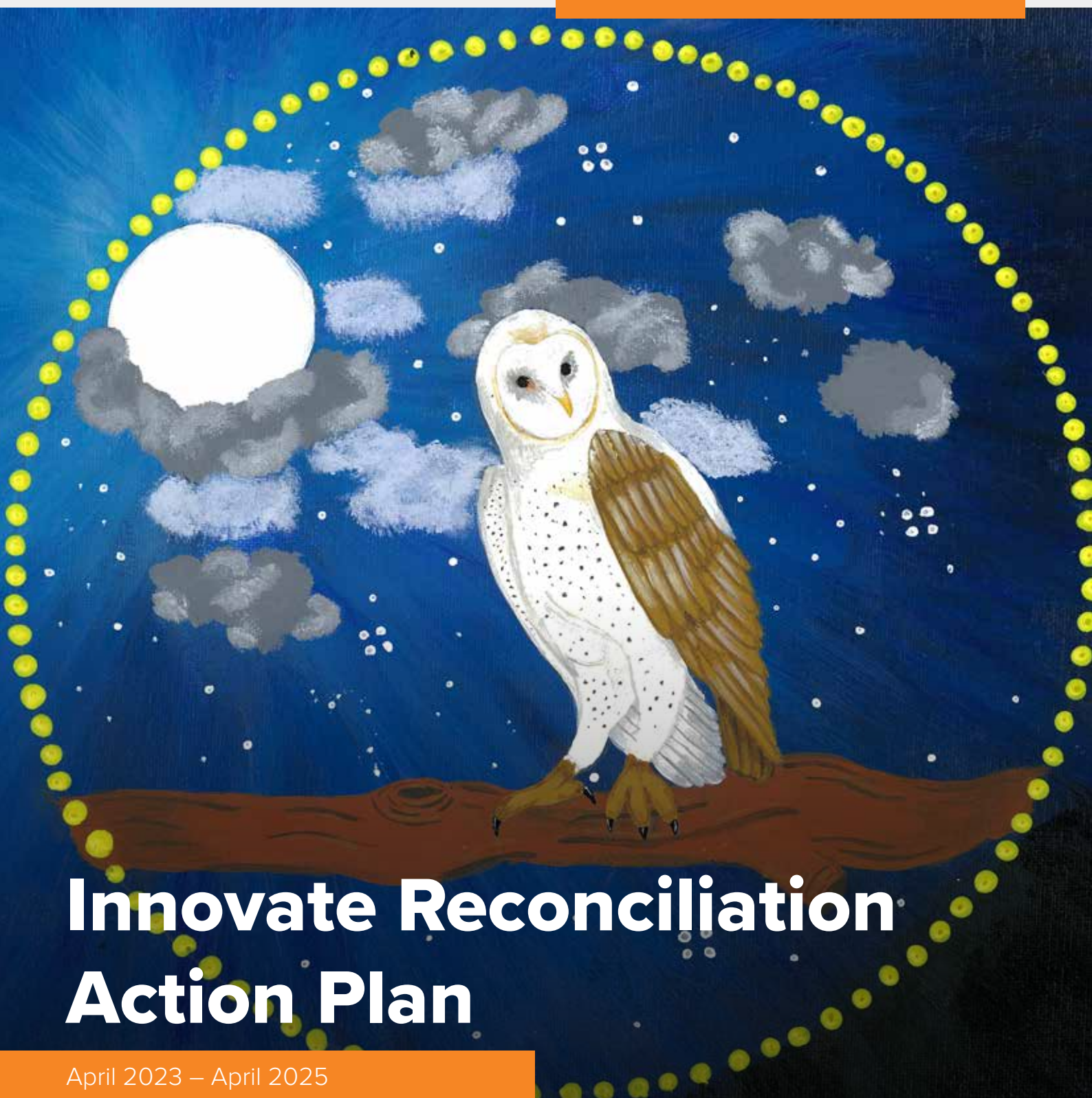




wheatbelt
natural resource
management



RECONCILIATION
ACTION PLAN
INNOVATE



Innovate Reconciliation Action Plan

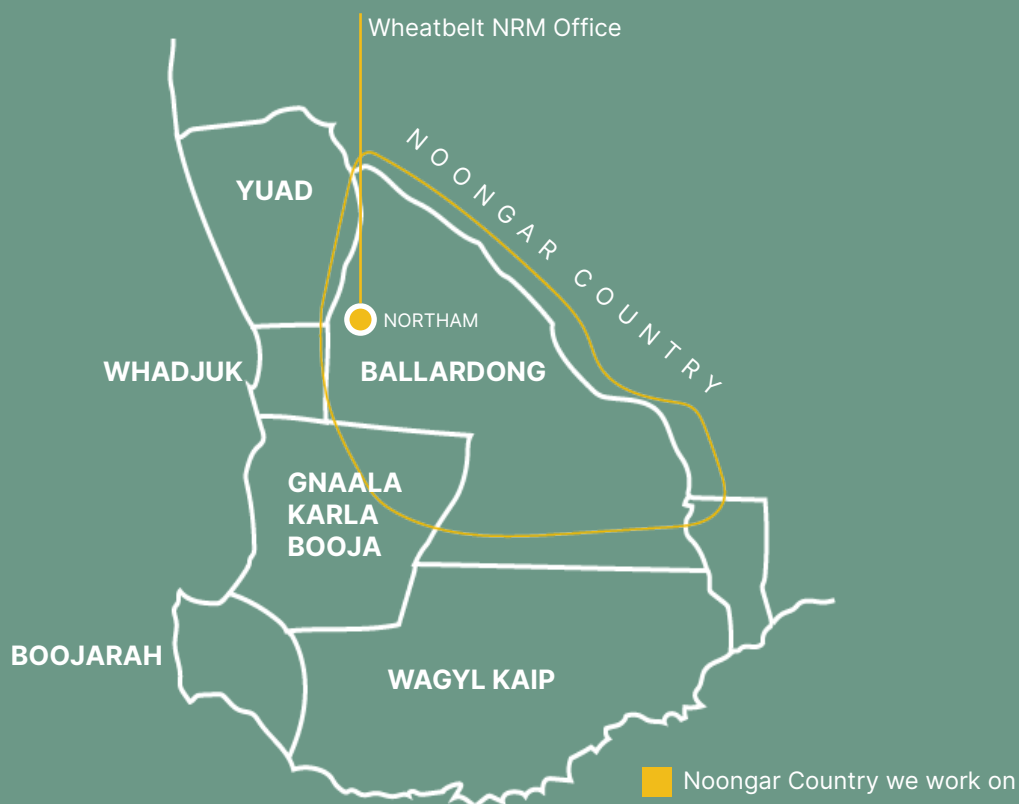
April 2023 – April 2025

Recognition & Acknowledgement

Wheatbelt Natural Resource Management acknowledges the Traditional Owners of all lands on which we work and we pay our respects to their Elders, past and present, and to those emerging.

We recognise that the ongoing colonisation of Australia and the resultant removal of Aboriginal and Torres Strait Islander Peoples from Lands and Waters, is intrinsically linked to the disruption of cultural and spiritual connection.

We recognise the continuing connection that land, and country has to the identity, strength and wellbeing of individuals, families, and communities.



Cultural warning

This document may contain images of Aboriginal and Torres Strait Islander Peoples who have since passed away.

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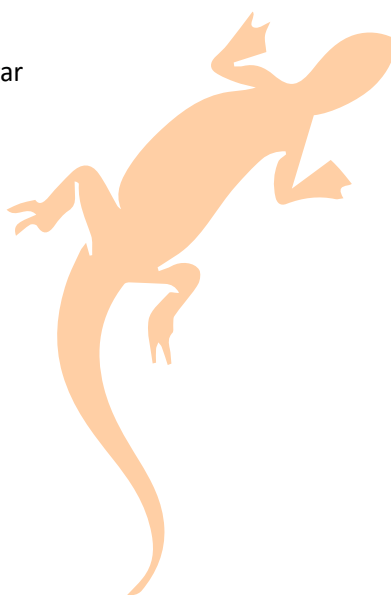
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About the Artist



Rikki Garlett - Artist

Rikki Garlett is a local Ballardong artist who grew up in Northam. Her ambition is to create traditional art inspired by the stories told to her as a child. She sees her art as a way to share knowledge and connect with the community.

Rikki's artwork depicts the meanings of "family totems as aboriginal people and what totems mean to our people".



Judd Davis - Graphic Design

Judd Davis is a proud Ballardong man who works as the Lead Project Coordinator for the developing Noongar Boodjar Rangers Seed Business with Wheatbelt NRM. He is deeply passionate about being on country sharing his expansive traditional and scientific knowledge with other Noongar Boodjar Rangers. He is also an experienced graphic designer and a DJ in his spare time.

A Message from the Wheatbelt NRM Board of Directors

On behalf of the Board and staff of the Wheatbelt Natural Resource Management (NRM) I am pleased to present our first Reconciliation Action Plan (RAP). Wheatbelt NRM is committed to improving community action in respect of biodiversity and sustainable agriculture in the Wheatbelt of Western Australia, one of our most vulnerable drought affected regions.

We recognise the importance of developing a meaningful relationship with Aboriginal & Torres Strait Islander peoples, stakeholders and communities and making a positive contribution to the vision of national reconciliation. We have been active in enhancing opportunities and relationships built on respect and trust for local Aboriginal Traditional Owners and their communities.

Wheatbelt NRM is committed to developing a workplace that is inclusive to all and acknowledges the significance of equality and cooperation in the community. We recognise the diversity of Aboriginal and Torres Strait Islander cultures across Australia, their identity, and cultural responsibilities.

We continually strive for engagement and partnership with our local Traditional Owners. Local Noongar Elders guide us in understanding their cultures, kinships, and experiences, which supports communities empowered by strong cultural values and connection to Country. Wheatbelt NRM will ensure this knowledge and diversity is represented in our work.

We know that we are at the start of our reconciliation journey and that there is much more we can do: to learn about and understand Aboriginal and Torres Strait Islander cultures; to strengthen our partnerships with Aboriginal peoples in the work we do; and to provide meaningful career opportunities for Aboriginal people and Torres Strait Islander people.

Our RAP is an important first step. We look forward to deepening our ties with Aboriginal & Torres Strait Islander stakeholders and communities and to continue to make a positive contribution to the vision of national reconciliation.

Debra Rule
Chair

Message from the CEO of Wheatbelt NRM

The Wheatbelt Natural Resource Management RAP supports us to collaborate with Aboriginal people and to share in their knowledge and skills in the conduct of our enterprise to assist us to create a culturally safe organisation. Our plan gives us a framework from which to foster connections with traditional owners in the Wheatbelt and gain crucial experience and knowledge.

Our RAP will:

- Ensure that we continue to plan and organise our work to promote protection of the natural resources in our community, so that we may support Aboriginal people to achieve their best possible social and emotional wellbeing.
- Guide our programs, services and partnerships, allowing us to work safely, respectfully and effectively with Aboriginal Peoples, families and communities.
- Support our organisation in becoming a culturally safe and competent organisation.
- Support us in strengthening relationships with Aboriginal leaders and organisations, so our work is informed by the people and communities we seek to support.
- Integrate with our existing internal strategies, frameworks and policies, and inform the development of future organisational planning.

Key initiatives of our RAP include working to establish and maintain mutually beneficial relationships with Aboriginal people, stakeholders and organisations, using our sphere of influence to promote reconciliation and positive race relations, enhance employment and procurement opportunities for Aboriginal People and businesses, and to share strengths-based stories across our platforms.



Karl J O'Callaghan

CEO Wheatbelt Natural management

First Innovate RAP CEO Statement

Reconciliation Australia commends Wheatbelt NRM on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Wheatbelt NRM to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Wheatbelt NRM will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Wheatbelt NRM is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Wheatbelt NRM's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Wheatbelt NRM on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
CEO Reconciliation Australia



Message of support from the Wheatbelt NRM Noongar Elders Advisory Group

The Wheatbelt NRM Noongar Elders Advisory Group are proud to support and advise the implementation of the Reconciliation Action Plan and hope to see the RAP grow Wheatbelt NRM's engagement with the Noongar community and further progress the advancement of Noongar people working on and caring for Noongar Boodja (country).

-Noongar Elders Advisory Group

Our Vision for Reconciliation

Our vision for reconciliation is:

"For all people to respect and understand Noongar culture and from there have a greater attachment to the land (Boodja), and to work in partnerships to create a positive and sustainable future for all and collaborating to foster the sustainable use and enjoyment of our community's unique natural resources of the Wheatbelt."

Wheatbelt NRM will progress this vision in collaboration with our Noongar Elders Advisory Group, the RAP working group and our CEO nominated as the RAP Champion.

Our Business

Our vision: *A vibrant Wheatbelt community creating healthy environments and livelihoods.*

Wheatbelt NRM is an independent, community-based organisation that provides leadership in the management of natural resources of the Avon River Basin region.

Our vision of a vibrant Wheatbelt community creating healthy environments and livelihoods is driven by our commitment to developing a legacy of purpose and passion.

We are committed to our objectives of community action, healthy environments, enterprise growth and an Aboriginal community that is connected to country.

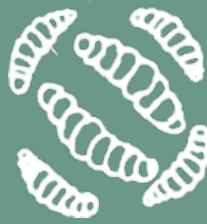
Wheatbelt NRM has a total of 20 full and part time staff of whom 3 are Ballardong People. This represents 15% of our workforce. Additionally, we employ a casual Aboriginal (Noongar Boodjar) ranger workforce. Wheatbelt NRM also supports the Noongar Elders Advisory Group made up of representatives of the Ballardong group who meet regularly to provide advice and guidance on Wheatbelt NRM's activities. This includes cultural guidance on strategic planning, project planning and delivery and community engagement and cultural competence.

We are based in our Northam office and cover over 12,000,000 hectares of the Avon River Basin.

We achieve our Vision by leading positive change in natural resource management through the creation of respectful partnerships, innovation and community action.



Introduction



The development of the Innovate 2023-2025 Reconciliation Action plan demonstrates Wheatbelt NRM's long-term commitment to celebrating Connection to Country. We do this through the publication of storybooks, dance and ongoing cultural site monitoring. We have been including the aspirations of local Aboriginal people in Natural Resource Management planning and activity since 2006 under the guidance of the Noongar Elders Advisory Group.

In 2006 we developed the first Healthy Country Healthy People Plan which set out the framework for how the Ballardong People and Wheatbelt NRM work in partnership. This was revised in 2013 and again in 2021. These plans were developed in significant consultation with local Aboriginal People and aim to capture their community aspirations with respect to Natural Resource Management.

The Reconciliation Action Plan is a documented commitment by the organisation to continue our progress to heal the land, together.

Aboriginal NRM Facilitator Jermaine Davis is the custodian of this RAP and he is supported by our RAP Champion, CEO Karl O'Callaghan. The Noongar Elders Advisory Group will continue to support Jermaine and this process to ensure our actions align with the aspirations of the Aboriginal and Torres Strait Islander community.

The Wheatbelt NRM Board have shown their commitment through the Wheatbelt NRM 3 Year Plan 2021-2024 and endorsement of the Koort Boodjar Mia Boodjar Action Plan, 2021-2026.

Our RAP working groups

The RAP working group has been formed to ensure deliverables set out in the Reconciliation Action plan are met throughout the 2 years.

RAP Working Group

Wheatbelt NRMs RAP Working group is made up of our Senior Management Team members, across our different business units and our Aboriginal NRM Team. The group operates with the full endorsement of our Board of Directors.

Jermaine Davis Snr

Project Delivery Officer

Wheatbelt NRM - Aboriginal NRM

Judd Davis

Project Delivery Officer

Wheatbelt NRM - Aboriginal NRM

Incoming TBC

Program Manager

Wheatbelt NRM - Aboriginal NRM

Carla Swift

Business Development Manager

Wheatbelt NRM

Anika Dent

Program Manager

WNRN Healthy Environments

Felicity Gilbert

Program Manager

WNRN Sustainable Agriculture

Jamie Valentine

Manager Corporate Services

Wheatbelt NRM

Rose Crane

Marketing Manager

Wheatbelt NRM

Noongar Elders Advisory Group

This RAP incorporates the lived experiences, expertise, knowledge and views of Aboriginal and Torres Strait Islander Peoples living in the Wheatbelt and whom form a part of our Noongar Elders Advisory Group.

RAP Champion

Dr Karl O'Callaghan is the former Western Australian Commissioner of Police, a position held for 13 years. His experience also includes a regular radio show on Perth's 6PR (Sunday afternoons with Karl O'Callaghan) He has been a presenter on Curtin FM. He joined Wheatbelt NRM as the CEO in mid-2020 and is the proud to be the nominated RAP Champion.



Our Sphere of Influence

As part of our Reconciliation Action Plan, Wheatbelt NRM Senior Management team have undertaken a review of our current “sphere of influence”.

Our sphere of influence encompasses grass roots community groups, other NRM Organisations, State Government organisations, agricultural and primary production industries, local government organisations, Wheatbelt landholders, Community members of the Avon River Basin, the wider Aboriginal community and potentially other language groups within the Noongar Nation. We aim to lead by example and inspire others to partner with local Aboriginal people to deliver community services.

Our Past and current activities in the Aboriginal Community

Our Current Aboriginal Employees

Wheatbelt NRM has a strong commitment to employing Aboriginal and Torres Strait Islander People. Wheatbelt NRM has a total of 20 full and part time staff of whom 3 are Ballardong People. This represents 15% of our workforce. As stated, we also employ a ranger workforce.

The ranger program aims to give Aboriginal & Torres Strait Islander members of the community the opportunity to work on Country, learn from their peers, attend training and develop job skills that prepare them for future employment.

Noongar Boodjar Rangers

L-R Judd Davis, Clara Garlett, Zoe Blurton





Noongar Boodjar Rangers

Wheatbelt NRM's Noongar Boodjar Rangers are a team of Wheatbelt-based Ballardong Aboriginal people who deliver natural resource management activities throughout the region. The team commenced at Wheatbelt NRM in 2014 and over the years through upskilling, knowledge sharing and positive work outcomes they now contract to a wide range of Wheatbelt stakeholders including local governments, farmers, corporate organisations and community groups.

The Noongar Boodjar Rangers' flagship enterprise is native seed collection. Drawing upon ancient local knowledge, the Rangers build on the commitment WNRM has to support the creation of employment, connecting to country, sharing of traditional knowledge and peer to peer learning through supporting the Native Seed Collecting business. The aim is to make it a long-term sustainable business with the view of making this an Aboriginal/community owned incorporation.

Increased demand for local provenance seed has seen a corresponding growth in the Noongar Boodjar Ranger's seed collection capacity. Increased scientific knowledge, a broadening of the workforce and the purchase of specialist seed cleaning equipment has seen the Ranger's reputation grow from a novel local offering to a full-service enterprise.

The seed collection component offered by the Noongar Boodjar Rangers covers the full revegetation spectrum from species identification through to seed collection, cleaning, processing and eventually planting.

School-based trainee program

Wheatbelt NRM works closely with the local high school to employ 1-2 school based Aboriginal trainees per year. Some of these trainees have progressed to being employed as Noongar Boodjar Rangers once they have finished school. A key aim is to provide culturally appropriate training with Aboriginal Leaders in the community to each trainee, upskilling them so they are job ready when they complete their high school studies.

Enterprise Development

Wheatbelt NRM's commitment to engaging Aboriginal people in culturally appropriate NRM extends beyond employment to enterprise development.

Wheatbelt NRM is subsidising the development of a native seed collecting operation. Drawing upon ancient local knowledge and modern science, we have been developing skills within our staff and ranger team to build a commercial seed collection and processing operation.

The business is in the early stages of development but is already attracting contracts with carbon companies, mining companies and Main Roads WA seeking seed for biodiverse plantings.

The business unit currently offers a spectrum of services from species identification services through to seed collection, cleaning, processing and is eventually likely to include propagation and planting.

Our intention is to grow the business to a commercially viable operation where it can be transitioned into Aboriginal ownership.

Koort Boodjar Mia Boodjar Action Plan

2021 - 2026

The Koort Boodjar Mia Boodjar Action Plan outlines our NRM aspirations for the Wheatbelt by the Aboriginal community.

The Noongar are the local Aboriginal people of the Avon River Basin with a close affinity and relationship with their Country since the time of the dreaming.

This is a guiding framework for enabling the Noongar community to continue to manage and benefit from their natural and cultural resources into the future.

It has been developed from the Ballardong Noongar Boodjar Healthy Country – Healthy People document, a landmark statement of intent released in 2006. In 2013 this was revised into five-year targets for the period 2013 – 2018. This is the third iteration of this Plan.

This Plan is a five-year Action Plan with a review date of 2026.

The five key action areas are:

- **Recording traditional Kaatdijin (knowledge) for NRM:** Traditional Kaatdijin is recorded for future generations and is shared with the whole community, growing the celebration of Noongar culture.
- **Use of Noongar language:** Sharing of Noongar language and stories deepens the respect for Noongar culture and spirituality while creating a greater awareness of the traditional and contemporary history of the area.
- **Access to significant sites:** Appropriate access to significant sites enables Noongar people to reconnect spiritually to sites of cultural significance and delivers successful action to heal Boodjar.
- **Economic opportunities in NRM:** The creation of economic opportunities in natural resource management for Noongar people is gaining momentum. Provide opportunities for developing Aboriginal livelihoods through work on Country.
- **Meaningful discussion:** Effective management for improved environmental health depends on mutual understanding of its environmental, scientific and cultural uses as seen from a range of perspectives and based on mutual trust and respect.

The Noongar Elders Advisory Group is the driving force behind this Plan. Their role is to provide advice and guidance to the Wheatbelt NRM Team for the development of work that increases opportunities for Aboriginal participation. This includes providing opinions and cultural guidance on all aspects of Wheatbelt NRM strategy and action.

Aboriginal participation plan | 2023-2026

Wheatbelt NRM have developed an Aboriginal Participation Plan in collaboration with the Noongar Elders Advisory Committee. This Plan supports the RAP and identifies how Wheatbelt NRM will provide opportunities for the Aboriginal community to participate in the delivery of projects and other priority natural resource management activities and strategies to enhance participation and employment.





Noongar Elders Advisory Group

*Top L-R: Darryl Collard, Boyd Kickett, Woody Humes proxy Michelle Michael,
Bottom L-R: Yvonne Kickett, Fay Slater, Karan Hayward
Absent: Winnie McHenry, Janet Kickett, Mitchell Henry*

The Noongar Elders Advisory Group is made up of ten Wheatbelt community members who represent many of the traditional Noongar families. They are the driving force behind our Aboriginal NRM Action Plans which are the guiding frameworks for enabling the community's ongoing participation in natural resource management work.

Their role is to provide advice and guidance to Wheatbelt NRM for the development of work that increases opportunities for Aboriginal participation. This includes providing opinions and cultural insights on all aspects of our regional strategy and action.

Ballardong Noongar Boodjar Healthy Country – Healthy People Plan

Wheatbelt NRM has a long history of building relationships with the regional Noongar community. In 2006, a landmark statement was released in the form of the Ballardong Noongar Boodjar Healthy Country – Healthy People plan. It was a document that outlined a clear and common vision to reconnect Ballardong people to activities that would contribute to a healthy Country – a desire held by all people within the Avon River Basin.

Relationships

Building relationships between Aboriginal and Torres Strait Islander people and other Australians is very important, as it builds trust and respect between both cultures and allows the organisation to share experiences, governance, communication, engagement and ongoing partnerships which is vital to change

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	Sept 2023 June 2024	RAP Champion
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Oct 2023	Marketing and Communications Manager
	<ul style="list-style-type: none"> Maintain relevant information on the Wheatbelt NRM website & Mooditj Boodja Website 	June 2023 & Reviewed June 2024	Marketing and Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff. 	May 2023 & May 2024 & May 2025	Aboriginal NRM Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2024 & 2025	RAP Champion
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2024 & 2025	RAP Champion
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May 2024 & 2025	RAP Champion
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website 	APR 2024 & Apr 2025	Marketing and Communications Manager

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence Wheatbelt NRM.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce 	Feb 2024	Manager corporate services
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation, both publicly and to staff. 	July 2023	Marketing Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	Mar 2024	Marketing & Engagement Manager
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	July 2023	Aboriginal NRM
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Nov 2025	Manager Corporate Services
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	August 2024 Review August 2025	Manager Corporate Services
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	Sep 2023	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	July 2023	Aboriginal NRM Delivery Officer
	<ul style="list-style-type: none"> Ensure Aboriginal NRM has a representative to communicate to Senior Management Staff each time a meeting is conducted. 	Fortnightly Starting June 2023	RAP Champion

Action	Deliverable	Timeline	Responsibility
5. Continue the support for the Noongar Boodjar Rangers Program	<ul style="list-style-type: none"> Provide opportunities to work on country and connect to their ancestral knowledge, ie cultural burning 	July 2024	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Provide uniforms that are designed by local Aboriginal artists and that meet the OH&S Standards 	July 2023	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Provide work ready skilling (Training Rangers in various fields) following culturally appropriate training methods 	Oct 2023 Review Oct 2024	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Develop a strategic plan to engage with disengaged youth 	Sep 2023 & Sep 2024	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Engage broader Aboriginal community to develop further ranger programs throughout Avon River Basin communities providing opportunities to work on country. 	June 2023 Review April 2025	Aboriginal NRM Manager
6. Continue to appropriately engage the Wheatbelt NRM Noongar Elders Advisory Group	<ul style="list-style-type: none"> Seek guidance from the Noongar Elders Advisory group on developing the next NRM 3-year plan 	July 2024 & April 2025	Rap Champion
	<ul style="list-style-type: none"> Provide regular updates on the implementation of the organisations Reconciliation Action Plan 	September 2023, Review September 2024	RAP Champion
	<ul style="list-style-type: none"> Organise quarterly meetings with 1 annual meeting on country 	July, Oct 2023 Mar, June, Sept, Dec 2024 Mar, June, Sep, Dec 2025	Aboriginal NRM Project Delivery Officer
	<ul style="list-style-type: none"> Ensure the Aboriginal advisory group meets with the Wheatbelt NRM board annually, to discuss the RAP and the organisational 5yr operations plan and as a group achieve targets for both 	July 2023 July 2024	RAP Champion
	<ul style="list-style-type: none"> Provide education opportunities on cultural needs to Senior Management leaders and staff 	Jan 2024 & Jan 2025	Aboriginal NRM Manager

Relationships

Action	Deliverable	Timeline	Responsibility
7. Support the self-determination of local Aboriginal Communities	<ul style="list-style-type: none"> Investigate business structure and markets for the development of Aboriginal owned and operated 'Connecting with Country' business entities. 	July 2023 & July 2024	Business Development Manager
	<ul style="list-style-type: none"> Build relationships that expand Ranger work opportunities and contracts, with a diverse range of suppliers, resulting in a larger Ranger workforce and flow-on economic, social and cultural opportunities. 	September 2023, review September 2024	Aboriginal NRM Manager

Respect

Respect for Aboriginal and Torres Strait Islander peoples and Australians are an important part of seeking and understand each other's cultures, histories, knowledge and rights, Wheatbelt NRM and its core business activities find working closely with Aboriginal Communities and Wheatbelt NRM Aboriginal Advisory Group showcases pride in cultures and histories, understanding, appreciation, acknowledgment, learning, success and celebration through ceremonies and practise of cultures.

Action	Deliverable	Timeline	Responsibility
8. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	Aug 2023	Corporate Governance Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	Sep 2023	RAP Champion,
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	Jan 2024	Corporate Services Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Nov 2023	Aboriginal NRM
	<ul style="list-style-type: none"> Provide regular marketing and communications to the broader community about the resources available on the Moodijt Boodja Website 	July 2023 & July 2024	Marketing Manager

Action	Deliverable	Timeline	Responsibility
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Apr 2024	Aboriginal NRM
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July 2023	Corporate Services Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	July, 2023 & May, July 2024	RAP Champion
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings open to the community. 	July 2023 & Review Mar 2024	RAP Champion
	<ul style="list-style-type: none"> Use Noongar place names in Wheatbelt NRM publications 	Ongoing, Review Apr 2025	Marketing and Communications Manager
	<ul style="list-style-type: none"> Use Noongar language at major events through Welcome to Country ceremonies. 	June 2023, June 2024	Aboriginal NRM
10. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023	Corporate Services Manager
	<ul style="list-style-type: none"> Host at least 1 NAIDOC week event, designed in conjunction with Aboriginal NRM and the Elders Advisory Group 	June 2023 & 2024	RAP Champion
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	June 2023 & June 2024	RAP Champion
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	July 2023 & 2024	Aboriginal NRM Staff

Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are at the forefront for our organisation and its core business activities of employment, procurement, professional development, retention and enabling access to systems and processes. Employment for local Aboriginal people is a high priority for Wheatbelt NRM with our Ranger team and school-based traineeship. Prioritising retention of school based traineeships we find, brings a youthful involvement through diversifying our work structure. The trainees are a valued part of the Wheatbelt NRM team, supports upskilling Aboriginal youth, while also providing a youthful perspective to NRM delivery.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2024	RAP Champion
	<ul style="list-style-type: none"> Review options available to offer certified training so rangers can gain a certificate 	Oct 2023 & Oct 2025	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Continue to invest in the development of a native seed collection business. 	June 2023 & June 2025	Business Development Manager
	<ul style="list-style-type: none"> Continue to subcontract the Noongar Boodjar Ranger team to undertake work on country delivering projects. Minimum 4% contracting to NLP projects 	June 2023 Review June 2025	Healthy Environments Program Manager
	<ul style="list-style-type: none"> Conduct a yearly professional development review of all Aboriginal staff including Noongar Boodjar Rangers who have completed 1 year of employment 	June 2023	Aboriginal Project Coordinator,
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. 	June 2023	RAP Champion
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. 	Oct 2023	Corporate Governance Manager

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2023	Corporate Governance Manager
	<ul style="list-style-type: none"> Develop an Aboriginal and Procurement Strategy. 	Jan 2024	Corporate Governance Manager
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes 	Jan 2024	Corporate Governance Manager
	<ul style="list-style-type: none"> Develop and communicate to staff opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses. 	Feb 2024	Corporate Governance Manager
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes 	Feb 2024	Corporate Governance Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2023	Corporate Governance Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	June 2023	RAP Champion
	<ul style="list-style-type: none"> Continue to host school based-school-based traineeships 	School Term Annually Feb 2023-Feb 2025	RAP Champion

Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	Ongoing, Review June 2024	RAP Champion
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	July 2023	Corporate Services Manager
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	July 2023, October 2023, January 2024, April 2024, July 2024	RAP Champion
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Feb 2024	Corporate Services Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	Feb 2024	Aboriginal NRM
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Feb 2024 & 2025	RAP Champion
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	Jan 2024	Senior Management Team
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30th September Annually	RAP Working Group
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	July 2023, October 2023, January 2024, April 2024, July 2024	RAP Champion
	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2023, June 2024, June 2025	Aboriginal NRM Manager
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings, annually. 	December 2023 & 2024	Marketing and Communications Manager
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2025	

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, August 2024, August 2025	
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2023	Aboriginal NRM
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2025	RAP Working Group

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