none"> <li>Provide a traffic light report to Reconciliation Australia to help inform the development of the department's next RAP.</li> </ul>	June 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit
<ul style="list-style-type: none"> <li>Submit first draft of the next RAP to Reconciliation Australia six months prior to the desired launch date for formal feedback.</li> </ul>	August 2026	Lead: Executive Director Parks and Visitor Services Support: Coordinator Aboriginal Engagement and Heritage Unit	

This RAP features photography by department employees, of Western Australia's parks and reserves and the people working to protect these special places. It also features photography supplied by PWS, BGPA and ZPA.

It also incorporates original artwork by Aboriginal artist Jade Dolman in partnership with Bush Ranger cadets from Mount Lawley Senior High School.







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This publication is available in alternative formats on request.  
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