

# Reflect

## RECONCILIATION ACTION PLAN

MAY 2025 - OCTOBER 2026



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## ACKNOWLEDGEMENTS

We send our respects to the Larrakia People and their Elders past, present and future.

Ngarrangarra ludju darranigi respect to the Gulumerrdjín biyilirra and their Darriba Narri gudlagwa, yilanggwa and nimangwa.

### DISCLAIMER

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images of deceased persons in photographs and/or printed material.







## MESSAGE FROM THE GENERAL MANAGER

The Darwin Convention Centre is pleased to announce the launch of our Reflect Reconciliation Action Plan (RAP) for 2025–2026. This plan underscores our commitment to reconciliation and our support for local First Nations organisations.

The Reflect RAP provides a structured framework that enables us to communicate our vision for reconciliation clearly, take measurable actions and achieve significant outcomes.

We are proud to operate as a meeting place on Larrakia land, attracting visitors from across the world to connect on Garramilla Country. With this in mind, we acknowledge our responsibility to conduct business in a manner that honours the rich heritage of the Larrakia people, Traditional Owners of the Darwin region. We accomplish this by engaging with local Elders through consultation on reconciliation initiatives and working closely

with local First Nations organisations, to provide those visiting our venue with enriching cultural experiences and a deeper respect and understanding of local Larrakia culture.

Through the development of this RAP, our team has taken the time to reflect on its reconciliation journey to date and identify opportunities to enhance our engagement with First Nations peoples, particularly in the areas of procurement and recruitment.

We look forward to making progress in these areas over the coming year and are committed to collaborating closely with Larrakia Nation to drive meaningful results for our community.

**Peter Savoff**  
*General Manager*  
*Darwin Convention Centre*







# LARRAKIA NATION LETTER OF SUPPORT

The Larrakia people are the Traditional Owners of the Darwin region. Our country spans from Cox Peninsula in the west to Gunn Point in the north, Adelaide River in the east, and down to the Manton Dam area in the south. The Larrakia Nation is the peak body representing the voice of the Larrakia people, and our mission is to work together to care for our land, our sea, our culture and our people.

We are proud to partner with local organisations and businesses to bring this vision to life, and we are pleased to offer our support to the Darwin Convention Centre in its journey towards reconciliation.

By developing its first Reflect RAP, the Darwin Convention Centre has taken a significant step in reaffirming its commitment to reconciliation and cultural understanding. Throughout its operations, the Centre has shown respect for local Larrakia culture by actively seeking opportunities

to integrate traditional Larrakia art, language and experiences into its venue offerings, and encouraging events to engage with Larrakia Nation in meaningful ways.

As Traditional Owners of the Northern Territory's capital, we hold a deep responsibility to care for our country and its visitors. We value our partnership with the Centre and warmly welcome event attendees to Darwin. We look forward to further strengthening our relationship with the Centre's team and advancing our shared commitment to reconciliation.

Kind regards,

**Travis Borsi**  
*Chairman of the Board  
Larrakia Nation Aboriginal Corporation*





# LETTER FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Darwin Convention Centre to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Darwin Convention Centre 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 Darwin Convention Centre 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 Darwin Convention Centre, 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*



# OUR RAP ARTWORK

In 2023, Darwin Convention Centre took a significant step forward in our Reconciliation journey by renaming the venue's meeting rooms with traditional Larrakia names. In consultation with Larrakia Elders, four meeting rooms and the Porte Cochere were renamed after sea creatures, reflecting our location on the water within the spectacular Darwin Waterfront Precinct.

This momentous occasion coincided with the World Community Development Conference, making it the first conference to utilise the spaces following the unveiling of the new signage and names.

Larrakia artist, Jason Lee, was commissioned to create artwork for the new meeting room signage. The stunning artwork appearing within our RAP was created for our Porte Cochere, now called Garawa (water) place.



Artist Jason Lee (left) photographed with Dr. Bilawara Lee OAM (Aunty B) and DCC General Manager Peter Savoff.

*Senior Larrakia Elder, Dr. Bilawara Lee OAM (Aunty B), explains why the renaming of the Centre's spaces is such a significant part of reconciliation.*

*'Many people only experience language as a tool for communication. For us [the Larrakia people], it is much more. To speak our language is to be one with our country and our ancestors. Language is medicine: it keeps us strong and helps us heal our country and our community. We want to share this with people who come to Darwin from other places. Our goal, then, is to establish a daily practice of using our language.'*

*With the Darwin Convention Centre supporting the Larrakia people in bringing this dream into reality, it demonstrates their commitment to reconciliation and respect for the Larrakia people, the Traditional Custodians of the land that the Convention Centre sits on.'*

The Centre is proud to be part of a community that embraces its rich First Nations history and culture. The renaming of our Centre's meeting spaces is just one more step towards providing visitors with a deeper connection to Country and creating a vibrant space where language and culture can thrive.

## ABOUT THE ARTIST

Jason Lee is a self-taught artist living on Saltwater Country. He started learning his Gulumerrdjjin (Larrakia) culture from a young age and draws inspiration from his Larrakia heritage, using vibrant colours for his artwork and showcasing his culture through his art.





## ABOUT US

Darwin Convention Centre is a multi-award-winning business events venue located in Darwin, the tropical capital city of the Northern Territory. Situated overlooking the spectacular Darwin Harbour, the world-class venue is the centrepiece of the Darwin Waterfront Precinct.

With some 23,000 sqm of space and current capacity for up to 4,000 guests, the Darwin Convention Centre prides itself on its exceptional facilities and quality of service, hosting business events tailored to the individual needs of its customers within the national, international and local/intrastate markets. The Centre is managed by the world's leading venue management company, Legends Global.

Since opening in 2008, the Centre has hosted over one million delegates and contributed over \$600 million to the NT economy. The economic significance of the Centre is set to increase with plans announced for a multi-million-dollar redevelopment of the surrounding Darwin Waterfront Precinct.

## OUR PEOPLE

Darwin Convention Centre employs over 250 people during the peak conference season from May to October. The Centre is managed by a core team of 31 full-time and seven part-time members including an Executive Committee (EXCO) of eight. The Centre's staff is incredibly diverse, representing over 30 nationalities and including two staff who identify as Aboriginal and/or Torres Strait Islander persons.



# OUR VALUES

Darwin Convention Centre is committed to social equity and global sustainability.

We believe in:

- Creating a better and more diverse workforce, including increasing the number of Aboriginal and Torres Strait Islander staff
- Serving the local community
- Contributing to a healthier environment and planet by respecting the traditions of Country.

# OUR RAP

Darwin Convention Centre acknowledges the Larrakia people as the Traditional Custodians of the land on which the Centre stands.

We work closely with Larrakia Elders to ensure that Larrakia culture is represented throughout the Centre's business operations – whether it be through cultural experiences incorporated into business events, performances by local First Nations artists, or the representation of Larrakia culture in meeting room names, furniture upholstery and the Acknowledgement of Country which sits above the conference registration area.

This Reflect Reconciliation Action Plan formalises our commitment to the reconciliation journey and will:

- Strengthen the relationship between Darwin Convention Centre and Larrakia Nation
- Communicate to staff, stakeholders and visitors to the Centre the importance of respecting the Traditional Owners of the land on which the Centre stands
- Provide staff, stakeholders and visitors with a deeper understanding of Aboriginal culture and connection to Larrakia Country
- Continue our focus on proactive strategies to employ more First Nations people on our team
- Provide an action plan outlining further steps towards reconciliation that can be easily communicated to staff, stakeholders, visitors and members of Larrakia Nation
- Ensure appropriate governance around the Centre's ongoing reconciliation journey.

This Reconciliation Action Plan is reflective of the working partnership between the Centre and Larrakia Nation (the peak body representing the Traditional Owners of the Darwin region). Ongoing consultation with Larrakia Elders will be an integral part of the RAP implementation.



# OUR RECONCILIATION JOURNEY 2008 – CURRENT

Darwin Convention Centre takes great pride in acknowledging and honouring the rich culture and heritage of the Larrakia people and sharing it with staff, delegates and visitors to the venue. Our Reflect RAP is the first step in formalising this process, but it is not the beginning of our journey. These are some of the measures towards reconciliation already taken at the Centre.

## Welcome

Larrakia cultural protocols are included as an integral part of events at the Centre, including 'Welcome to Country', and traditional saltwater and smoking ceremonies

## Performance

Cultural performances by local artists including the NT Dance Company and The Youth Mill can be incorporated into events

## Seasons

The Centre's flagship food experience, Seven Seasons, is designed around the seven seasons recognised by the Larrakia people. The seven-course degustation menu can include an optional immersive audio-visual presentation and performances by local First Nations artists

## Partnerships

Focus on developing First Nations partnerships and hosting First Nations meetings and conferences at the Centre

## Suppliers

Commitment to use First Nations suppliers through Supply Nation

## Renaming

Renaming of 4 meeting rooms and the outdoor Porte Cochere space with traditional Larrakia names

## Signage

Installation of signage for the renamed meeting rooms featuring art designed by a Larrakia artist, Jason Lee

## Training

Introduction of Cultural Awareness training conducted by Larrakia Nation

## Fabrics

Re-upholstering of furniture in the common areas of the Centre in Larrakia textiles developed in partnership with Winya, a profit-for-purpose business that supports training and development for Aboriginal and Torres Strait Islander peoples

## Acknowledgement

Installation of an Acknowledgement of Country above the main registration area

## Awareness

Introduction of Cultural Awareness training conducted by Aboriginal Insights.



# OUR PARTNERSHIPS

## COMMUNITY PARTNERSHIP

Darwin Convention Centre has strong community partnerships with several First Nations organisations, including Larrakia Nation, The Youth Mill and NT Dance Company. These partners are included on the suppliers list provided to all conference and event organisers and involved in activities at the Centre wherever possible.

### LARRAKIA NATION

Larrakia Nation is the peak body for Larrakia people, the Traditional Owners of the land on which the Centre stands. Larrakia Nation's mission is to work together to care for our land, our sea, our culture and our people. Darwin Convention Centre believes a strong relationship with Larrakia Nation is essential. The Reflect Reconciliation Action Plan is an important future component of this relationship.

Welcome to Country presented by Mary Williams.



### THE YOUTH MILL PERFORMING ARTS COMPANY

The Youth Mill Performing Arts Company nurtures the talents of young First Nations artists, fusing traditional narratives with contemporary artistry, and delivering powerful performances that celebrate the world's oldest living cultures through music, dance and storytelling. Darwin Convention Centre has had a long-standing relationship with The Youth Mill. The company regularly participates in performances at the Centre.



### NT DANCE COMPANY

NT Dance Company reflects the diversity of people and art in Larrakia, telling First Nations stories that integrate dancers of all nationalities.

Darwin Convention Centre has a long-standing relationship with NT Dance Company and its First Nations Artistic Director, Gary Lang. The company performs regularly at the Centre as part of conference and event activities.





## SPONSORSHIPS

Darwin Convention Centre is proud to offer sponsorship to a number of events run by First Nations organisations held at the Centre, including:

### **DARWIN ABORIGINAL ART FAIR (2008, 2010 - 2024)**

Darwin Convention Centre has sponsored this event since its inception and has a strong partnership with the organisation.



### **NAIDOC BALL (2008, 2021 -2024)**

The annual Darwin NAIDOC ball is organised by Larrakia Nation and supported by Darwin Convention Centre.





# OUR CURRENT RECONCILIATION ACTIVITIES

Darwin Convention Centre incorporates elements of Larrakia culture throughout its business operations including:

## BUSINESS EVENTS

- Event organisers are encouraged to include Larrakia cultural protocols such as 'Welcome to Country', saltwater ceremonies, smoking ceremonies and yarning circles in their business events
- Cultural performances by local artists such as the NT Dance Company and The Youth Mill can be included in events
- The Centre holds Cultural Awareness briefings before events for event staff.

## DINING EXPERIENCE

- The Centre's award-winning dining experience, *Seven Seasons*, showcases the changing Gulumoerrgin (Larrakia) seasons and uses native ingredients
- First Nations suppliers are prioritised for the supply of local and native ingredients.







# Case study

## SEVEN SEASONS

In 2019, Darwin Convention Centre introduced **Seven Seasons**, a unique cultural dining experience inspired by the Gulumoerrgin (Larrakia) seasons.

To the Larrakia people, the year is divided into seven seasons. The seasons have no beginning and no end, only a change that can be felt with each season having distinctive patterns of weather changes and animal activity.

**Seven Seasons** is a culinary journey that provides guests the opportunity to experience the dramatic changes of the Gulumoerrgin seasons and the corresponding impact these changes have on the sights, sounds, landscape and natural habitat. With the option of a seven-course degustation menu or a three-course banquet menu, the experience goes beyond food, offering optional vision and sound elements to create a full sensory immersion in Larrakia culture.

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*'When developing the menu, we didn't just look at the ingredients. We looked at the history of the food, how it was gathered, how it was prepared and how it was cooked... The menu is not only about the taste, smell and look of the food, it is about understanding the local land and how Aboriginal people have used the ingredients available to them.'*

**Toby Beaton, Executive Chef, Darwin Convention Centre**

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*'We are getting to share the Larrakia culture with people from all over the world... Teaching the next generation and non-Aboriginals about the seasons will educate people on looking after the land and understanding all the plants and habitats as each have their own special purpose.'*

**Roque Lee, Larrakia Elder**



## VENUE ENVIRONMENT

Visitors to the Centre are surrounded by Larrakia culture including:

## VENUE FURNITURE

Furniture throughout the Centre is covered in traditional First Nations textiles, developed in partnership with Winya, a profit-for-purpose business that supports training and development for Aboriginal and Torres Strait Islander peoples. For this project, the Centre worked with the Northern Territory branch and local artist collection. This vibrant furniture now provides a visual reminder of the Centre's connection with the Larrakia people and its commitment to reconciliation.

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*'As a proud Gulumoerrgin Larrakia woman, it's incredible to see our art come to life in different forms. I'm so happy and grateful for the Convention Centre to be showcasing our art on this beautiful furniture on Larrakia Country.'*

**Mim Cole, contributing artist**

## RENAMING PROJECT

Language is immensely important to the Larrakia people so one of the first steps the Centre took towards reconciliation was to rename four of its meeting rooms and its outdoor Porte Cochere with traditional Larrakia names. The initiative was unveiled in June 2023 at the World Community Development Conference.

In keeping with the Centre's waterfront location, the meeting rooms were named after sea creatures and are called:

- Damibila (Barramundi)
- Madla (Crab)
- Betbiyan (Turtle)
- Bundirrik (Octopus).

The Porte Cochere is now known as Garawa (water) place.

Artwork by Larrakia artist, Jason Lee, representing the animal the meeting room was named after, now appears outside each meeting room and the Porte Cochere.

## ACKNOWLEDGEMENT OF COUNTRY

An Acknowledgement of Country appears above the Centre's central registration area.





## BUSINESS OPERATIONS

### PROCUREMENT STRATEGIES

The Centre has a local supplier list in place and a KPI to purchase a minimum of 90% of the Centre's goods and services from local NT suppliers. As part of the Reflect Reconciliation Action Plan, the Centre intends to increase the proportion of First Nations suppliers within this local supplier list using Supply Nation to source local suppliers where existing relationships aren't in place.

### CULTURAL AWARENESS TRAINING

In 2023, staff were offered the opportunity to attend Cultural Awareness training conducted by Larrakia Nation.

In 2024, two team members, the Marketing Manager (responsible for the Centre's external communications) and the People & Culture Manager (responsible for internal staff communications) completed online First Nations Cultural Awareness Training conducted by *Aboriginal Insights*. The training was positioned from the lived experience perspective of an Aboriginal woman who lives and walks in both worlds.

Training topics included:

- Understanding Aboriginal Engagement and Building Respectful Relationships
- Understanding Cultural Differences in the Workplace
- Understanding Cultural Safety in the Workplace.

## INTERNAL COMMUNICATION

Darwin Convention Centre recognises the importance of ensuring that staff are aware of Larrakia traditions and culture as well as the Centre's activities towards reconciliation.

In 2024, the Centre began sending emails to staff at the beginning of each Gulumoerrgin (Larrakia) season to educate staff about the seven Larrakia seasons (which are also an integral part of the Centre's flagship dining experience).

Internal communications were also sent to staff to announce the renaming project and for National Reconciliation Week.





# PARTICIPATION IN NAIDOC AND NATIONAL RECONCILIATION WEEK

Darwin Convention Centre has committed to participate each year in external NAIDOC and National Reconciliation Week activities as part of our reconciliation journey.

In 2024, staff participated in the following activities:

- National Reconciliation Trivia Night (11 staff including the RAP Working Group members)
- Attendance at the Darwin NAIDOC Ball

The Centre's annual familiarisation program, **Meet Darwin**, was held during National Reconciliation Week 2024, and the Centre used the opportunity to highlight the Centre's commitment to reconciliation and National Reconciliation Week to the participants with traditional cultural activities including a Saltwater Ceremony and the Seven Seasons dining experience.

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*'My inaugural trip to Darwin and the Northern Territory exceeded all my expectations. It's a vibrant and culturally rich city that's steadily evolving into its own identity. Being there during National Reconciliation Week was a true privilege.'*

**Testimonial from a 2024 Meet Darwin participant**

James Parfitt performs a traditional Larrakia Saltwater Ceremony for 2024 Meet Darwin participants



An aerial photograph of the Darwin Convention Centre, a large modern building with a curved, metallic roof, situated on a waterfront. In the foreground, there is a lush green park with many trees and a paved walkway. The water is calm, reflecting the sunset sky. In the background, a long pier extends into the water, and a tall apartment building is visible on the right. The sky is a mix of blue and orange from the setting sun.

# OUR RAP WORKING GROUP

Darwin Convention Centre has a RAP Working Group in place who worked on the development of this Reflect Reconciliation Action Plan.

Members of the RAP Working Group include staff from across the Centre's operations:

- General Manager (RAP Champion)
- Business Development Director
- Business Manager
- Marketing Manager
- People & Culture Manager (RAP Working Group Chair)
- Event Services Manager
- Centre Operations Manager
- Executive Chef

# RAP DELIVERABLES

## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen 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	August 2025	<ul style="list-style-type: none"> <li>General Manager (Lead)</li> <li>Event Services Manager</li> <li>Business Development Director</li> <li>Marketing Manager</li> </ul>
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	August 2025	<ul style="list-style-type: none"> <li>General Manager</li> <li>Marketing Manager (Lead)</li> </ul>
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025	<ul style="list-style-type: none"> <li>People &amp; Culture Manager</li> </ul>
	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2025	<ul style="list-style-type: none"> <li>RAP Working Group</li> </ul>
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2025	<ul style="list-style-type: none"> <li>People &amp; Culture Manager</li> </ul>
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	May 2025	<ul style="list-style-type: none"> <li>RAP Working Group</li> </ul>
	Communicate our commitment to reconciliation to our customers	May 2025	<ul style="list-style-type: none"> <li>General Manager</li> <li>Business Development Director</li> <li>Marketing Manager (Lead)</li> </ul>
	Identify new external stakeholders that our organisation can engage with on our reconciliation journey	January 2026	<ul style="list-style-type: none"> <li>RAP Working Group</li> </ul>
	Continue to work with existing external stakeholders including Larrakia Nation and Larrakia Development Corporation	January 2026	<ul style="list-style-type: none"> <li>General Manager (Lead)</li> <li>Marketing Manager</li> <li>People &amp; Culture Manager</li> </ul>
	Explore opportunities for joint action with organisations we have strong business relationships with	January 2026	<ul style="list-style-type: none"> <li>General Manager</li> <li>Business Development Director (Lead)</li> </ul>
	Build a new list of RAP and like-minded organisations that we could approach to collaborate with on our reconciliation journey	August 2025	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>



4.Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	February 2026	• People & Culture Manager
	Conduct a review of the application and communication of our HR policies on anti-racism and anti-discrimination	February 2026	• People & Culture Manager
	Develop a program of activities and communication to ensure our organisation remains free of racism and discrimination	September 2025	• Marketing Manager • People & Culture Manager (Lead)

## 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	Include a commitment towards cultural learning as a priority within the organisation's business plan	June 2025	• People & Culture Manager
	Conduct an annual review of cultural learning needs within our organisation and implement learnings	June 2025 June 2026	• People & Culture Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Strengthen our understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	January 2026	• RAP Working Group
	Increase staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	November 2025	• People & Culture Manager
	Include information about the importance and relevance of cultural protocols at all pre-event briefings	July 2025	• Event Services Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures by celebrating NAIDOC Week	Communicate information and resources about the meaning of NAIDOC Week to all staff	June 2025	• People & Culture Manager
	Sponsor a table for staff at the Darwin 2025 NAIDOC ball	July 2025	• General Manager (Lead) • Marketing Manager
	Promote external NAIDOC Week activities to all staff	June 2025	• People & Culture Manager
	RAP Working Group to participate in an external NAIDOC Week event	July 2025	• RAP Working Group



## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	September 2025	• People & Culture Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	March 2026	• People & Culture Manager
	Continue to identify recruitment opportunities to encourage and attract Aboriginal and Torres Strait Islander candidates to join our team	June 2025	• People & Culture Manager
	Consult with First Nations stakeholders to explore opportunities to develop internships for Aboriginal and Torres Strait Islander peoples for training and career progression within the Centre	September 2025	• People & Culture Manager
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Explore opportunities to expand on procurement goals to support First Nations businesses to thrive	August 2025	• Marketing Manager (Lead) • Executive Chef • Event Services Manager
	Continue to engage with suppliers who are members of Supply Nation	May 2025 - October 2026	• RAP Working Group

## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>	Form a RWG to govern RAP implementation	May 2025	• Marketing Manager
	Draft a Terms of Reference for the RWG	May 2025	• RAP Working Group
	Establish Aboriginal and Torres Strait Islander representation on the RWG	August 2025	• General Manager (Lead) • People & Culture Manager



<b>11. Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation	May 2025	<ul style="list-style-type: none"> <li>• RAP Working Group</li> </ul>
	Engage senior leaders in the delivery of RAP commitments	May 2025	<ul style="list-style-type: none"> <li>• General Manager</li> <li>• People &amp; Culture Manager (Lead)</li> <li>• Marketing Manager</li> </ul>
	Appoint a senior leader to champion our RAP internally	May 2025	<ul style="list-style-type: none"> <li>• General Manager</li> </ul>
	Define appropriate systems and capability to track, measure and report on RAP commitments	August 2025	<ul style="list-style-type: none"> <li>• Marketing Manager</li> <li>• Compliance Officer (Lead)</li> </ul>
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure that we don't miss out on important RAP correspondence	June annually	<ul style="list-style-type: none"> <li>• People &amp; Culture Manager</li> </ul>
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August annually	<ul style="list-style-type: none"> <li>• People &amp; Culture Manager</li> </ul>
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September annually	<ul style="list-style-type: none"> <li>• People &amp; Culture Manager</li> </ul>
<b>13. Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP	August 2026	<ul style="list-style-type: none"> <li>• People &amp; Culture Manager</li> </ul>

## CONTACT

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