

Rottnest Island Authority

Innovate Reconciliation Action Plan

November 2021 – November 2023



ROTTNEST IS

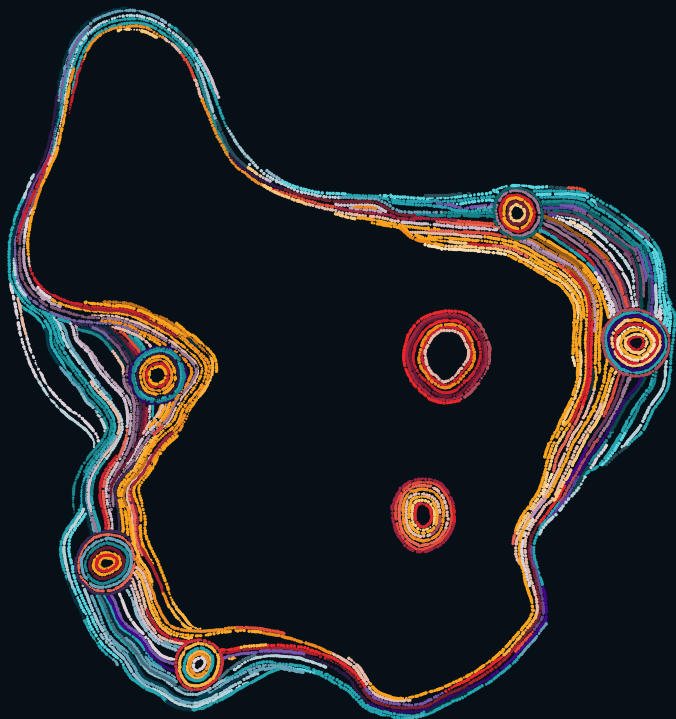




Content warning

Readers are warned that this document contains material, including historical images, that may be confronting and/or emotionally challenging.

Aboriginal and Torres Strait Islander readers should be aware that this document may contain images and names of people who have passed away.



Our artwork

The artwork for this this Innovate Reconciliation Action Plan (RAP) was designed by Nani Creative, registered by Supply Nation as an Aboriginal-owned business.

The red/orange/yellow circles in the centre of the design represent Aboriginal culture and community. The yellow/orange/red lines that flow around the interior of the graphic represent Aboriginal people protecting their knowledge, culture and community.

The aqua/green on the outside of the enclosing shape represent the Rottnest Island Authority and its employees. The colours between the red/orange/yellow and aqua/greens represent collaboration and consultation with Aboriginal people.

These vibrant colours and flowing water shapes symbolise the energy and commitment of the Rottnest Island Authority and Aboriginal people for true reconciliation.



Methodology

This plan was developed in collaboration with Kambarang Services, an Aboriginal-owned and operated firm based in Perth.

Kambarang Services began as a private independent consultancy more than 10 years ago when its owner, Danny Ford, left the State public service. Danny is a Noongar man with connections to various clans including the Whadjuk people of the Swan coastal plain. The name Kambarang is one of the six Noongar seasons (October/November).

In order to ensure an inclusive approach to the development of the RAP, two workshops were held in February 2020: one on Wadjemup with Rottnest Island Authority (RIA) staff and other island-based stakeholders; and one in Fremantle involving Aboriginal community members, RIA Board members, members of the Wadjemup Aboriginal Reference Group (WARG) and some RIA staff. Both workshops were facilitated by Kambarang Services.

The actions and deliverables in this RAP were developed based on outcomes from the workshops and include ongoing focus areas and new opportunities based on current issues and trends.

Acknowledgement

Rottnest Island Authority kaadatj Wadjak Noongar moort. Baalap Wadjemup kaaradjiny,
RIA acknowledge Whadjuk Noongar families. They Wadjemup caring,

baalabang malayin nakolak-ngat wer wirn kalyakoorl noyinand koort boodja-k wer kep-ak.
their culture and spirits always connected Island-to and water-to.

Ngalak kaadatj nedingar, birdiya wer boordakan Noongar moort. Ngalak karnadjil kaadatj
We acknowledge ancestors, Elders and future Noongar families. We truly acknowledge men

maaman wer noba wirn ali kalka nginow noyiyang Wadjemap ngardak boodja-k.
and boys' spirits who still remain connected Wadjemup under ground-in.

Baalabang moort maambart-boort, ngooni-boort, kongk-boort wer Birdiya-boort.
Their family's father-without, brother-without, uncle-without and Elder-without.

Translation courtesy of Sharon Gregory







Apology

Wadjemup is a place of pain and sadness for many Western Australian Aboriginal peoples.

Between 1838 and 1931 the Island was used as an Aboriginal prison. State records indicate that approximately 4000 Aboriginal men and boys from Western Australia were imprisoned on the Island. At least 373 of these prisoners died in custody and were buried in an area currently referred to as the Wadjemup Aboriginal Burial Ground.

In 1907, the Colonial Secretary's department drafted a scheme to transform the Island from an Aboriginal penal settlement to a recreation and holiday destination. As part of this transformation, the area where the burial ground is located was repurposed as a camping ground known as Tentland and the Quod (main prison building) was converted into a hostel. Over time the history of the Island as a place of incarceration was concealed.

The Rottnest Island Authority (RIA), as the statutory authority established in 1987, and vested with the management of recreational and holiday facilities on the Island, has played a historically significant role in the obfuscation of the Aboriginal prison history. It is acknowledged that many past practices of those entrusted with management of the Island were not respectful of Aboriginal peoples or the cultural significance of the Island. We recognise that this has caused great pain and anguish within Aboriginal communities. For this we apologise.

The closure of Tentland in 2007 and the return of the Quod to RIA management in 2018 marked important steps forward in the RIA journey towards reconciliation with Aboriginal peoples. We 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.

Statements from the Rottnest Island Authority

It is my great privilege as a member of the Rottnest Island Board to present RIA's fourth Reconciliation Action Plan (RAP).

The Rottnest Island Authority Board is deeply committed to increasing the voice and participation of Aboriginal and Torres Strait Islander communities in the management of Wadjemup. Through this plan we will continue to build on the successes achieved and lessons learned from previous RAPs to guide us on our reconciliation journey. We are seeking to not only sustain our momentum but increase our internal focus on reconciliation over the next two years. We do this to ensure that we build on our knowledge and understanding so that we can move forward together with Aboriginal and Torres Strait Islander communities with mutual respect and partnership.

This RAP will focus on Aboriginal and Torres Strait Islander employment and strengthening our relationships with Aboriginal and Torres Strait Islander communities.

I would like to acknowledge the Wadjemup Aboriginal Reference Group (WARG), both former and present members, who have advised and steered RIA since their formation four years ago. Their guidance has been invaluable.

Hamish Beck

A/Chair – Rottnest Island Authority



The connections between Aboriginal peoples and Wadjemup are diverse and enduring. These connections span from initial occupation tens of thousands of years ago when the Island formed part of a now submerged coastal plain, through to the historical use of Wadjemup as an Aboriginal prison (1838-1931), and contemporary histories of activism and reclamation. Histories of human endeavour, resilience and innovation are contrast against a record of injustice and disempowerment. It is RIA's responsibility and opportunity to ensure we work collaboratively with Aboriginal and Torres Strait Islander communities to acknowledge the past whilst working towards a reconciled future.

RIA launched its first RAP in 2008 and have launched two others since 2012. This RAP, our second Innovate RAP, will provide a clear path for RIA to further advance reconciliation internally. This will include an increased focus on facilitating opportunities for Aboriginal and Torres Strait Islander peoples. As RIA's Executive Director, I would like to encourage all RIA staff and all members of the community to join us in the push to achieve all our RAP commitments.

Wadjemup is unique. RIA recognises this significance and the importance of the reconciliation journey we have in front of us.

Jason Banks

Executive Director – Rottnest Island Authority



Statement from the Wadjemup Aboriginal Reference Group

The Wadjemup Aboriginal Reference Group (WARG) is a Cabinet-appointed advisory group to RIA. Established in 2017, our role has been to advise RIA on all Aboriginal cultural matters in relation to the day-to-day function of the Island. It is with great pride that we endorse RIA's fourth Reconciliation Action Plan and look forward to walking hand in hand with RIA staff as they progress this plan.

We acknowledge the strength and resilience of the Aboriginal community of Western Australia, and the generosity of spirit that that has been extended to RIA as we established the Wadjemup Project to progress the final memorialisation of the Wadjemup Aboriginal Burial Ground and determine the future of the Quod. Truth-telling is an important step to reconciliation, which is even more significant in the context of the colonial history of Wadjemup and the past actions of the Rottnest Island Authority and the State Government of Western Australia. However, it is important to remember that the Aboriginal history and cultural connection to Wadjemup extends far beyond the sadness of the colonial period. Wadjemup was not always a place of sadness for Aboriginal people, it became one only recently. It is our hope that the Island can become an important site for reconciliation, truth-telling and healing and thus, will become a place of rest, relaxation and reflection for all Australians and international visitors.

We pay our respects to our Elders (past and present) and acknowledge that we stand on the shoulders of many.

**Brendan Moore, Lindsay Dean,
Pamela Thorley, Walter McGuire.**

Message from the CEO of Reconciliation Australia

Reconciliation Australia commends Rottnest Island Authority on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Rottnest Island Authority continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Rottnest Island Authority will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Rottnest Island Authority using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Rottnest Island Authority to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Rottnest Island Authority will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Rottnest Island Authority's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Rottnest Island Authority on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Our vision for reconciliation

RIA wer bandang moort dandjoo kolbang koorliny

RIA and all families
together moving forward

The Rottnest Island Authority (RIA) honours and celebrates the cultures, languages, stories, and long histories of Aboriginal and Torres Strait Islander peoples. We recognise the significant contribution of Aboriginal and Torres Strait Islander peoples to the prosperity of the State and to the Island. We acknowledge the past and look forward to a future where Aboriginal and Torres Strait Islander peoples thrive economically and culturally.

Our vision for reconciliation is a vision for opportunity, truth-telling and respect.

Our vision for reconciliation is to build respectful, trusting and equitable relationships with Aboriginal and Torres Strait Islander peoples. We will acknowledge the past while moving forward together on a shared journey towards understanding and healing. Our staff and visitors will celebrate Whadjuk Noongar people as the Traditional Owners of Wadjemup, and appreciate the historical and contemporary significance of the Island as a unique and irreplaceable cultural landscape.

RIA will continue to work in partnership with the Whadjuk Noongar people and Aboriginal and Torres Strait Islander peoples across the State of Western Australia to achieve our shared goals.

Our business

RIA is a statutory authority established by the Rottnest Island Authority Act 1987 (WA) and currently sits within the Department of Biodiversity, Conservation and Attractions. It is vested with the control and management of the Rottnest Island Class A Reserve including the recreational and holiday facilities. The day-to-day administration of RIA is delegated to the RIA Board and Executive Director. Our offices are in Fremantle and on the Island itself.

Rottnest Island is an idyllic holiday destination, popular with Western Australians, inter-state, and international visitors alike. From 2016 to 2019 there was an approximate 20% increase in annual visitation to the Island by local, interstate, and overseas visitors.

Visitation was as follows

Financial Year	Visitation
2019 / 2020	719,113
2018 / 2019	785,001
2017 / 2018	734,637
2016 / 2017	647,524

And for the period 2020-21 there were over 350,000 visitors to the island (based on ferry numbers only).

In 2019-20, international and interstate visitation was impacted by the COVID-19 global pandemic.

Despite the current lack of interstate and international tourism, RIA and other Island accommodation providers have recorded high occupancy levels with Western Australians choosing Wadjemup as their preferred long stay holiday destination.

The RIA currently employs around 120 permanent staff, with an additional casual pool of approximately 50. Within this, RIA maintains one dedicated, permanent role for a Heritage Officer. RIA also currently employs one staff member who identifies as an Aboriginal person. Aboriginal and Torres Strait Islander staff employed in our workforce is less than 1%.

Our RAP

The Rottnest Island Authority (RIA) is pleased to release its fourth Reconciliation Action Plan, our second Innovate RAP. As the statutory authority vested with the role of managing the Rottnest Island Class A Reserve, RIA is also responsible for maintaining the Island's cultural heritage. We are dedicated to exploring opportunities for collaboration with the Traditional Whadjuk Custodians of Wadjemup in the management of the Island and its surrounding waters. The sad history of Wadjemup creates an additional impetus to pursue reconciliation with Aboriginal and Torres Strait Islander groups throughout the State. Ours will be a long and complex journey but one that we cannot shy away from pursuing.

The RIA is responsible for the implementation of the RAP. The Director of Environment, Heritage and Parks is our appointed RAP Champion.

Our Reconciliation Working Group (RWG) is led by the appointed RAP Champion and is made up of members of the RIA's Corporate Executive, the Environment, Heritage and Parks team, and Aboriginal employees:

- Executive Director
- Director – Major Projects
- Director – Environment, Heritage and Parks
- Director – Visitor Services
- Director – Marketing and Events
- Director – Infrastructure Services
- Director – Business Services
- Director – Contracts and Planning
- Director – Executive Services
- Heritage Manager
- Heritage Officer/s
- Wadjemup Aboriginal Reference Group Member

Our Reconciliation Working Group (RWG) is led by the appointed RAP Champion and is made up of members of RIA's Corporate Executive, the Environment, Heritage and Parks team, and Aboriginal employees:

- Pamela Thorley, Wargyl Keip Noongar (Dip, JP)
- Brendan Moore, Whadjuk Noongar (BAppSc, MIS, AFAIM)
- Lindsay Dean, Wargyl Keip Noongar, Bardi and Karajarri (member of the APMC and KTLA)
- Walter McGuire, Whadjuk Noongar (BAppSc, Cert IV)

RIA will continue our reconciliation journey with a focus on increasing Aboriginal and Torres Strait Islander participation and Aboriginal and Torres Strait Islander employment. Key achievements since our last RAP include:

- Partnering with Conservation Volunteers on an Indigenous Green Corps Trainee Program. We have been working together since 2013 to give Aboriginal Trainees on-ground conservation and land management experience as part of the Wadjemup Bidi Project. The entire trail network was completed and opened in 2016.
- Entering into the Noongar Standard Heritage Agreement with the Whadjuk Working Party (2017).
- Establishing the Cabinet-approved Wadjemup Aboriginal Reference Group (WARG) through an open and statewide expression of interest process. WARG will advise RIA on the memorialisation of the Wadjemup Aboriginal Burial Ground, and the future use and conversion of the former prison, the Quod (2017).
- Hosting Aboriginal Trainees through the Public Sector Commissions Aboriginal Traineeship Program (2018-19 and 2019-20).
- Excising the Quod from a commercial lease (2018).
- Partnering with Aboriginal Communities throughout the State to support the Department of Premier and Cabinet-led Wadjemup Project (2019).
- Hosting two Indigenous Curators through the WA Museum's Emerging Curator Program (2020).
- Supporting the commencement of Aboriginal-owned business Go Cultural as a tour operator in the Island.

With this Innovate RAP we will endeavour to foster reconciliation within our workplace by engaging all RIA staff in reconciliation and endeavouring to involve the wider Wadjemup community (patrons and commercial enterprises). We will continue to work collaboratively with Aboriginal and Torres Strait Islander peoples, and aim to build upon and strengthen our relationships with the Whadjuk Noongar and broader Aboriginal and Torres Strait Islander peoples.

Our main goal will be to increase Aboriginal and Torres Strait Islander employment within RIA and increase Aboriginal and Torres Strait Islander participation in the Island's management.

Relationships

RIA is committed to building strong relationships between Aboriginal and Torres Strait Islander peoples as the basis for reconciliation. Aboriginal peoples have connections to Wadjemup pre- and post-European settlement. It is important to work with Aboriginal peoples to recognise and acknowledge that history.

Focus area: Develop Partnerships. Reconciliation and truth-telling.

Action	Deliverable	Timeline	Responsibility
Reflect Aboriginal connections to the Island	Facilitate access to the Island for Aboriginal people/groups for formal and informal events and activities, including the involvement of Elders.	November 2021	Director – Environment, Heritage and Parks
	Support the Wadjemup Project and the memorialisation of the Wadjemup Aboriginal Burial Ground and the Quod, including the possibility of establishing an Aboriginal Cultural Centre on the Island.	June 2022	Director – Environment, Heritage and Parks
	Prepare and implement heritage management plans for key sites including the Quod and the golf course artefact scatters.	June 2022	Director – Environment, Heritage and Parks
	Develop strategies to increase Aboriginal management of the Island.	December 2022	Director – Environment, Heritage and Parks
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Promote Aboriginal tourism on Wadjemup.	December 2021	Director – Marketing and Events
	Comply with the Noongar Standard Heritage Agreement.	November 2021	Director – Environment, Heritage and Parks
	Refresh and increase Aboriginal-focused interpretation on Wadjemup (including in the Wadjemup Museum)	November 2021	Director – Environment, Heritage and Parks
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2022	Director – Environment, Heritage and Parks
	Organise public programs/events with a focus on Aboriginal cultures to give visitors a better understanding of Aboriginal history on Wadjemup.	January 2022	Director – Environment, Heritage and Parks
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2022	Director – Environment, Heritage and Parks
	Meet with the Wadjemup Aboriginal Reference Group four times per year (minimum).	October 2022	Director – Environment, Heritage and Parks
	Prepare material for visitors regarding Aboriginal cultures and history on Wadjemup.	December 2022	Director – Environment, Heritage and Parks

Action	Deliverable	Timeline	Responsibility
Build relationships by celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 May 2023	Director – Environment, Heritage and Parks
	RAP Working Group members to participate in an external NRW event.	May 2022 May 2023	Director – Environment, Heritage and Parks
	Encourage and support staff to participate in at least one event to recognise and celebrate NRW.	27 May - 3 June 2022 27 May - 3 June 2023	Director – Marketing and Events
	Organise at least one NRW event each year.	27 May - 3 June 2022 27 May - 3 June 2023	Director – Marketing and Events
	Register all RIA NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2022 27 May - 3 June 2023	Director – Marketing and Events
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	November 2021	Executive Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2021	Director – Executive Services
	Implement strategies to engage our staff in reconciliation.	December 2021	Director – Environment, Heritage and Parks
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	December 2021	Director – Environment, Heritage and Parks
	Update Aboriginal history on the website.	June 2022	Director – Environment, Heritage and Parks
Promote positive race relations through anti-discrimination strategies.	Educate senior leaders on racism and its impact.	December 2021	Director – Executive Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisers to consult on our anti-discrimination policy.	July 2022	Director – Executive Services
	Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions and future needs.	July 2022	Director – Executive Services
	Develop, implement and communicate the anti-discrimination policy.	March 2023	Director – Executive Services

Respect

RIA has a desire to respect Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, rights, and cultural heritage as the nation's First Peoples. Through understanding and appreciation of Aboriginal and Torres Strait Islander histories and cultures RIA will be more respectful and provide a more inclusive visitor experience.

Focus area: Engage with Aboriginal Heritage. Respect, acknowledge, conserve and enhance Aboriginal cultural heritage on Wadjemup and within RIA.

Action	Deliverable	Timeline	Responsibility
Increase understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	RIA RAP and Aboriginal History publications to be included in the induction package for new staff members.	December 2021	Director – Corporate Services
	Develop, implement and communicate a cultural learning strategy for our staff.	December 2021	Director – Environment, Heritage and Parks
	Promote Aboriginal cultural heritage on Wadjemup to domestic and international visitors through the RIA destination marketing activities.	February 2022	Director – Marketing and Events
	Conduct a review of cultural learning needs within our organisation.	June 2022	Director – Corporate Services
	All staff, the Board and key stakeholders and partners (including the Rottnest Island Voluntary Guides) to participate in Aboriginal cultural awareness training.	June 2022	Director – Corporate Services
	Provide opportunities for RIA Board, RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural immersion opportunities.	September 2022	Director – Corporate Services
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Ensure significant events include a Welcome to Country by a Traditional Owner.	November 2021	Director – Marketing and Events
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2021	Executive Director
	Develop, implement and communicate a protocols policy or guide that informs when to have a Welcome to Country, Acknowledgement of Country, Smoking Ceremonies, and other cultural practices.	December 2022	Director – Environment, Heritage and Parks
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	Director – Environment, Heritage and Parks

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review human resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2022 April 2023	Director – Corporate Services
	RIA to host at least one NAIDOC event on Wadjemup and all staff and Island visitors be invited to attend.	First week in July 2022 and 2023	Director – Marketing and Events
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022 and 2023	Director – Environment, Heritage and Parks
	Promote and encourage participation in both internal and external NAIDOC events to all staff.	First week in July 2022 and 2023	Director – Corporate Services
Make an apology to Aboriginal peoples of Western Australia for the past practices of RIA (including the organisation’s role in the obfuscation of the prison history).	Issue a formal apology to the Aboriginal peoples of Western Australia (written within RAP and communicated at launch event).	November 2021	Executive Director
	Invite Western Australian Aboriginal leaders and Elders to respond to the apology.	November 2021	Director – Executive Services
	Publish the apology on the corporate website.	November 2021	Executive Director
Consider official name changes to reflect our reconciliation journey.	Develop a process (including stakeholder engagement strategy) to discuss dual naming or adopting the Island’s pre-colonial name, Wadjemup.	December 2022	Director – Environment, Heritage and Parks
	Rename key locations on the Island (including naming the Wadjemup Museum).	June 2022	Executive Director Director – Environment, Heritage and Parks

Opportunities

RIA is dedicated to providing employment, professional development and commercial opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to facilitate reconciliation, increase diversity and create a more inclusive workforce.

Focus area: Build Capacity. Increase opportunities for Aboriginal and Torres Strait Islander peoples, and increase Aboriginal and Torres Strait Islander employment.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples.	November 2021	Director – Corporate Services
	Maintain a Heritage Officer (identified) role at an appropriate classification level.	November 2021	Director – Corporate Services
	Encourage all businesses on the Island to pursue Aboriginal and Torres Strait Islander employment and internship options.	November 2021	Director – Contracts and Planning
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2021	Director – Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2021	Director – Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2022	Director – Corporate Services
	Facilitate access to employment and internships through a range of mentoring, partnerships, and programs.	December 2022	Director – Corporate Services
	Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	Director – Corporate Services
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to at least 3%.	October 2023	Director – Corporate Services

Opportunities

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to develop and expand Aboriginal tourism opportunities and partnerships for the Island.	January 2022	Director – Contracts and Planning
	Become a member of Supply Nation.	December 2021	Director – Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2022	Director – Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2022	Director – Corporate Services
	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	June 2022	Director – Corporate Services
	Develop a database of Aboriginal and Torres Strait Islander suppliers who can be engaged/contracted for a range of programs and works on the Island.	December 2022	Director – Corporate Services
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	October 2023	Director – Contracts and Planning
Increase opportunities for Aboriginal artists.	Support Aboriginal artists to develop new artwork for key locations on the Island including the Wadjemup Museum, West End and Main Jetty. Artists to be identified and appointed by EOI.	November 2021	Director – Major Projects
	Install artwork with accompanying interpretative signage that celebrates and promotes Aboriginal cultures at key locations on the Island. Specifically, the Wadjemup Museum, West End and Main Jetty.	December 2021	Director – Major Projects
	Create and implement a communication plan for promoting new art internally and externally.	December 2021	Director – Major Projects

Governance

Action	Deliverable	Timeline	Responsibility
Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	RWG to oversee the development and implementation of the RAP.	December 2021	Director – Environment, Heritage and Parks
	RWG to meet at least four times per year to drive and monitor RAP implementation.	December 2021 March 2022 June 2022 September 2022 December 2022 March 2023 June 2023 September 2023	Director – Environment, Heritage and Parks
	Review the structure and membership of RWG to ensure all sections of RIA are represented and includes an Aboriginal co-chair.	March 2022	Director – Environment, Heritage and Parks
	Include external Aboriginal advisers on the RWG.	March 2022	Director – Environment, Heritage and Parks
	The Rottneest Island Authority Board is responsible for the implementation of the RAP.	October 2023	Executive Director
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2023	Director – Environment, Heritage and Parks
	Encourage Aboriginal and Torres Strait Islander peoples (staff and contractors) to be represented on the RWG.	October 2023	Director – Environment, Heritage and Parks
Provide appropriate support for the effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	November 2021	Director – Environment, Heritage and Parks
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2021	Director – Environment, Heritage and Parks
	Maintain appropriate systems to track, measure and report on RAP commitments.	November 2021	Director – Environment, Heritage and Parks

Governance

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 September 2023	Director – Environment, Heritage and Parks
	Publicly report our RAP achievements, challenges and learnings every year.	September 2022 September 2023	Director – Corporate Services Director – Marketing and Events
	Report RAP progress to all staff and senior leaders quarterly.	December 2021 March 2022 June 2022 September 2022 December 2022 March 2023 June 2023 September 2023	Director – Environment, Heritage and Parks
	Participate in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2022	Director – Environment, Heritage and Parks
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2023	Director – Environment, Heritage and Parks
Maintain the Wadjemup Aboriginal Reference Group’s active role in RAP development and implementation.	Review the WARG Terms of Reference.	November 2021	Director – Environment, Heritage and Parks
	Extend the WARG’s term to 2023.	November 2021	Director – Environment, Heritage and Parks
	WARG to meet with RWG at least once a year.	September 2022 September 2023	Director – Environment, Heritage and Parks
	WARG to meet with the RIA Board at least twice a year.	February 2022 September 2022 February 2023 September 2023	Director – Environment, Heritage and Parks



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