

**Reflect**

# Reconciliation Action Plan

July 2025 – December 2026



# Statement from CEO of Reconciliation Australia

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

Tourism Council Western Australia 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 Tourism Council Western Australia 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 Tourism Council Western Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Chair's Foreward

**At Tourism Council WA, we believe reconciliation is a powerful opportunity to walk forward together, with respect, recognition and shared purpose.**

Our first Reconciliation Action Plan reflects our deep commitment to acknowledging the truth of our shared history and supporting a future grounded in equity and inclusion.

Tourism plays a unique role in reconciliation. As the storytellers of our landscapes and culture, we have a profound responsibility to ensure the world sees and hears the richness of the world's oldest living cultures. Aboriginal and Torres Strait Islander peoples have been welcoming visitors to this land for over 60,000 years. Their connection to Country, deep cultural knowledge, and custodianship of place are central to the story we tell as a tourism industry.

There is also enormous opportunity—social, cultural and economic—in ensuring Aboriginal voices and businesses are at the forefront of tourism experiences, particularly in regional Western Australia. Indigenous tourism not only offers visitors a deeper, more authentic connection to place; it also creates pathways for employment, entrepreneurship and economic development within Aboriginal communities.

As demand grows for cultural and nature-based tourism, we are committed to supporting Aboriginal tourism operators to thrive and grow. Through this RAP, we will advocate for greater investment, foster meaningful partnerships, and build the capacity of our industry to respectfully collaborate with Traditional Owners and Aboriginal organisations.

This journey is one of listening, learning and taking meaningful action. I am proud of the steps we have taken so far and even more committed to the work ahead.

On behalf of the Tourism Council WA Board, I thank our Aboriginal partners, stakeholders and members who are walking this path with us.



**Kate Holsgrove**  
Chair  
Tourism Council WA

# Our Business

**Tourism Council WA (TCWA) is the peak body representing tourism regions, industry associations and businesses in Western Australia. TCWA promotes the value of tourism, facilitates sustainable tourism development and advocates industry policy on behalf of members.**

Our objective is to drive meaningful change in public opinion, government policy and industry competitiveness which will create a sustainable future for individual members, the tourism industry and the communities we support. Tourism Council WA represents 1,700 private and public sector industry members in aviation, accommodation, venues, hospitality, tours, attractions, events and regional tourism.

TCWA employs 10 full-time staff, based in its office in Burswood, Perth. In addition, TCWA engages several contractors to deliver additional industry development programs, particularly industry-specific workshops. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person. This team engages with tourism businesses and industry representatives across the entirety of Western Australia.



# Our RAP

Tourism Council WA is developing a Reconciliation Action Plan to establish more meaningful partnerships with Aboriginal and Torres Strait Islander peoples, recognising their cultures as integral to Australia's identity and tourism offering. TCWA will implement its RAP through a dedicated Working Group with First Nations advisors which will be developed as part of the Reflect RAP, ensuring accountability and regular progress reviews. The process will be championed within the organisation by the Chief Operating Officer.

While TCWA has engaged in cultural awareness training and collaborated with Aboriginal tourism operators previously, our formal reconciliation journey is still developing. Through respectful engagement and genuine collaboration, Tourism Council WA will develop stronger relationships with Aboriginal and Torres Strait Islander stakeholders, building trust and creating partnerships that deliver mutual benefits for sustainable tourism development across Western Australia.

By implementing our RAP, we aim to improve staff satisfaction through meaningful contributions to reconciliation and creating a culturally safe workplace. This approach will establish sustainable long-term strategies that enhance our reputation as a leader in responsible and cultural tourism.

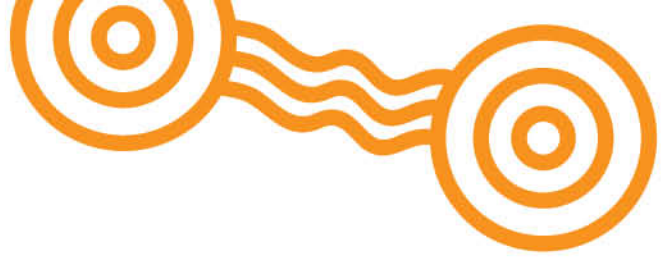
# Our partnerships & current activities

Tourism Council WA maintains a productive partnership with the Western Australian Indigenous Tourism Operators Council (WAITOC), collaborating on initiatives that develop authentic Aboriginal tourism experiences across the state. Many Aboriginal tourism operators are members of Tourism Council WA, engaging in business development programs including the Quality Tourism Accreditation program.

TCWA programs include educating non-Indigenous tourism businesses on appropriately incorporating Aboriginal culture in their offerings. Through workshops, industry events, and the national “Connecting to Culture” online program, TCWA emphasises cultural protocols and the importance of developing experiences in partnership with Traditional Owners to prevent appropriation while creating economic opportunities for Aboriginal communities.



2024 Tourism Awards



## About the Artwork

### Noongar artist, Kaedisha Westberg.

The white wavy lines represent the diverse landscapes of the state, while the smaller lines and U-shapes represent people's journeys. You can also find U-shapes within the artwork that represent collaboration between Aboriginal and non-Aboriginal peoples, as well as smaller symbols that depict our weather, food, and animals across the state.

The meeting places throughout the artwork represent people coming together and the connections between Aboriginal and non-Aboriginal peoples.

I've used colour to represent the different regions across the state. The orange, red and yellow represent the remote and regional landscapes of WA. Green represents the forests and greener regions, while the blue in the background symbolises our waterways and oceans. The blue and aqua tones reflect our connection to these waterways.



# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2025	Chief Operating Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Manager, Member Services
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026	Chief Operating Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2026	Manager, Member Services
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	August 2025	Chief Operating Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2025	Chief Operating Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2025	Chief Operating Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2026	Manager, Member Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	Manager, Member Services

# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2026	Manager, Member Services
	Conduct a review of cultural learning needs within our organisation.	April 2026	Manager, Member Services
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	Chief Operating Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	Chief Operating Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2026	Manager, Member Services
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Manager, Member Services
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	Chief Operating Officer

# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2026	Manager, Member Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2026	Manager, Member Services
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2026	Chief Operating Officer
	Investigate Supply Nation membership.	June 2026	Chief Operating Officer

# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2025	Chief Operating Officer
	Draft a Terms of Reference for the RWG.	September 2025	Chief Operating Officer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2025	Chief Operating Officer
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Chief Operating Officer
	Engage senior leaders in the delivery of RAP commitments.	August 2025	Chief Operating Officer
	Maintain a senior leader to champion our RAP internally.	October 2026	Chief Operating Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2025	Chief Operating Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026	Chief Operating Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026	Chief Operating Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026	Chief Operating Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	Chief Operating Officer



### Contact details

Leslee Ireland

Chief Operating Officer

☎ 08 9416 0700

✉ [lireland@tourismcouncilwa.com.au](mailto:lireland@tourismcouncilwa.com.au)