



# Terra Rosa Innovate Reconciliation Action Plan

April, 2025 - April, 2027



# Our Vision For Reconciliation

This Reconciliation Action Plan builds on our previous Innovate RAP (2021) and the learnings from its implementation, to refine and continue to support reconciliation at Terra Rosa through this Innovate RAP. This RAP will align with, and also drive, our core business of Cultural Heritage resource management, and our existing relationships with Aboriginal and Torres Strait Islander communities, along with our inclusive, culturally aware and appropriate workplace.

Our particular focus for this RAP will be to formalise what we do through strategic planning documents and to build on our ongoing staff cultural awareness; and to build greater capacity and opportunities for our partners through broader cultural, community, environmental and training services, that we deliver in collaboration.

We will continue to encourage our staff and stakeholders to respect the cultures of our Aboriginal and Torres Strait Islander staff, acknowledge their contributions to our workplace and value the cultures that enrich our workplace. Our vision for reconciliation is to ensure that positive outcomes for Aboriginal and Torres Strait Islander peoples are created through our meaningful engagements, focusing on capacity building and support, to facilitate self-determination for our partners and communities. Our collaborative partnerships, along with our services and social commitments, support this vision throughout Australia where our business operates.

Terra Rosa is committed to Aboriginal and Torres Strait Islander social justice and to acknowledging and implementing the rights of Aboriginal and Torres Strait Islander partners, clients, and staff members to self-determination, participation in decision-making, respect for and protection of culture, and equality and non-discrimination. We are also committed to working towards restitution by actively facilitating the process of returning originals and copies of materials (photos, documents, sound, and film) to the rightful communities, while also fostering relationships between Aboriginal and Torres Strait Islander communities in Australia and overseas collecting institutions. Daily, in our core business, we endeavour to strengthen Aboriginal and Torres Strait Islander groups and communities, and decolonise heritage management and community development paradigms, through community participation in every aspect of an engagement or community project.

# Innovate CEO Letter

Reconciliation Australia commends Terra Rosa Consulting (Terra Rosa) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP). Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. With 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. Terra Rosa continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Terra Rosa will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to Terra Rosa using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust. This Innovate RAP is an opportunity for Terra Rosa to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Terra Rosa will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Terra Rosa's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey. Congratulations Terra Rosa on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# Our Business

Terra Rosa Consulting is an independent firm offering an integrated suite of professional services for Traditional Owner groups, industry and representative bodies including cultural heritage management and approvals, community projects, social and cultural enterprises, environmental services, land management, mapping and Geographic Information Systems (GIS), and native title services.

Terra Rosa Consulting's approach is founded on the principles of co-management and capacity building. Our multidisciplinary team takes a practical approach, working in genuine partnership with stakeholders to achieve community aspirations and meet industry needs.

Our focus is on working in partnership with communities and stakeholders to protect and promote Aboriginal and Torres Strait Islander cultures, facilitate stakeholder engagement, build organisational capacity, support thriving enterprises and sustainably manage land, culture and heritage.

Currently over 90 people are employed by Terra Rosa Consulting, primarily in Western Australia and we also deliver services through our Queensland office and other states within Australia. Our head office is located in Fremantle, Western Australia.

We employ three Aboriginal people at present, in managerial and intern positions

# Our RAP

Since our inception in 2010, we have become a leading voice in the promotion and development of new techniques and approaches within our core operations – Aboriginal cultural heritage. Terra Rosa Consulting strives to continually evolve to respond to both industry and community desires and to apply our proven record of excellence in engagement across emerging and established services.

This Innovate RAP builds on our previous 2021 Innovate RAP, which focused and delivered on many of our reconciliation goals.

We are very proud of our track record of heritage, community, caring for Country and spatial projects that have been successfully implemented for a broad range of clients. We are extremely excited about the future delivery of some ambitious initiatives that will again set the bar for both cultural and natural resource management and community engagement in Australia.

“*We wish to formalise processes towards our previously informal goals regarding Aboriginal participation, engagement and advancement. Through this RAP we will be able to measure and track progress on the achievement of these goals in our workplace.*”

-Terra Rosa Innovate RAP 2021





# Our RAP

Since implementing our initial RAP in 2021, some of our recent reconciliation accomplishments and learnings include the following:

## Accomplishments

- Terra Rosa continues to forge relationships with Australian and Torres Strait Islander people and Traditional Owner groups.
  - In 2023 we had over 20 partnerships with Traditional Owner groups, working closely together on cultural heritage, community programs, building capacity and Caring for Country programs.
- Ongoing successful joint venture with Aboriginal Land Services, a 100% owned Aboriginal identified business in Western Australia, working closely together as their capacity partner to deliver cultural heritage services.
- Terra Rosa continues to deliver collaborative heritage surveys, cultural mapping and environmental work with our Traditional Owner partners, as part of our core business and services.
- The TR Foundation works closely with communities, providing pro bono work to help preserve and capture traditional knowledge, and arts, whilst building capacity, and Caring for Country and Culture.
- Ongoing facilitative partnership with Budadee Aboriginal Corporation in the support of the Budadee Ranger Program including:
  - Supporting employment and training of Budadee Rangers, co-ordinating a range of Caring for Country works within the Woodstock Abydos Protected area and gaining ongoing funding for the Ranger and on Country programs.
- Capacity building relationships with some of our partners including:
  - Support to Marlinyu Ghoorlie group in their Native Title Application, set up of new Corporation and office, along with Cultural Mapping surveys.
  - The Seven Sisters Mural arts Project with Irrungadji community women and children, supporting cultural knowledge preservation and arts participation within the community.
  - Delivery of training in Certificate III in Conservation & Ecosystem Management and Cultural Sites Work on Country across Western Australia, specifically aimed at Aboriginal and Torres Strait Islander communities.

# Our RAP

## Accomplishments

- Hosted Reconciliation and NAIDOC week events for our staff and encouraged participation in external events and activities.
- Source supplies from several indigenous owned companies including stationery from Kulbaradi company, promotional materials from Blak Line and Cultural Awareness Training delivery from Aboriginal Land Services. · Terra Rosa supported the Indigenous Literacy Foundation's (ILF) book supply program, by volunteering to bring book packages to remote communities on behalf of the ILF, and staff book donations.
- Completed Cultural Awareness and Protocols Training for all staff, with added tailored cultural training for field staff working with Traditional Owners.
- Providing employment and internships for Aboriginal and Torres Strait Islander staff, currently employing three Aboriginal and Torres Strait Islander staff, two as Senior Managers and one cadet position.
- Providing educational opportunities through sponsorship for Aboriginal and Torres Strait Islander students through University partnerships, and for Aboriginal and Torres Strait Islander peoples staff with accredited training Professional Development.
- Terra Rosa facilitated, and senior management of Terra Rosa participated in, preliminary consultations and negotiations between Palyku Traditional Owners and German Frobenius Institute regarding the digital restitution of materials from Germany to Palyku Country. Documentation includes originals and copies of materials (photos, documents, sound, and film) relating to Palyku Country, cultural sites, and Aboriginal people on and from Palyku, which was then taken overseas during the 1930s.

## Learnings

- Sometimes difficult to find time to implement certain deliverables due to heavy workloads on staff.
- Formally documenting business and operational activities that contribute to reconciliation.
- Gaining awareness around the RAP, as a distinct plan and actions, since so much of what we do for reconciliation is already embedded in the business and services.
- Finding ways and time to leverage our opportunities and broaden our goals in reconciliation.



# Our History

My goal for Terra Rosa has been to create a company that would always strive to do better. Its creation came from years of working across various sectors of the heritage industry and seeing that there was a disconnect between the ambitions of the Traditional Owner groups and the other stakeholders. My vision was to create a company that would facilitate a meaningful engagement for Traditional Owner groups and results for stakeholders that would generate effective and sustainable outcomes.

Our team quickly grew as more heritage and environmental professionals took a chance to be part of a different approach and develop a holistic approach to heritage management. During the heritage process, we have always believed it is important to have a robust discussion about the results of our work and the recommendations that the Traditional Owners have for the management of their Country. Often during these discussions other ideas would come up that were often important to the health of Country but not always directly relevant to the scope of works. This gave us the idea to form a community projects department that directly managed these ideas and sought opportunities to bring them into fruition.

We consider it a privilege to work on these projects as they are developed through the trust that our clients have in both our abilities and our understanding of our agency. We do not set the agenda or the nature of the engagement – our role is to work as a partner and deliver the communities' visions.

We love working on these projects because our team has always been dedicated in giving back to the communities that have been generous enough to share their knowledge and their stories with us. Since implementing our first Innovate RAP in 2021 we have maintained this focus on developing meaningful partnerships and capacity building within our Traditional Owner partners.

The name Terra Rosa is reflective of the red earth of the northwest of WA. This area in WA has been a second home for myself and many staff at our company. All staff employed at Terra Rosa Consulting are continually trained and made culturally aware of Aboriginal and Torres Strait Islander peoples and social issues, and this formal process ensures that their professional conduct is culturally appropriate and respectful. We meet regularly with key Traditional Owner partners to provide guidance on the direction of the business and provide cultural mentoring for our junior staff.



Scott Chisholm  
Chief Executive Officer  
Terra Rosa Consulting

# RAP Working Group

Ben Fordyce – Deputy CEO & RAP Champion  
Nerida Haynes – Engagement Manager  
Nell Taylor – Senior Anthropologist  
Sarah Gautrey – Sustainability Manager and  
RAP Coordinator  
Jess Taylor – Heritage Consultant  
Angus Longmire – Heritage Consultant  
Emily Ings – Engagement Manager

## External:

Blaze Kwaymullina - Palyku man and Cultural  
Advisor

Nerida Haynes and Blaze Kwaymullina are  
Aboriginal and Torres Strait Islander  
representatives on our RAP Working Group.

Terra Rosa is looking to establish an external  
Aboriginal and Torres Strait Islander Advisory  
Group in early 2025, which will provide ongoing  
input and advice for the RWG.



Terra Rosa's Senior Anthropologist, Nell Taylor, and a Traditional Owner representative look over a rusted vehicle on Country.



# Relationships

Terra Rosa Consulting is continuing to develop strong and meaningful relationships with Aboriginal and Torres Strait Islander peoples and their communities. We have been working on strategic engagement plans, with a focus on consolidating the partnerships we have made over the years to strengthen these relationships, and the level of collaboration and support.

With the shared goal of protecting and preserving cultural heritage, cultural knowledge and language, and supporting communities, we are committed to our existing engagements, and also developing new relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

From all of our past and recent relationships, we acknowledge the importance of their knowledge and contribution to our staff, company and wider Australian society, and working collaboratively together to support reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Build relationships through celebrating National Reconciliation Week (NRW).	TR to organise an annual TR NRW event and extend an invitation to Aboriginal and Torres Strait Islander peoples to attend and share their reconciliation experiences or stories (where appropriate).	Before 27 May - 3 June 2025 - 2027	RAP Coordinator
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April, 2025, 2026, 2027	RAP Coordinator
	Register all our NRW event on Reconciliation Australia's NRW website.	May, 2025, 2026, 2027	RAP Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026, 2027	RAP Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, 2025, 2026, 2027	RAP Coordinator
	Support an existing partners/organisation external NRW.	27 May - 3 June 2025, 2026, 2027	TR Director

<p><b>2.</b></p> <p>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Develop and implement an overarching engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</p> <p>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</p> <p>Maintain relationships with the following successful Aboriginal businesses: Aboriginal Land Services, Palyku Jartayi Aboriginal Corporation, Marlinyu Ghoorlie Aboriginal Corporation.</p> <p>Maintain strong partnership with Budadee Aboriginal Corporation and support future community and land management opportunities.</p> <p>Create individual engagement plans for our major Aboriginal and Torres Strait Islander clients and partners.</p>	<p>Sep 2025</p> <p>May 2025</p> <p>Review July 2025, 2026, 2027</p> <p>Review July 2025, 2026, 2027</p> <p>Mar 2026</p>	<p>Regional Managers</p> <p>Regional Managers Lead; TR Director support</p> <p>Regional Managers Lead; Engagement Managers Support</p> <p>Healthy Country Manager</p> <p>Engagement Managers</p>
<p><b>3.</b></p> <p>Support Aboriginal and Torres Strait Islander organisations through providing direct support and skills.</p>	<p>Continue pro bono support (when possible) to various Aboriginal and Torres Strait Islander organisations through our communities' department for:</p> <ul style="list-style-type: none"> <li>• preparation of funding applications,</li> <li>• sharing equipment,</li> <li>• supporting community programs.</li> </ul> <p>Work with TR Foundation to fulfill their primary purpose of providing relief and support to Aboriginal and Torres Strait Islander organisations through the delivery of heritage, cultural knowledge, community and land management projects.</p> <p>Continue to donate funds and time to selected Aboriginal and Torres Strait Islander groups and organisations through the TR Foundation, such as the Indigenous Literacy Foundation's (ILF).</p>	<p>Review July 2025, 2026, 2027</p> <p>Review July 2025, 2026, 2027</p> <p>Review July 2025, 2026, 2027</p>	<p>Engagement Managers</p> <p>TR Foundation Director</p> <p>TR Foundation Director</p>

<p><b>4.</b></p> <p>Promote reconciliation through our sphere of influence.</p>	<p>Assess our staff engagement strategy for effectiveness of raising awareness of reconciliation across our workforce and update to improve impact.</p> <p>Communicate our commitment to reconciliation publicly.</p> <p>Assess the effectiveness of previous activities with external stakeholders to drive reconciliation outcomes and explore new opportunities to continue to support positive outcomes.</p> <p>Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</p>	<p>Nov 2025</p> <p>May 2025</p> <p>Review July 2025, 2026, 2027</p> <p>Nov 2026</p>	<p>Manager Corporate Services</p> <p>RAP Coordinator</p> <p>TR Director</p> <p>RAP Coordinator Lead; &amp; TR Director support</p>
<p><b>5.</b></p> <p>Promote positive race relations through anti-discrimination strategies.</p>	<p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p> <p>Review our anti-discrimination policy for our organisation and the effectiveness of the implementation and communication of this policy in the workplace, and update required staff awareness strategies.</p> <p>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</p> <p>Educate senior leaders and staff on the effects of racism.</p>	<p>May 2025</p> <p>Review July 2025, 2026, 2027</p> <p>May 2025</p> <p>May 2025, 2026, 2027</p>	<p>Manager Corporate Services</p> <p>Manager Corporate Services</p> <p>Manager Corporate Services</p> <p>Learning and Development Manager</p>



“

*Reconciliation is everyone's business. It's about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.*

– Karen Mundine, CEO, Reconciliation Australia”

Artwork from the women in Nullagine during the annual Nullagine Arts Trip.



# Respect

Respect is paramount in Terra Rosa Consulting and the business we conduct with our clients. We will build on our previous RAP commitments and activities, to continue to promote respect for Aboriginal and Torres Strait Islander peoples, their cultures and histories, within our organisation and the work that we do.

We endeavour to increase the visibility of Aboriginal and Torres Strait Islander peoples, along with increased understanding of Aboriginal and Torres Strait Islander cultural protocols and awareness. We have begun this through developing a Cultural Safety Protocols document and implementing this through our close working partnerships and services delivered on Country.

Terra Rosa will continue to acknowledge and celebrate Aboriginal and Torres Strait Islander peoples and cultures in all aspects of our business. Through our collaborative partnerships and professional services including cultural heritage and knowledge preservation, Caring for Country, and community projects, we are always looking for key opportunities to promote awareness and respect for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<b>6.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	May 2025	Learning and Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2025	Learning and Development Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff, including cultural awareness training.	June 2025	Learning and Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025, 2026, 2027	Learning and Development Manager Lead; RAP Coordinator support
	Identify cultural learning requirements for tailored and ongoing staff training (eg informal training from Team Leaders; mandatory viewing for all staff of 'Exile in the Kingdom')	May 2025	Learning and Development Manager
	Investigate and promote local cultural experiences and immersion opportunities for staff to participate in.	May 2025, 2026, 2027	RAP Coordinator

<p><b>7.</b></p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p> <p>Develop, implement and communicate a high-level cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country for the organisation, based on our current field based Cultural Safety Protocol document.</p> <p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p> <p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p> <p>Display artwork and signage for Acknowledgement of Country at entry to all main offices.</p>	<p>May 2025</p> <p>June 2025</p> <p>Oct 2025, as required</p> <p>As required</p> <p>May 2025</p>	<p>Learning and Development Manager</p> <p>Manager Corporate Services Lead; Learning and Development Manager support</p> <p>RAP Champion</p> <p>Senior staff</p> <p>Manager Corporate Services</p>
<p><b>8.</b></p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>RAP Working Group to participate in an external NAIDOC Week event.</p> <p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p> <p>Promote and encourage participation in external NAIDOC events to all staff.</p> <p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</p> <p>Hold or support an external NAIDOC week community event and encourage staff and public to attend.</p>	<p>Sep 2025, 2026, 2027</p> <p>May 2025</p> <p>First week in July 2025, 2026, 2027</p> <p>First week in July 2025, 2026, 2027</p> <p>First week in July 2025, 2026, 2027</p>	<p>RAP Coordinator</p> <p>Manager Corporate Services</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p>



# Opportunities

Terra Rosa is committed to the creation of opportunities for Aboriginal and Torres Strait Islander peoples both within Terra Rosa Consulting or with partner organisations Terra Rosa has strong ties with. Through our previous RAP we have engaged with our Aboriginal and Torres Strait Islander staff and stakeholders to help develop policies and initiatives to support employment, supplier and educational opportunities. Through these initiatives, Terra Rosa has been able to create a range of opportunities that have provided direct employment and educational support through scholarships and training. We also have a growing list of Aboriginal and Torres Strait Islander suppliers that we use on a regular basis.

We will continue to build on these early achievements to develop strategies and programs that create more opportunities through direct and partnership employment, professional development and educational training, and ongoing procurement. All opportunities that are specific to Aboriginal and Torres Strait Islander peoples will be acknowledged and promoted both internally and externally.

Action	Deliverable	Timeline	Responsibility
<b>9.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2025	Manager Corporate Services
	Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2025	Manager Corporate Services
	Based on our previous initiatives and challenges, develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Nov 2025	Manager Corporate Services
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2025	Manager Corporate Services
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Apr 2025	Manager Corporate Services
	Research, develop and implement a 'Pilot' internship or cadetship for Aboriginal archaeologist or anthropologist.	Jul 2025	Manager Corporate Services
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.	May 2025	Manager Corporate Services

<p><b>10.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. (as part of our Sustainability Procurement Strategy).</p> <p>Investigate new ways to support Aboriginal and Torres Strait Islander business owners and existing suppliers.</p> <p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p> <p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</p>	<p>Apr 2025</p> <p>Oct 2026</p> <p>May 2025</p> <p>May 2025</p> <p>May 2025</p>	<p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p>
<p><b>11.</b> Support educational opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and partner groups we work with.</p>	<p>Support scholarships for Aboriginal and Torres Strait Islander students in cultural heritage and conservation &amp; land management.</p> <p>Support Aboriginal and Torres Strait Islander leadership through an internal mentorship program.</p> <p>Provide capacity building training for Aboriginal and Torres Strait Islander staff and partners through our registered RTO, "On Country Academy" programs and cadetships.</p> <p>Maintain our joint venture relationship with Flinders Uni, providing opportunities for Aboriginal and Torres Strait Islander students through scholarships and internships.</p>	<p>June 2025</p> <p>June 2025</p> <p>June 2026</p> <p>June 2025</p>	<p>TR Director</p> <p>Learning and Development Manager</p> <p>Learning and Development Manager</p> <p>TR Director</p>



# Governance

Terra Rosa has set up a governance structure for our previous RAP, which aligns with and is embedded within our higher-level strategic frameworks and reporting criteria. This RAP as an integral part of our Business Plan and Sustainability Strategy, with “Reconciliation” as one of our key focus areas, and the actions form part of our Sustainability goals, implementation and reporting.

We will ensure that our RAP working group and co-ordinator set up and attend regular meetings, with tracking and reporting schedules, to implement the RAP deliverables and measure our progress for the duration of the RAP. We will provide regular reports both internally and externally to show progress and outcomes achieved, and challenges experienced.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2026	RAP Co-ordinator
	Review and maintain the Terms of Reference for the RWG.	Review Nov 2025, 2026, 2027	RAP Co-ordinator
	Meet at least four times per year to drive and monitor RAP implementation.	Mar; June; Sep; Dec 2025, 2026, 2027	RAP Co-ordinator
	Consult with the TR Aboriginal and Torres Strait Islander Advisory Group and key Aboriginal and Torres Strait Islander peoples within our sphere of influence to advise on RAP implementation.	As required	RAP Champion

<p><b>13.</b> Establish and maintain an Aboriginal and Torres Strait Islander Advisory Group to provide a voice across all aspects of the business.</p>	<p>Identify internal/external participants to form the Aboriginal and Torres Strait Islander Advisory Group.</p> <p>Aboriginal and Torres Strait Islander Advisory Group to develop Terms of Reference.</p> <p>Support and maintain Aboriginal and Torres Strait Islander Advisory Group including monitoring of cultural fatigue.</p>	<p>July 2025</p> <p>Aug 2025</p> <p>Sep 2026</p>	<p>RAP Champion</p> <p>RAP Coordinator</p> <p>RAP Champion</p>
<p><b>14.</b> Provide appropriate support for effective implementation of RAP commitments</p>	<p>Define resource needs for RAP implementation.</p> <p>Engage our senior leaders and other staff in the delivery of RAP commitments.</p> <p>Define and maintain appropriate systems to track, measure and report on RAP commitments.</p> <p>Appoint and maintain an internal RAP Champion from senior management.</p>	<p>June 2025</p> <p>Apr 2025</p> <p>Apr 2025</p> <p>Apr 2025 Review Oct 2026</p>	<p>Manager Corporate Services</p> <p>Manager Corporate Service Lead; RAP Coordinator support</p> <p>RAP Coordinator</p> <p>TR Director</p>

<p><b>15.</b></p> <p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>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> <p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</p> <p>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p> <p>Report RAP progress to all staff and senior leaders quarterly.</p> <p>Publicly report our RAP achievements, challenges and learnings, annually.</p> <p>Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.</p> <p>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>May 2025</p> <p>May 2025</p> <p>Sep 2025, 2026, 2027</p> <p>July, Oct, Jan, Apr 2025, 2026, 2027</p> <p>Nov 2025, 2026, 2027</p> <p>April 2026</p> <p>June 2027</p>	<p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p> <p>RAP Coordinator</p>
<p><b>16.</b></p> <p>Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia’s website to begin developing our next RAP.</p> <p>Review the progress of our Innovative RAP, and update with a goal to move to “Stretch” level for our next RAP.</p>	<p>Oct 2026</p> <p>Nov 2026</p>	<p>RAP Coordinator</p> <p>RAP Coordinator</p>

# Artwork



*20-107 Picnic at Willagarri Rock Hole by Annie Walsh. Willagarri Rock Hole is a very special places for me and my family, this painting represents Badimia People walking and sitting around the rock holes having dinner. This place is also where my husband used to live on humpy camps.*

**Elizabeth (Annie) Walsh**

Annie Walsh was born in Carnarvon and is a member of the Stolen Generations. She now lives in Mount Magnet with her family. She started painting in 2010 and has become a committed artist with the Wirnda Barna Art Centre. She paints Country around Mount Magnet such as Boogardi Station and her husband's birthplace at Wydjee Hills Station. She also paints about her mother's sea-Country over in Carnarvon.



*20-123 Walgar Rock by James Brockman. Walgar Rock is a place near where I grew up in Cue and a place I like to visit.*  
**James Brockman**

James Brockman is from the Ngarluma Tribe in Cue. He was born in Mount Magnet and lived around the area for many years. James started painting as an eight-year-old and is inspired by his partner, Lorraine Simpson, who has encouraged him to build on his talent. James likes to paint about the legendry stories of Country. He has painted rockholes, creeks, rivers and much more. James has ten sisters, and therefore loves to paint about the Seven Sisters dreaming story: "I have ten sisters of my own, and I am the only boy in the family". James also bases his paintings on family history and places he has been as a child.



*13-205 Wandarrie Country by Frank Walsh Snr. Wandarrie is my Country where I lived and worked for many years with my father.*

**Frank Walsh Snr**

Frank Walsh Snr was born on Wydjee Station in Western Australia's remote mid-west. As a child, Frank travelled with his family between sheep stations, where his father looked for droving work. Later in life, Frank met his wife in Mount Magnet and in 2010 they began their art practice. This same year, Frank won the Indigenous Award at the Mount Magnet Art Awards. Frank drew inspiration from the Aboriginal rock paintings that can be found on his traditional Country 'Wandarrie Country' (named after the native grasses of this region)

*Our 'work' is our way of life and at TR  
we want to care for our clients as we  
would our family*



## Contact Us

Sarah Gautrey  
Sustainability Manager  
Phone: 1300 008 726  
Email: [info@trco.com.au](mailto:info@trco.com.au)



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