



RECONCILIATION  
ACTION PLAN

INNOVATE

# SHIRE OF CARNARVON

INNOVATE RECONCILIATION ACTION PLAN  
FEBRUARY 2025 – FEBRUARY 2027





**COVER ARTWORK by YASMIN RANGER**  
**Connection to Country - 2025**  
Acrylic on Canvas | Dimension: 71 cm x 84 cm



## Artist Story

Hello Carnarvon, my name is Yasmin Ranger. I'm a proud Yindjibarndi woman from the Pilbara who recently moved down from Karratha and Hedland. I've been here about 3-4 years now, and I'm loving every minute of being back down south enjoying Carnarvon's lovely cool weather.

Over the past six months, I've been through a rough patch which led me to get out of the house and find a way to put my mind at ease. That's when I stumbled across the Community Art Hub on the main street and decided to give painting a go.

Painting has never been my thing, but now that I'm older, I think it's grown on me. My very first painting had a very true background and meaning. The ladies at the Art Hub encouraged me to enter it in the Reconciliation Exhibition 2025, and just like that, it sold! I was so excited and wasn't expecting it at all. I just wanted to feel alive again after everything I'd been through.

A few months later, I was checking my emails when I felt that excitement all over again. My piece of art, Connection to Country, had been chosen for the cover of the Reconciliation Action Plan.

The story behind my artwork comes from when my family had followed our strong cultural love by going out country. Having love of country, and living off the land - gathering and visiting waterholes. The kangaroo, emu and goanna are mostly what we ate. These times help me feel a connection to country.

I now feel confident enough to keep going with my art. I'd like to say thanks to all who've helped me along the way.

*Yours sincerely,  
Yasmin Ranger*



# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

## First Innovate RAP

Reconciliation Australia commends the Shire of Carnarvon 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 Shire of Carnarvon 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, Shire of Carnarvon 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. Shire of Carnarvon is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Shire of Carnarvon'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 Shire of Carnarvon on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## ACKNOWLEDGMENT OF COUNTRY

The Shire of Carnarvon acknowledges and respects the Yinggarda (Carnarvon) and Baiyungu (Coral Bay) people as the Traditional Custodians of the Lands where we live and work, as well as all Native Title claims within our Local Government Area. We pay our respects to Elders past, present and emerging. The Shire of Carnarvon is committed to honouring the Traditional Custodians' unique cultural and spiritual relationships to the Land, waters and their rich contribution to the region and society.

## STATEMENT FROM SHIRE PRESIDENT

I am proud to announce the launch of our Innovate Reconciliation Action Plan November February 2025 – February 2027. This plan signifies our commitment to fostering meaningful relationships, respect, and opportunities with Yinggarda, Baiyungu and other Aboriginal and Torres Strait Islander peoples within our community.

Our Innovate RAP represents a significant step forward in our journey towards reconciliation. It outlines practical actions that we will undertake to promote cultural awareness, celebrate Yinggarda and Baiyungu cultures contributing to greater opportunities and outcomes for First Nations peoples. Through collaborative efforts with Yinggarda, Baiyungu, and local Aboriginal and/or Torres Strait Islander communities, organisations, and stakeholders, we aim to create positive change and build a more inclusive and harmonious society.

I encourage all members of the Carnarvon community to embrace this initiative and actively participate in its implementation. Together, let us work towards a future where reconciliation with First Nations peoples is a lived reality—one in which the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples are acknowledged and respected, fostering a community where all can thrive and prosper.

**Shire President Eddie Smith**



## VISION FOR RECONCILIATION

The Shire of Carnarvon's vision is to build an inclusive, unified community where the cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples are acknowledged, celebrated, and woven into the fabric of our shared future.

How we will achieve our Vision for Reconciliation? We aspire to foster deep, respectful relationships between all members of our community, founded on mutual understanding and a commitment to equity.

Achieving this requires reconciliation with Aboriginal and Torres Strait Islander people in our Local Government Area, and genuine commitment to building relationships, respect, and opportunities.

At the Shire of Carnarvon, we recognise the unique position we hold in advancing reconciliation within our region. Through active collaboration with Yinggarda, Baiyungu, and other Aboriginal and Torres Strait Islander peoples, we are dedicated to creating meaningful opportunities for social, cultural, and economic participation. Our vision aligns with our goal of closing the gap in access to services, employment, and decision-making, ensuring that all residents can thrive and contribute to our region.

The Shire of Carnarvon's vision for reconciliation aligns with our Strategic Community Plan, namely the following objectives:

1. Our community is engaged, inclusive and supportive.
2. Our community acknowledges our history and celebrates our diverse cultures.
3. Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grow our horizons.

Reconciliation is not just an ideal but a lived reality we strive for, with actions rooted in respect for the tens of thousands of years of rich Aboriginal histories in our area. Our ongoing commitment will be reflected in the partnerships, programs, and initiatives we develop, fostering a future where all members of the Carnarvon community can prosper together, with shared respect and understanding guiding us forward.

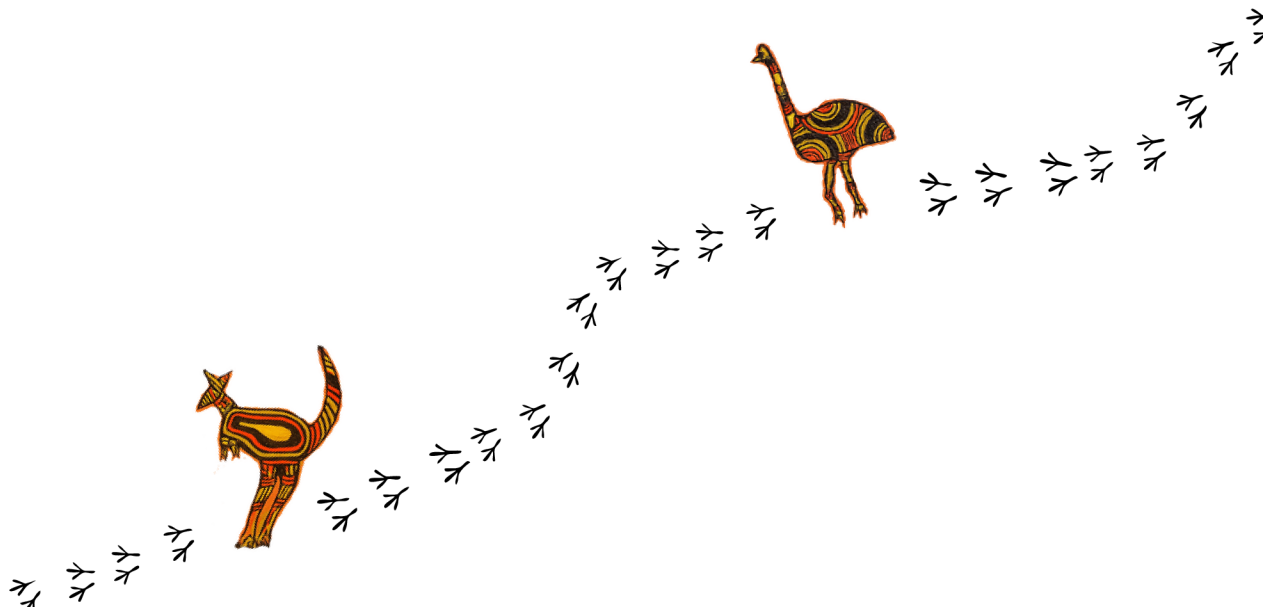



## OUR LOCAL GOVERNMENT

The Shire of Carnarvon is a local government area in the Gascoyne region of Western Australia, located 902 kilometres north of the state capital, Perth. The Shire covers an area of 53,000km<sup>2</sup>, and its seat of government is the town of Carnarvon. The major industries in the area are agriculture (especially bananas and tomatoes,) fishing, mining, and, more recently, tourism. Our local government area covers a population of 5,251 residents (according to the 2021 Census.) 16.3% of our population is Aboriginal and/or Torres Strait Islander, which is higher than the state average of 3.2%.


The Traditional Peoples of the Carnarvon Local Government Area are the Yinggarda (Carnarvon) and Baiyungu (Coral Bay) peoples. The Yinggarda named this area long ago, Gwoonwardu, meaning "neck of water." Aboriginal people from the Carnarvon area associate as being Yamatji. Yamatji is a name commonly used by Aboriginal people in the Murchison and Gascoyne regions of Western Australia to refer to themselves, and sometimes also to Aboriginal and/or Torres Strait Islander people generally, when speaking English. The word comes from the Wajarri language, where it has the meaning "man" or "human being."

At May 2024, the Shire of Carnarvon employs approximately 90 staff members, of which 13 identify as being an Aboriginal and/or Torres Strait Islander person.





**The Shire of Carnarvon's vision is for Carnarvon to be a place where:**

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- Our community is safe and harmonious,
  - Our livelihoods are thriving,
  - Our lifestyles are sustainable,
  - Our health and learning opportunities serve our community,
  - Our places nurture our past, present and future,
  - Our community is engaged, inclusive and supportive,
  - We grow our horizons.

**The Shire's services include:**

- Developing cultural experiences through the Carnarvon Civic Centre, Carnarvon Library and Art Gallery, Community Art Hub
- Management of the Carnarvon Airport, Brown Range Cemetery, and other facilities.
- Community and Cultural development such as events, place-making, youth and community programs
- Tourism and Economic development to showcase and promote the beauty of the region and drive investment, employment and industry opportunities.
- Infrastructure and property services, including local roads, bridges, footpaths, drainage, waste collection and management.
- Planning and development approval
- Provision of recreation facilities, such as parks, sports fields, public camping grounds and caravan parks
- Health services such as water and food inspection, toilet facilities, noise control and animal control
- Building services, including inspections, licensing, certification, and enforcement.



## OUR RAP

We began our reconciliation journey in 2022 by developing our first Reflect Reconciliation Action Plan (RAP). The purpose of the RAP was to prepare the Shire of Carnarvon for the important steps towards reconciliation and to establish relationships with Aboriginal and Torres Strait Islander communities within our region.

Our Reflect RAP provided us with a strong foundation, allowing us to successfully complete 31 out of the 35 actions outlined. This is our first at the Innovate RAP type. The achievements included deeper partnerships, clearer accountability, and meaningful, achievable actions to advance reconciliation. Learnings included the need for consistent communication with First Nations communities, balancing ambition with realistic goals, and embedding cultural competency within the organisation.

As we transition to our Innovate RAP for 2025-2027, we are moving beyond preparation and into action, taking responsibility for implementing initiatives that foster deeper relationships, respect, and opportunities for our organisation and with First Nations peoples. We are committed to furthering this progress through actionable steps toward reconciliation.



## RAP REFERENCE GROUP

The development of this RAP has been guided by the RAP Reference Group, which includes;

- **Cr Eddie Smith:** Chair/Shire President
- **Cr Kelly** (Proxy):
- **Mandy Dexter:** Shire of Carnarvon Chief Executive Officer
- **Stephanie Leca:** Executive Manager, Lifestyle & Community
- **Keely Robertson:** Place and Cultural Development Coordinator
- **Amanda Leighton:** Executive Manager, Corporate Strategy & Performance
- **Denice Cotterill:** Yinggarda Aboriginal Corporation representative
- **Karla Tittums:** Nganhurra Thanardi Garrbu Aboriginal Corporation representative
- **Carleen Ryder:** Community representative
- **Paige Ryan:** Community representative
- **Renee Turner:** Community representative

Five Aboriginal representatives from key organisations, the Yinggarda Aboriginal Corporation and Nganhurra Thanardi Garrbu Aboriginal Corporation, are integral members of this group, ensuring that the voices and perspectives of First Nations peoples are central to the development and implementation of our RAP.

Our RAP is championed by our Shire President, Cr Eddie Smith, and our CEO Amanda Dexter, who plays a crucial role in promoting internal engagement and awareness of the RAP. Their leadership ensures that reconciliation remains a key priority across all areas of the Shire, creating a 'top-down' approach to embedding reconciliation throughout our organisation.

Looking ahead, our Innovate RAP will address these learnings by ensuring that reconciliation is integrated into the Shire's broader strategic planning. We will hold regular meetings with our RAP Reference Group ensure cross-departmental collaboration and remain accountable through consistent monitoring and reporting.





# ACTION PLAN

## RELATIONSHIPS

The Shire of Carnarvon understands that building and maintaining productive partnerships with Yinggarda, Baiyungu, and other Aboriginal and/or Torres Strait Islander people is vital for reconciliation. We understand that consistent engagement and genuine feedback is essential to delivering the highest quality services to our residents. Through genuine and open dialogue, the Shire of Carnarvon will strengthen the relationships between Aboriginal and/or Torres Strait Islander and other communities, creating an engaged, inclusive, and supportive community.

**Focus area:** Our community is engaged, inclusive and supportive.

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"> <li>Continue meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	Mar 2025	CEO, Executive Manager, Lifestyle & Community
	<ul style="list-style-type: none"> <li>Maintain active relationship with Yinggarda Aboriginal Corporation and Nganhurra Thanardi Garrbu Aboriginal Corporation.</li> </ul>	Mar 2025	CEO, Executive Manager, Lifestyle & Community
	<ul style="list-style-type: none"> <li>Host bi-annual meetings between Shire of Carnarvon Council and Reconciliation Action Plan reference group as listed in Our RAP.</li> </ul>	April and August 2025, 2026	CEO, Shire of Carnarvon Councillors
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Aug 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator



2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	27 May- 3 June 2025, 2026	Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>• RAP Reference Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June 2025, 2026	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator,
	<ul style="list-style-type: none"> <li>• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June 2025, 2026	CEO, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>• Organise at least one NRW event each year.</li> </ul>	27 May- 3 June 2025, 2026	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>• Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2025, 2026	Place and Cultural Development Coordinator



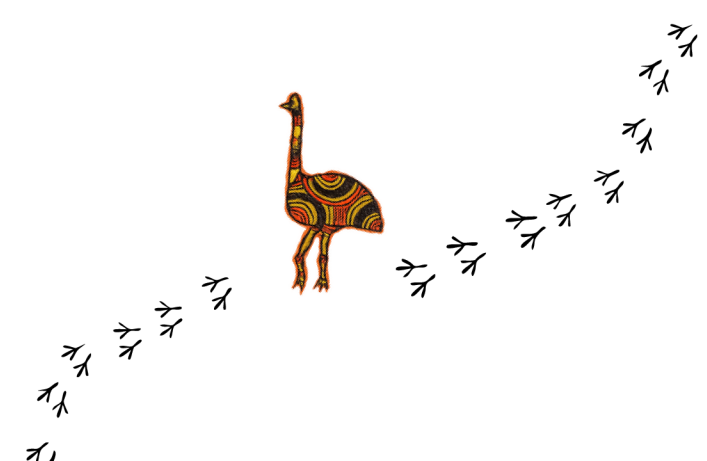


3.Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	May 2026	Executive Manager, Corporate Strategy & Performance, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> </ul>	May 2025	CEO, Executive Manager, Lifestyle & Community
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	Oct 2025	CEO, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>• Collaborate with RAP organisations and other like-minded organisations; including Gwoonwardu Mia, Gascoyne Development Commission, WA Country Health, and others as identified, to develop innovative approaches to advance reconciliation in our community.</li> </ul>	Oct 2025	CEO, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator





4.Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"><li>• Conduct a review of Code of Conduct and other HR policies to identify existing anti-discrimination provisions, and future needs.</li></ul>	June 2025	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li></ul>	July 2025	CEO, Executive Manager, Lifestyle & Community, Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Develop, implement, and communicate an anti-discrimination policy for our organisation.</li></ul>	Aug 2026	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Educate senior leaders, including elected members and managers, on the effects of racism.</li></ul>	Oct 2025	CEO, Executive Manager, Lifestyle & Community, Executive Manager, Corporate Strategy & Performance



## RESPECT

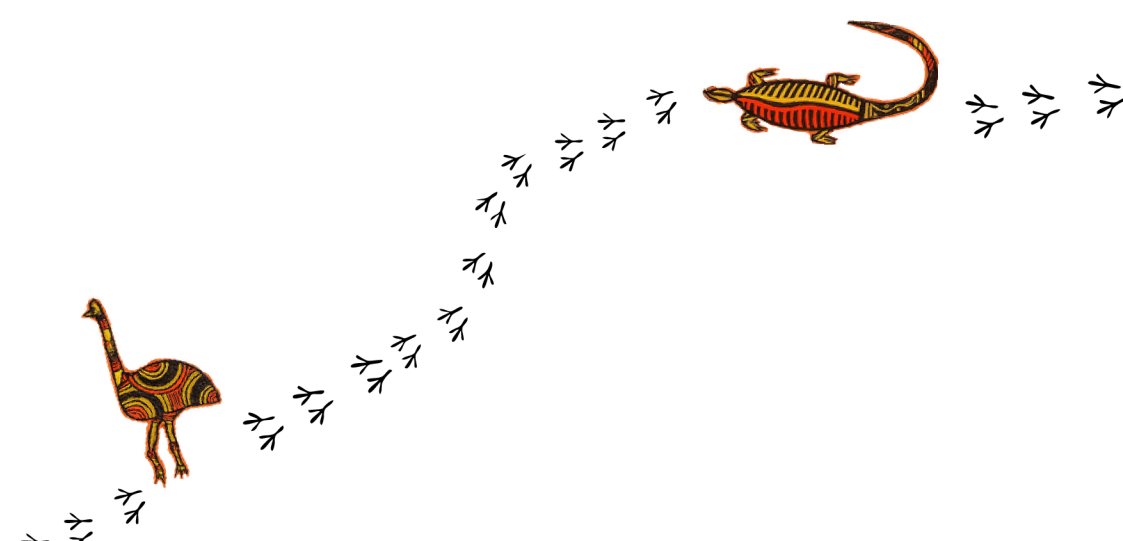
The Shire of Carnarvon recognises that respect for the Yinggarda, Baiyungu, and other Aboriginal and/or Torres Strait Islander people who reside in our local government area is an essential foundation for reconciliation. The tens-of-thousands of years of history before the European settlement of the region, alongside the unique Aboriginal knowledge of land, is a source of pride for Carnarvon that benefits all members of our community.

Focus area: Our community acknowledges our history and celebrates our diverse cultures.

Action	Deliverable	Timeline	Responsibility
5. 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"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	Sept 2025	Executive Manager, Corporate Strategy & Performance, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	Sept 2025	Executive Manager, Corporate Strategy & Performance, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	Jan 2026	Executive Manager, Corporate Strategy & Performance

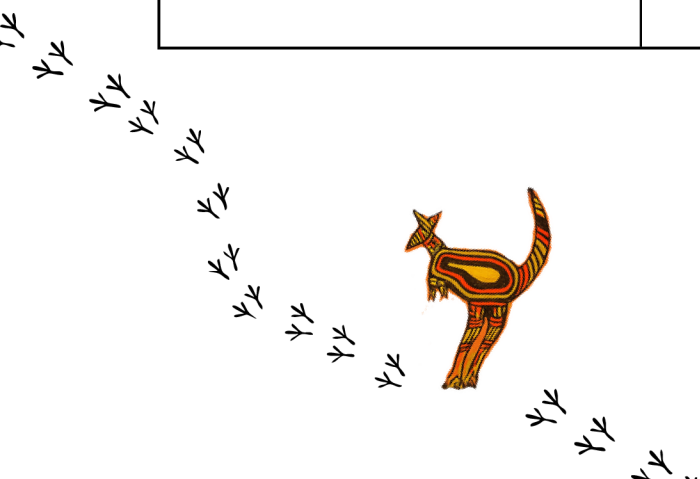


	<ul style="list-style-type: none"><li>• Embed mandatory cultural awareness training for all employees</li></ul>	Feb 2026	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Investigate cultural awareness training for council members.</li></ul>	Feb 2026	CEO, Executive Manager, Corporate Strategy & Performance, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Provide opportunities for RAP Reference Group members, HR managers and other key leadership staff to participate in formal and.</li></ul>	Aug 2025	CEO, Executive Manager, Lifestyle & Community, Executive Manager, Corporate Strategy & Performance





6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"><li>• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li></ul>	Aug 2025	CEO, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. structured cultural learning</li></ul>	Sept 2025	CEO, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.</li></ul>	May 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li></ul>	Mar 2025	CEO

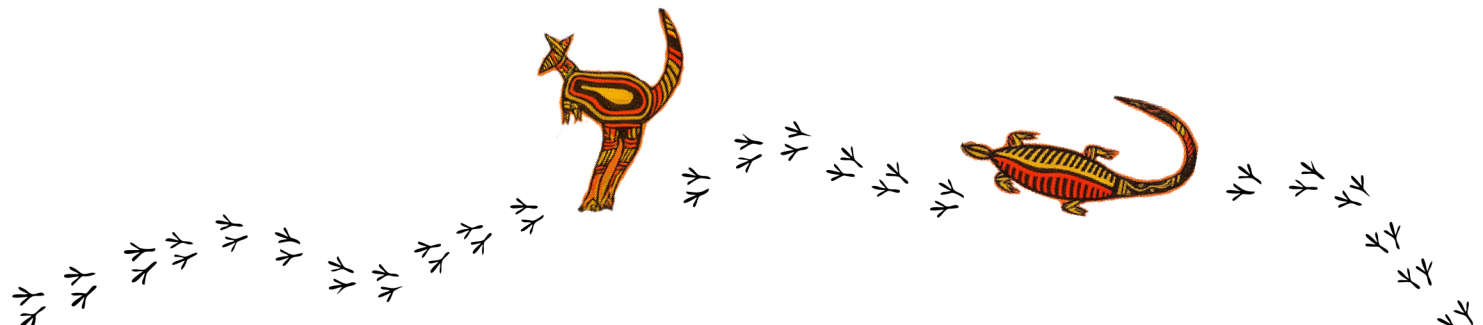




7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"><li>• RAP Reference Group to participate in an external NAIDOC Week event.</li></ul>	July 2025, July 2026	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Develop HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li></ul>	Apr 2025	CEO, Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Promote and encourage participation in external NAIDOC events to all staff.</li></ul>	July 2025, 2026	CEO, Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Promote achievements of Aboriginal and/or Torres Strait Islander staff members during NAIDOC Week</li></ul>	July 2025, 2026	CEO, Manager People Culture and Systems, Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator



8. Support preserving Yinggarda and Baiyungu cultures, and increase visibility within the Carnarvon LGA	<ul style="list-style-type: none"><li>Investigate mapping of culturally significant sites with Yinggarda Aboriginal Corporation and Nganhurra Thanardi Garrbu Aboriginal Corporation.</li></ul>	Aug 2026	CEO, Executive Manager, Lifestyle & Community
	<ul style="list-style-type: none"><li>Design corporate workwear options to reflect Yinggarda and Baiyungu and cultures.</li></ul>	Aug 2026	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>Develop a strategy to acknowledge significant Yinggarda and Baiyungu sites in consultation with Traditional Owners.</li></ul>	Sept 2026	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>Investigate dual naming of features and locations with the Shire of Carnarvon LGA in consultation with Traditional Owners.</li></ul>	July 2026	CEO, Executive Manager, Lifestyle & Community, Infrastructure,



## OPPORTUNITIES

The Shire of Carnarvon works to create and support economic opportunity for Yinggarda, Baiyungu and other Aboriginal and/or Torres Strait Islander people in our region. By working together, we aim to strengthen the contributions of Aboriginal and Torres Strait Islander peoples, creating opportunities that benefit both our community, and the individuals and businesses involved.

These opportunities are mutually enriching, with Aboriginal and Torres Strait Islander employees and businesses bringing valuable knowledge, skills, and perspectives that enhance our organisation and the broader region. Through collaboration, we contribute to a future where economic empowerment is shared, equitable, and beneficial for all.

**Focus area:** Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grow our horizons.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	Apr 2025	CEO, Executive Manager, Lifestyle & Community, Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.</li> </ul>	May 2025	CEO, Executive Manager, Lifestyle & Community, Executive Manager, Corporate Strategy & Performance



	<ul style="list-style-type: none"><li>• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.</li></ul>	Nov 2026	CEO, Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li></ul>	Aug 2025	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Provide employment and education opportunities to Aboriginal and Torres Strait Islander students.</li></ul>	Aug 2025	Executive Manager, Corporate Strategy & Performance
	<ul style="list-style-type: none"><li>• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li></ul>	June 20...	Executive Manager, Corporate Strategy & Performance

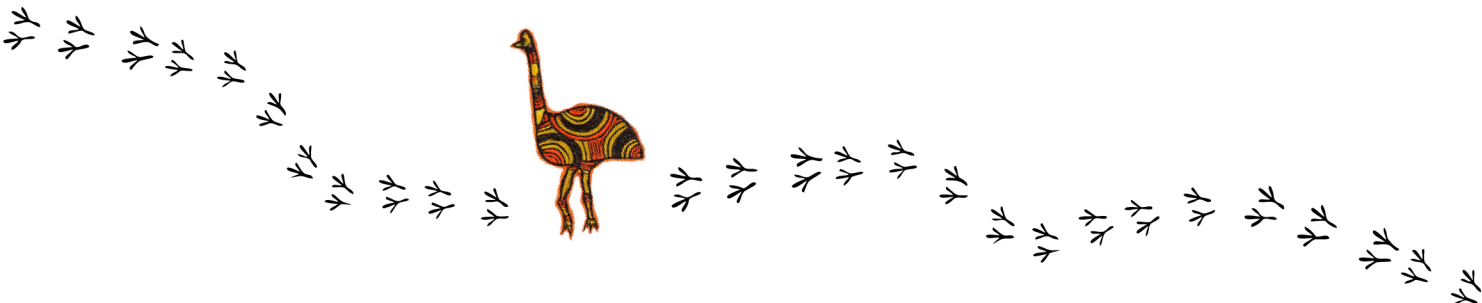




10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement policy</li> </ul>	Oct 2025	Finance Manager
	<ul style="list-style-type: none"> <li>Identify funding opportunities for Aboriginal-led Cultural Workshops for staff and community.</li> </ul>	Aug 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	June 20...	Finance Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	Oct 2025	Finance Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	Oct 2025	Finance Manager
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Oct 2025	Finance Manager
	<ul style="list-style-type: none"> <li>Identify funding opportunities to engage and/or support Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Aug 2025	Executive Manager, Lifestyle & Community

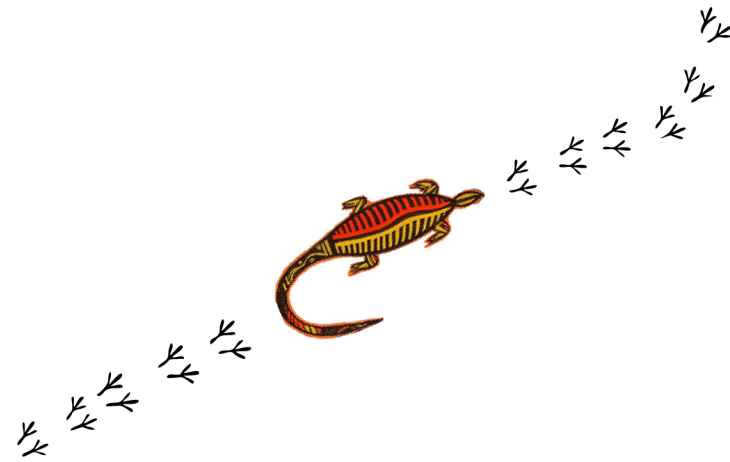


<b>GOVERNANCE</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
11. Establish and maintain an effective RAP Reference Group(RAP Reference Group) to drive governance of the RAP.	<ul style="list-style-type: none"><li>• Maintain Aboriginal and Torres Strait Islander representation on the RAP Reference Group</li></ul>	Mar 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Review and apply a Terms of Reference for the RAP Reference Group</li></ul>	Mar 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>• Support the RAP Reference Group to meet at least four times per year to drive and monitor RAP implementation.</li></ul>	Mar 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator





12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"><li>Define resource needs for RAP implementation.</li></ul>	Mar 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li></ul>	May 2025	CEO
	<ul style="list-style-type: none"><li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li></ul>	Apr 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"><li>Appoint and maintain an internal RAP Champion from senior management.</li></ul>	Mar 2025	CEO, Executive Manager, Lifestyle & Community





13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	Mar 2025	Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September, annually	Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	May 2025	Executive Manager, Lifestyle & Community, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges, and learnings annually.</li> </ul>	Feb 2026	CEO, Executive Manager, Lifestyle & Community, Media and Arts Engagement Officer, Place and Cultural Development Coordinator
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	Feb 2026	People, Culture & Wellbeing Manager
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	Feb 2027	Place and Cultural Development Coordinator



<p>14. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"><li>• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li></ul>	<p>May 2026</p>	<p>Place and Cultural Development Coordinator</p>
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## CONTACT DETAILS

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