



TRC
TOURISM

Reflect

Reconciliation
Action Plan

May 2024 – May 2026



RECONCILIATION
ACTION PLAN

REFLECT

The background is a blurred desert landscape with orange sand and sparse green plants. In the foreground, a single daisy with a yellow center and white petals is in focus. On the left side, there is a vertical, stylized Indigenous pattern in shades of brown and yellow. Several red double-arrow symbols are scattered across the page, pointing upwards and to the right.

Acknowledgement of Country

TRC Tourism acknowledge First Nations peoples of the lands, waters and communities we work together with. We pay our respects to their cultures; and to their Elders – past, present and emerging.

This Reflect Reconciliation Action Plan was prepared by TRC Tourism as the first stage towards implementing future reconciliation initiatives.

About our Reflect Reconciliation Action Plan (RAP)

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation. There are four types of RAPs that an organisation can develop: Reflect, Innovate, Stretch, Elevate, each designed to suit an organisation at different stages of their reconciliation journey.

TRC Tourism (TRC) is embarking on a foundational level Reflect RAP which includes practical actions to help drive our contribution to reconciliation within TRC and in the communities in which we operate. Committing to a Reflect RAP will drive us to improve our internal policies and procedures, strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders and build our team's capacity in walking together and working together towards meaningful tourism solutions for Country, Culture and Community.

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About the Artwork and Artist

Title: Desert Moon

Artist: Samantha Campbell, Coolamon Creative



The full moon slowly rises from behind the ranges, it casts its glow across the desert land, lighting up the trees, sand dunes and the flowers.

About Coolamon Creative

Coolamon Creative is a small creative business based in Alice Springs with clients from all over Australia. Run by two sisters who share a strong passion for visual storytelling, Coolamon Creative specialises in producing high quality and engaging resources through graphic design, illustration, photography, videography, 2D motion graphics and graphic recording. Samantha and Gabrielle are both descended from the Dagoman people, with connections to Curindji and Jawoyn, and have spent many years growing up in remote Aboriginal communities in the Top End and Central Australia.



Samantha Campbell



Gabrielle Fry

Statement from CEO of Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes TRC Tourism to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

TRC Tourism joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables TRC Tourism to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations TRC Tourism, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Statement from TRC Tourism Directors

At TRC, we recognise the profound importance and enduring value of our Reconciliation Action Plan (RAP). This plan is not merely a document; it is a testament to our unwavering commitment to fostering meaningful relationships and working purposefully with Aboriginal and Torres Strait Islander communities.

Our history is rich with engagements that transcend mere collaboration. We have partnered with Indigenous communities across Australia and the world, ensuring that our projects deliver robust social, cultural, environmental, and economic benefits. This legacy of engagement is a cornerstone of our identity and a source of immense pride.

This RAP allows us to continue this vital work with even greater focus and determination. It provides a structured framework that guides our efforts, ensuring that every initiative we undertake is aligned with the aspirations and needs of the communities we serve. By adhering to the principles of the RAP, we strive to contribute positively and constructively, creating opportunities that promote self-determination and prosperity.

We are particularly proud of the strong partnerships we have forged. These relationships are built on mutual respect, trust, and a shared vision for a better future. Together with our partners, we are committed to making a tangible difference, recognising that true reconciliation is an ongoing journey that requires dedication and sincerity.

Our RAP is a reflection of our core values. It encapsulates our dedication to creating inclusive environments where Aboriginal and Torres Strait Islander cultures are respected and celebrated. It is about building a future where these communities thrive, with their cultural heritage acknowledged and their contributions valued.

In executing our RAP, TRC commits to:

- **Purposeful Collaboration:** Engaging with Aboriginal and Torres Strait Islander communities in a manner that respects their rights, knowledge, and traditions.
- **Cultural Integrity:** Ensuring our projects honour and integrate Indigenous cultural perspectives, contributing to the preservation and promotion of cultural heritage.
- **Sustainable Benefits:** Developing initiatives that provide lasting social, environmental, and economic advantages for Indigenous communities.
- **Ongoing Commitment:** Continuously evaluating and improving our practices to align with the evolving needs and aspirations of the communities we serve.

Our whole team is committed to operate under this RAP and view it as an integral part of our mission to build a better, more inclusive future. It is an honour to work and walk alongside our Indigenous partners, and we look forward to driving positive change through respectful and impactful engagements.



Janet Mackay

Janet Mackay
Director
TRC Tourism



Kylie Ruwhiu-Karawana

Kylie Ruwhiu-Karawana
Managing Director
TRC Tourism

Our Business

About TRC Tourism

Inspiring solutions for people, places and cultures

TRC Tourism (TRC) is a respected global leader in delivering solutions for tourism, recreation and conservation. We have earned this respect through our successful delivery of more than 800 projects over the course of 25 years of business. Our expert team has a reputation for honest, adaptable, resilient and creative yet practical approaches. Our strength lies in our shared passion, our respect of all people and environments and our commitment to achievable and sustainable tourism. We are united by our philosophy in developing tourism solutions for good – good for people, good for places.

What we do

We work with Governments, Aboriginal and Torres Strait Islander Corporations and organisations, tourism businesses, communities, individuals and partners on all levels of tourism planning and product development across Australia. We strive to enhance peoples' lives and the places they live through tourism, a means that upholds local values and is economically, socially and environmentally sustainable.

Our core service delivery includes:

- Sustainable destination management planning
- Recreational trail planning (mountain biking, bushwalking including multi-day, cycleways, rail trail, drive trails, horse trails)
- Conservation and Protected Area Visitor Management
- Tourism product and experience development and feasibility studies
- First Nations Tourism planning, training, product and experience development
- Visitor interpretation planning.

View our [TRC Tourism services](#).

About our team

The TRC team consists of in-house consultants and support staff based in Australia and New Zealand, with a group of specialist partners who bring their skills and knowledge to relevant projects as needed. Our Australian team consists of 20 team members who have a range of backgrounds including First Nations tourism, national park management (including joint management), recreational and trail planning, destination planning, tourism training and product development, project management, research and analysis.

TRC does not currently have First Nations employees, however we partner with a First Nations tourism specialist, Victor Cooper a Minitja man from the Kakadu region. Through delivery of our RAP, we are committed to partnering and engaging more First Nations tourism consultants. Meet our TRC Tourism Team.



Our specialist partners



Where we work

TRC Tourism are registered Australian and New Zealand companies, providing our services to local, State and Territory, national and international clients.

Office locations

Head office

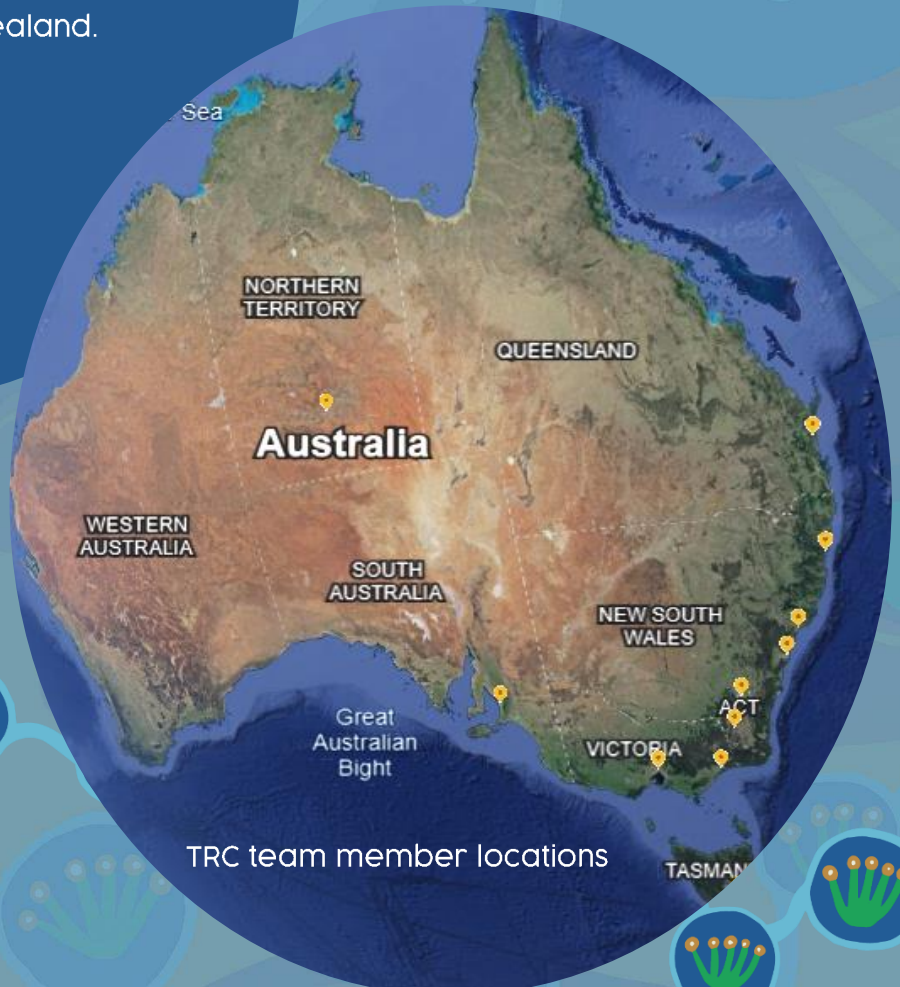
Suite 5 |4-3 Gippsland Street
Jindabyne, NSW, 2627, Australia

Northern Territory Office

Office 4 (ground floor) 44 Bath Street
Alice Springs, NT, 0870, Australia

Team Member Locations

- Jindabyne, NSW
- Coffs Harbour, NSW
- Canberra, ACT
- Paynesville, VIC
- Melbourne, VIC
- Adelaide, SA
- Alice Springs, NT
- Hobart, TAS
- Dunedin, New Zealand
- Marlborough, New Zealand.
- Raglan, New Zealand



Our Mission

Inspiring solutions
for people and places

TRC
TOURISM



Our Values

T
Trust

Integrity is at the heart of what we do.

Committed to deliver and exceed.



R
Respect

Value the diverse needs of people, places and cultures.

Passionate in delivering sustainable solutions.



C
COLLABORATION

Linking our individual strengths with a co-design approach.

Collective individual experience of the team.



Our Business

Why we have developed a RAP

Since business inception, TRC Tourism has worked closely with First Nations people across every state and territory in Australia. Overtime, we have grown respectful and trusting relationships, while also continually adapting and improving our collaborative approaches. The visitor demand for First Nations Cultural tourism experiences is growing, with Culture featuring at the heart of most of our project work.

Developing a RAP aligns with our TRC values of Trust, Respect and Collaboration and Reconciliation Australia's core pillars towards achieving reconciliation - Relationships, Respect and Opportunities. A RAP will create a pathway for:

- Establishing relationships founded on trust and mutual respect
- Respectfully collaborating with our First Nations partners, clients and stakeholders
- Working together to achieve sustainable and appropriate tourism opportunities for Country, Culture and Communities.

This REFECT RAP will support our TRC team and partners with formalising the foundations for our reconciliation journey. It will inform and empower our current team with the skills and approaches they need to support meaningful reconciliation engagement. It will encourage the growth of our team with additional First Nations tourism specialists and create opportunities future internships and training.

Our reconciliation journey to date

TRC has worked with First Nations people in a range of capacities over the last few decades, with First Nations tourism promoted as one of our core service offerings. Until now however, we haven't had a formal approach towards reconciliation, and this RAP pledges our commitment. To achieve this, some of our activities have included:

- Appointment of a dedicated RAP working group – this includes both of TRC's Directors and First Nations tourism specialists
- Partnership with Victor Cooper of Ayal Aboriginal Tours Kakadu as a First Nations tourism specialist and mentor
- Partnerships with First Nations owned and operated businesses to support successful project delivery including Indigenous Community Television (ICTV) and graphic designers Coolamon Creative
- Ensuring Acknowledgement of Country on all our projects and promotional materials

- Team promotion and participation in Reconciliation Week and NAIDOC Week
- Opportunities for team members to participate in cultural awareness programs, 11 of our team members have successfully completed the AIATSIS Core Cultural learning program
- Inviting Traditional Custodians to provide a Welcome to Country at our annual TRC Retreats
- Providing in-kind support to First Nations tourism operators including grant applications, business and operational planning.

We are committed to furthering our community partnerships that promote and acknowledge Aboriginal and Torres Strait Islander peoples and businesses. We will continue to work with and investigate employment, partnership and development opportunities for Aboriginal and Torres Strait Islander peoples.

How we will deliver

Our RAP Working Group

Led by our RAP Champion TRC's Managing Director Kylie Ruwhiu-Karawana, our Reflect RAP Working Group for 2024 includes both TRC company owners/Directors and TRC Cultural Tourism specialists.



Kylie Ruwhiu-Karawana
Managing Director,
TRC Tourism

Location: Dunedin NZ

Role: TRC RAP Champion, driving and championing internal engagement and awareness of TRC's RAP.

Experience: A leading tourism planning specialist with extensive experience working in both the public and private sectors. As a Māori tourism operator, Kylie champions Māori and Indigenous-led experiences, driving value-based tourism propositions incorporating storytelling and tikanga Māori. Kylie is also a specialist in stakeholder relationship management and iwi (Māori tribe) consultation.



Janet Mackay
Director,
TRC Tourism

Location: Jindabyne NSW

Role: Strategic oversight of RAP implementation

Experience: 25 years of ownership of TRC Tourism, significant involvement in supporting First Nations tourism outcomes as an Indigenous Business Champion Mentor, development of national park joint management plans, Cultural Centre feasibility studies, consultation and facilitation of First Nations tourism workshops across Australia.



Tracey Diddams
Senior Consultant,
TRC Tourism

Location: Mparntwe/Alice Springs NT

Role: RAP Coordinator

Experience: A cultural and ecotourism specialist working with First Nations people, communities and corporations across Australia. Tracey has supported a range of First Nations cultural tourism frameworks and guidelines, business plans, tourism and tour guide training, operational planning and visitor interpretation strategies.



Victor Cooper
First Nations Tourism
Specialist Partner

Location: Kapalga Homelands, Kakadu National Park NT

Role: Strategic advice and RAP implementation guidance

Experience: Victor owns and operates Bininj family business Ayal Aboriginal Tours Kakadu. He has undertaken work as a cross-cultural facilitator and consultant, as a Ranger Coordinator for the federally funded Kakadu Indigenous Ranger Program, Kakadu National Park Board Member, member of the Northern Territory Indigenous Tourism Advisory Council and as the current Chair of the Kakadu Tourism Consultative Committee.



RAP Working Group members Victor Cooper and Tracey Diddams have been working together on a range of cross-cultural projects in the Northern Territory since 2012. They are both passionate about facilitating ways of walking together/working together where respectful relationships and opportunities are created.

Our Role

Over the next 12 months, the RAP Working Group commits to the following:

RAP Coordinator to prepare monthly progress updates for the Directors.

Facilitating an all team meeting to present RAP and our commitment.

Establishment of Terms of Reference and a clear understanding of commitments, roles and responsibilities.

Quarterly RAP Working Group meetings and reports.

Promoting our RAP and our responsibilities to our clients and First Nations partners.

Annual REFLECT RAP review and report to Reconciliation Australia on achievement of actions.

Updates are provided to all TRC team as required (through monthly team meetings or weekly internal newsletter).

Our Engagement

Since business inception, TRC has engaged and partnered with First Nations people and businesses from around Australia in a range of capacities.

Work experience

Our Aboriginal and Torres Strait Islander tourism business planning and product development projects have recently included:

- Working with First Nations Corporations, communities and businesses in Western Australia, building on the vision of the Jina Plan: Aboriginal Tourism Strategy. This has included delivery of a raft of projects in the South West, Mid-West, Coral Coast, Pilbara and Kimberley regions and development of Cultural Tourism 'How To' Guidelines for the Kimberley Land Council.
- In the Northern Territory, we are currently working with the Northern Territory Government on the development of an NT Aboriginal Cultural Tourism Framework and Toolkit to build and strengthen authentic Aboriginal tourism experiences in the NT. We are working with First Nations people in Kakadu, Arnhem Land, Larrakia Nation in Darwin and Arrernte in Central Australia on a range of tourism planning and experience development projects.
- In South Australia we have supported a review of the co-management of national parks and developed visitor interpretation plans together with Traditional Owners of Dhilba Guranda (Innes) and Ikara / Flinders Ranges National Parks.
- In Queensland we have worked with a range of Traditional Owners in the Cooktown and Cape York region as well as Palm Island on tourism business planning, tour guide training and experience concept development. We have worked across the Gulf Savannah in understanding the needs and aspirations of Aboriginal and Torres Strait Islander people in delivering tourism experiences.
- In NSW we have supported tourism business planning with thirteen South Coast First Nations businesses as part of the Department of Primary Industries through the First Nations Fisheries Trust fund. We are working with Gumbaynggirr people in Coffs Harbour on tourism business planning in accordance with their Sea Country Indigenous Protected Area.
- In Victoria we are supporting First Nations people particularly in regional areas to establish tourism products and experiences through Cultural Site Master Plans, Cultural Centres, Trails and mainstream planning. Our areas of work include Swan Hill, Central Victorian Goldfields, Yarra Valley and the Grampians.
- In Tasmania, we recently developed four Destination Management Plans across the State – each incorporating the acknowledgement, aspirations and needs of palawa people.

Partnerships

- In 2023, TRC formalised a specialist consultant partnership with Senior Minitja man Victor Cooper of Ayal Aboriginal Tours Kakadu. TRC and Tracey Diddams have been working together on a range of cross-cultural tourism projects since 2012.
- We have partnered with Dwayne Bannon-Harrison of Yuin Retreat and Chair of the NSW Aboriginal Tourism Operators Council (NATOC). Dwayne has supported us with strategic advice on relevant projects in NSW.
- Through the current delivery of the NT Aboriginal Cultural Tourism Framework, TRC has partnered with Ayal Aboriginal Tours Kakadu, Indigenous Community Television and First Nations graphic designers Coolamon Creative.
- We plan for our partnerships with First Nations people, businesses and specialists to continue growing.

In kind support

TRC has provided sponsorship, donations and in-kind support for First Nations people to support capacity building particularly in tourism. Activities have included:

- **Training and employment** – when designing a mountain biking experience in Central Australia (the Red Centre Adventure Ride), TRC provided training and employment for 12 local Arrernte people for a period of three months. This included training in trail design, alignment and construction.
- **In-kind** – to support First Nations people with business growth and development, we have provided in-kind services with preliminary planning and grant funding applications to businesses such as Kakadu Billabong Safari Camp and Kakadu Kitchen, Ayal Aboriginal Tours Kakadu, South Coast NSW businesses Muladha Gamara and Gadhungal Marring and Gamaay Aboriginal Corporation in Cooktown Queensland.
- **Donations** – TRC provided Atitjere and Engawala communities in the Northern Territory with surplus laptops. These will be used in the Art Centres and for further development of tourism.
- **Sponsorship** – TRC Tourism provided sponsorship to First Nations tourism business South Coast Seaweed NSW to attend the World Indigenous Tourism Summit in March 2023. Ayal Aboriginal Tours Kakadu was sponsored to attend the Australian Regional Tourism Convention in Newcastle October 2023.



Training and employment offered to local Arrernte people during the design of the Red Centre Adventure Ride mountain bike track, NT



Victor Cooper and Tracey Diddams participating on an 'Indigenous Truth-telling' panel at the Australian Regional Tourism Convention, October 2023



TRC Director Janet Mackay donating laptops to Engawala Community NT



Our Future

Our business has identified a gap in provision of tailored and continued support for First Nations people starting, participating in or growing tourism businesses, products and experiences. Many programs provide short-term funding to deliver targeted activities such as business and marketing plans and strategies. Despite our recommendations for further support with implementation, training and capacity building, often these components are not funded and therefore do not occur.

TRC's Directors are committed to developing a not-for-profit TRC Foundation, with the core aim of filling this gap, fostering reconciliation through ongoing trusting relationships and empowering First Nations individuals, families and communities with the practical, tailored and achievable solutions needed on their tourism journeys.

During 2024, TRC will commence reviewing and building a business case towards the development of a TRC Foundation, a not-for-profit arm of our business that will work towards in-kind, financial and strategic support that delivers on the Global Sustainable Development Goals, in particular supporting Culture, Country and Communities.

Action Plan

The Reflect RAP Action Plan sets the foundation for the delivery of Reconciliation Australia's Core Pillars.

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	June 2024	<ul style="list-style-type: none"> Lead: TRC Senior Consultant and RAP Coordinator Support: TRC Project Support Officer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2024	<ul style="list-style-type: none"> Lead: TRC Senior Consultant and RAP Coordinator Support: TRC Project Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024	<ul style="list-style-type: none"> TRC Senior Consultant and RAP Coordinator
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May-3 June, 2024	<ul style="list-style-type: none"> Lead: RAP Champion and TRC Managing Director Support: Senior Consultant and RAP Coordinator, First Nations Cultural Advisor, TRC Director
	<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. 	27 May-3 June 2024	<ul style="list-style-type: none"> Lead: RAP Champion and TRC Managing Director Support: Senior Consultant and RAP Coordinator, TRC Project Support Officer

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff (online all team meeting and email/social media). 	April 2024	<ul style="list-style-type: none"> Lead: RAP Champion and TRC Managing Director Support: Senior Consultant and RAP Coordinator
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and RAP Coordinator Support: TRC Project Support Officer
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	September 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Support: TRC Project Support Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and RAP Coordinator Support: TRC Corporate Services Manager
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024	<ul style="list-style-type: none"> Lead: TRC Corporate Services Manager Support: TRC Senior Consultant and RAP Coordinator

Relationships



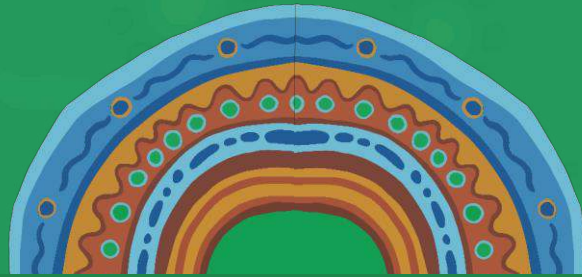
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff (online all team meeting and email/social media). 	April 2024	<ul style="list-style-type: none"> Lead: RAP Champion and TRC Managing Director Support: Senior Consultant and RAP Coordinator
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and RAP Coordinator Support: TRC Project Support Officer
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	September 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Support: TRC Project Support Officer
6. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and RAP Coordinator Support: TRC Corporate Services Manager
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024	<ul style="list-style-type: none"> Lead: TRC Corporate Services Manager Support: TRC Senior Consultant and RAP Coordinator

Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. 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"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	December 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: First Nations cultural advisor, TRC Project Support Officer
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Corporate Services Manager, First Nations cultural advisor, Senior Consultant and TRC RAP Coordinator
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	September 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: TRC Project Support Officer, First Nations cultural advisor
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	September 2024	<ul style="list-style-type: none"> Lead: First Nations cultural advisor Support: Senior Consultant and RAP Coordinator
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: First Nations cultural advisor, Senior Consultant and RAP Coordinator
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and RAP Coordinator Support: TRC Marketing Officer
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: TRC RAP Coordinator, TRC Director, First Nations cultural advisor

Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	<p>December 2024</p>	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: TRC Corporate Services Manager, TRC Project Officer, First Nations cultural advisor
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	<p>September 2024</p>	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: Corporate Services Manager, First Nations cultural advisor
<p>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	<p>July 2024</p>	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: TRC Business and Finance Manager, TRC Managing Director and RAP Champion
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	<p>July 2024</p>	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: TRC Business and Finance Manager



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"> Form a RWG to govern RAP implementation. 	March 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and RAP Coordinator
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	May 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and TRC RAP Coordinator, TRC Director, First Nations cultural advisor
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	March 2024	<ul style="list-style-type: none"> Lead: Senior Consultant and TRC RAP Coordinator Support: TRC RAP Champion and Managing Director, First Nations cultural advisor
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and TRC RAP Coordinator
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	March 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and TRC RAP Coordinator
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	March 2024	<ul style="list-style-type: none"> TRC RAP Champion and Managing Director
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	April 2024	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and TRC RAP Coordinator

Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<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. 	<p>June annually</p>	<ul style="list-style-type: none"> TRC Business and Finance Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	<p>1 August annually</p>	<ul style="list-style-type: none"> TRC Business and Finance Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	<p>30 September, annually</p>	<ul style="list-style-type: none"> Lead: TRC RAP Champion and Managing Director Support: Senior Consultant and TRC RAP Coordinator
<p>15. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	<p>December 2024</p>	<ul style="list-style-type: none"> TRC Business and Finance Manager



Contact details for enquiries

Name: Tracey Diddams

Position: Senior Consultant / RAP Coordinator

Phone: 0400 160 524

Email: tdiddams@trctourism.com /
enquiries@trctourism.com

www.trctourism.com

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