



Urban Development Institute of Australia (WA)

Reflect Reconciliation Action Plan

June 2024 – December 2025

Artwork by Jarni McGuire



Acknowledgement of Country

The Urban Development Institute of Australia (UDIA WA) acknowledges the Traditional Custodians of the land on which we work, the Whadjuk people of the Noongar Nation. We also acknowledge the Traditional Custodians across Western Australia and their continuing connection to the land and waters where our members operate.

We wish to acknowledge the strengths of their continuing culture and offer our respects to Elders past, present and emerging.



Artist Story

Jarni McGuire was born and raised on Noongar Boodja (Country) and is a Whadjuk, Ballardong and Yuat woman living in Boorloo (Perth).

In 2021, she started Jarni Creative and has been exploring a plethora of art mediums from acrylics, digital, public art e.g. murals and most recently sculptures.

Jarni loves bringing traditional stories and art into the modern landscape with her inspiration found in her culture, using her language and listening to her mob, hearing their stories, asking questions and following Noongar protocol.

She believes a lot can be learned from many art forms and she loves sharing her culture, her way.

Boodja



This artwork speaks to the connection to Country. The different shapes represent the vast landscapes across WA and the tracks represent the different stories told and shared on Country. These stories come from Country and on Country they return when shared and spoken.

The communities carry these words on through song, dance and storytelling to keep the Kwop wirrn (good spirits) alive.

Message from the President & CEO

It is our pleasure to present the Urban Development Institute of Australia (UDIA WA's) first Reflect Reconciliation Action Plan (RAP).

This is an important milestone for the Institute and recognition of our deep respect for the Traditional Owners and Custodians on the land on which we, and our members, operate on throughout the state of Western Australia.

UDIA WA represents the community creators in Western Australia and our vision is for diverse living options in thriving, connected communities. The connection to place that forms the basis of successful community is at the heart of our RAP, as we recognise the fundamental connection to the land that our Traditional Owners and Custodians have established, through more than 65,000 years of continuous living culture.

Our RAP has been developed over three years of listening, learning and engaging with Aboriginal stakeholders and the wider development industry to understand our role in reconciliation and the real and meaningful action we can take.

Our RAP actions are focused on building a strong foundation to progress our

reconciliation journey in a meaningful way. We are exploring ways to build stronger relationships with Aboriginal stakeholders and make an impact within our sphere of influence, including encouraging meaningful engagement with Elders and Traditional Owners early in the urban development process to ensure a connection to the heritage of a site as well as integrating that history and heritage into the final project.

UDIA WA is the leading organisation representing the property industry in Western Australia, and our RAP is an opportunity to lead the wider industry by setting an example and providing engagement and educational opportunities for our members to learn more about reconciliation and Aboriginal engagement.

UDIA WA is dedicated to this journey, we have already learnt a great deal over the last two years of this process and we look forward to learning even more and delivering on the actions outlined in our RAP over the next 18 months.



Richard Pappas
President UDIA WA



Tanya Steinbeck
CEO UDIA WA

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes the Urban Development Institute of Australia (WA) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Urban Development Institute of Australia (WA) 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 the Urban Development Institute of Australia (WA) 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 to the Urban Development Institute of Australia (WA), welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
CEO Reconciliation
Australia



Our business

The Urban Development Institute of Australia (UDIA WA) has been leading the urban development industry in Western Australia for over 50 years.

As a membership organisation representing the community creators across our state, our purpose is to support the development of great places and housing choice to enable better lives for all Western Australians.

Community creation is at the heart of what our members do and UDIA WA's vision is for diverse living options in thriving, connected communities.

Our activities in relation to education, advocacy and connection align with our purpose and vision and ensure we are acting on our mission to lead, influence and deliver remarkable member value for a strong urban development industry.

UDIA WA works collaboratively with government and stakeholders to achieve our purpose, vision, and mission and support members to achieve their goals by:

- Facilitating essential discussion and debate across a range of platforms.
- Fostering a connected industry through networking; events and committee participation.
- Releasing critical research and market intelligence that informs business decisions.
- Presenting Government with evidence-based solutions that influence policy outcomes in relation to urban development.

- Providing Professional Development and ongoing learning opportunities for industry.
- Encouraging wider community conversations about urban growth and community creation.

Our members operate in metropolitan and regional areas and work in all aspects of urban development including land, built form and infrastructure across residential, commercial and mixed uses.

With a relatively small staff of 11 people, the Institute represents over 200 corporate members and over 4000 individuals as part of those member organisations within Western Australia. We are currently unaware of any staff who identify as an Aboriginal or Torres Strait Islander person. Our office is located in Subiaco, on the traditional lands of the Whadjuk Noongar people.

Our organisation is governed by a Council of elected members. Our Council is supported by a Committee structure that involves over 120 volunteer members. Our committee members provide knowledge and expertise across a range of areas related to the urban growth and development of Perth and the regions.

Our members are the community creators – delivering the places and spaces that people live, work and play in urban areas. The development industry is a significant contributor to state revenue and employment across the state.

We believe that as a representative body leading the community creators across the state of Western Australia, UDIA WA has an important role to play in providing leadership and learning opportunities for our members, particularly in relation to meaningfully and effectively engaging with the Traditional Owners and Custodians of the land on which they operate, as well as understanding the long history and continuing culture that is connected to the places and spaces they are developing and changing. We see

great value in respecting the culture and heritage of the land on which we operate and exploring ways that Traditional Owners can add value to the urban development process.

In UDIA WA's role as a membership organisation, we aim to provide leadership and therefore lead by example within our own small team, when it comes to reconciliation and authentic engagement with all members of the community.

Our Council

- Richard Pappas (President) – Celsius Property Group
- Greg Rowe (Vice President) – Rowe Group
- Grant Shepherd (Vice President) – Hesperia
- Adam Shephard (Treasurer) – Okeland Communities
- Jane Bennett – CLE Town Planning + Design
- Paul Morgan – Peet Ltd
- Danielle Davison – Davison Advisory
- Karl White – Cedar Woods
- Justine Roberts – Kingston Development Group
- Lyle Kenny – Perron Group
- Nathan Butson – Cossil & Webley
- Glen McLeod – Glen McLeod Legal
- Craig Shepherd – Scyne Advisory
- Tiffany Allen – Construction Training Fund
- Col Dutton (Immediate Past President) – Stockland

Our RAP Champions

- Tanya Steinbeck, UDIA WA CEO
- Richard Pappas, UDIA WA President and Managing Director of Celsius Property Group



Our RAP

UDIA WA has developed a Reflect RAP to provide greater leadership to the broader urban development industry in respect to reconciliation and more meaningful engagement with the Traditional Owners and Custodians of the lands on which we operate.

As a membership organisation we can provide leadership and guidance both by leading by example within our own business and providing our members with the knowledge and tools to embark on their own reconciliation journey.

As an industry, we are in the business of creating new communities and enhancing existing neighbourhoods. Community engagement is an integral part of forming successful places and spaces for people to live, work and play to ensure that they are vibrant, inclusive and respectful. Having a strong connection to place is an important aspect of community and the Traditional Custodians of the land are integral to that connection.

UDIA WA intends to approach the implementation of our RAP through continuing to actively engage with a range of relevant stakeholders and leading by example through our events and professional development programs, extensive communication platforms

and committee structure. As a first step, we have undertaken an initial engagement process with a range of relevant stakeholders to gain a better understanding of what activities and actions would be meaningful and useful to progress our reconciliation journey.

UDIA WA's reconciliation journey to date has focused on listening, learning and engaging. We established our RAP Working Group in 2021 to lead the process of developing our first RAP and this group will steer the implementation of the actions outlined in this document over the next 12 months.

Since 2021, the RAP Working Group members have participated in Cultural Awareness Training, and two workshops facilitated by Reconciliation WA to further understand the RAP development and implementation process. Members of the group have also met with stakeholders including the Noongar Chamber of Commerce and Industry (NCCI) and participated in an engagement workshop with Aboriginal Elders facilitated by Kambarang Services to enhance our understanding of the meaningful action that our organisation can take in relation to reconciliation.

UDIA WA has also hosted our own National Reconciliation Week events including an Acknowledge This! workshop in June 2022 and an 'on Country' experience with Koomal Dreaming in Bunker Bay in June 2023. These events were opportunities for our staff, working group and wider membership to engage in educational experiences to enhance their understanding of the importance of the reconciliation movement.

The actions included in our RAP document are in line with the three pillars of Respect, Relationships and Opportunities and have been informed by

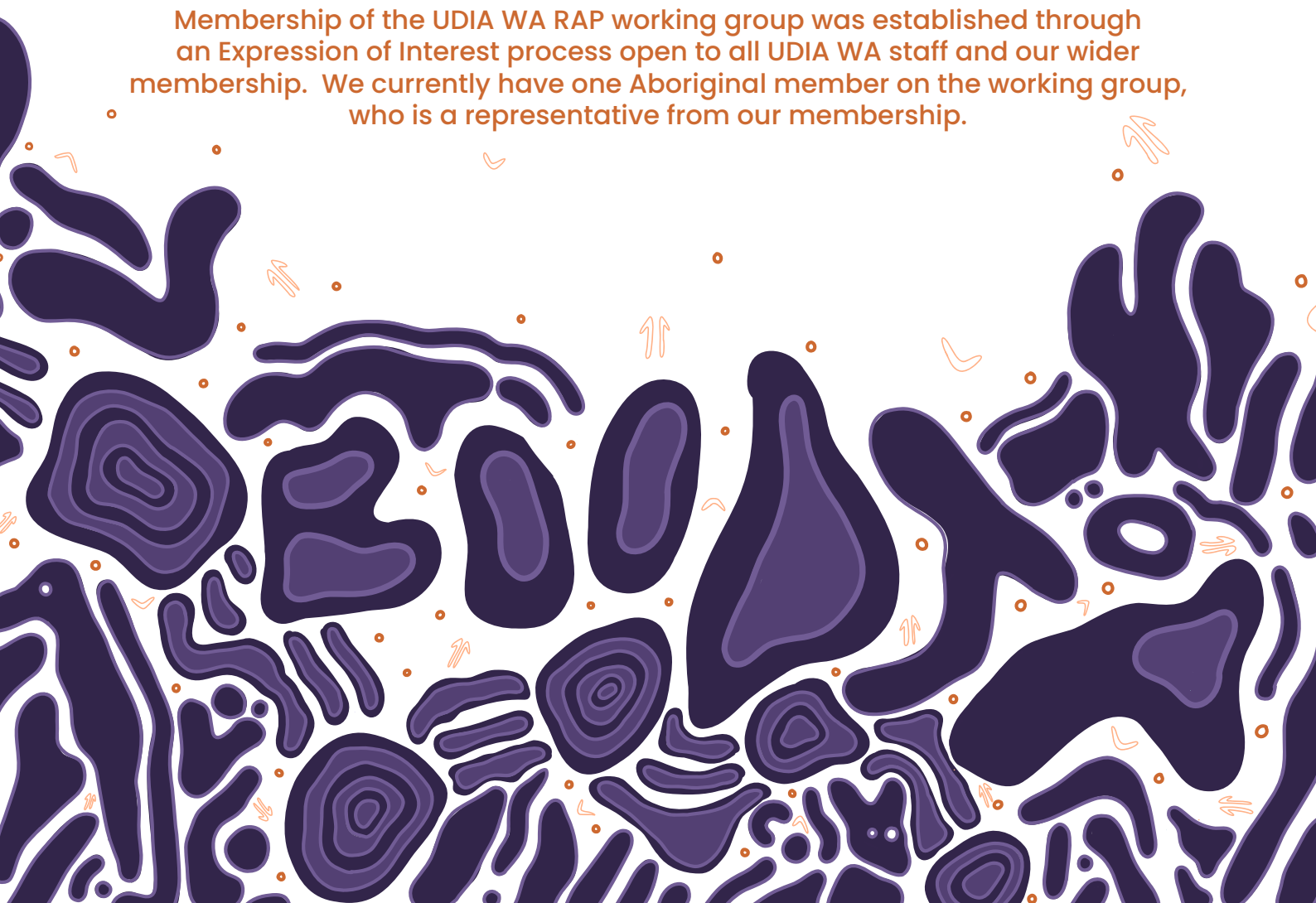
our listening, learning and engagement activities that have been undertaken to date. We hope to continue the work that has been ongoing since 2021 and build on the relationships we have established and maximise further opportunities to share our learning and educate our members to equip them and inspire them on their own reconciliation journey.

The development and implementation of a Reflect RAP to progress the organisation's reconciliation journey is a key objective in UDIA WA's endorsed strategic plan for 2023 – 25.

Our RAP Working Group Members

- Jane Bennett, Chair – CLE Town Planning & Design
- Gemma Osiejak – UDIA WA
- Les Oakley – DevelopmentWA
- Heidi Ambury – DevelopmentWA
- Craig Wallace – Lavan
- Luke Middleton – Water Corporation
- Anthony Fisk – ReGen Strategic
- Melissa Ross – Woldene (previous member)
- John Clifton – DevelopmentWA (Advisor)

Membership of the UDIA WA RAP working group was established through an Expression of Interest process open to all UDIA WA staff and our wider membership. We currently have one Aboriginal member on the working group, who is a representative from our membership.





Our partnerships/current activities

Cultural Awareness Training

UDIA WA Staff, Council and RAP working group members participated in Cultural Awareness Training delivered by the Wirrapanda Foundation in 2021, directly following the establishment of our RAP working group and initial intent to draft a Reflect RAP. This was the first step in our learning and engagement process, and we plan to continue to update and roll out training to new and existing staff moving forward.

RAP Ready workshops

RAP working group members have viewed Reconciliation Australia's RAP webinar as well as participated in Reconciliation WA's RAP Ready webinar and RAP RINGs workshop (in-person).

Welcome & Acknowledgements

UDIA WA includes a Welcome to Country with respected Aboriginal representatives at any major events we host including our annual State Conference and National Congress. Of particular note, Shaun Nannup has provided several Welcome to Country ceremonies for UDIA WA including smoking ceremonies on the beach at our Conference in Bunker Bay in the South West of WA, which members have been privileged to participate in.

Our leadership team also consistently provide an Acknowledgement of Country at all events and committee meetings that are hosted by UDIA WA. These formal acknowledgements are a symbol of our respect for the Traditional Custodians of the lands on which we operate. Our Acknowledgements have been informed, enhanced and personalised based on our learnings at the Acknowledge This! Workshop that we and a group of our members participated in June 2022.

An Acknowledgement of Country is also included on our website, email signatures and publications such as our quarterly magazine, Annual Reports and regular policy & research reports. We believe these more formal acknowledgements are a consistent example to our members and stakeholders of UDIA WA's commitment to reconciliation.

National Reconciliation Week events

UDIA WA has hosted National Reconciliation Week events in 2022 and 2023 that were very well received by our members and provided educational opportunities for all staff and members.

In 2022, UDIA WA engaged Rhys Paddick and Emma Gibbens from Acknowledge This! to run a workshop for our staff and 100 individual members. Acknowledge This! is a fun and interactive training workshop on how to deliver an authentic Acknowledgement of Country.



The workshop provides participants with the foundations to create a genuine and authentic Acknowledgement, focusing on the place, people and position you're in. Presenters teach participants how to articulate it (the words), and how to make it personal and authentic to you (and to your organisation, if relevant). The challenges of delivering an Acknowledgement, common questions and fears; and a simple structure to start building an authentic Acknowledgement are provided.

Outcomes of the training are:

- A deeper understanding of Acknowledgement of Country
- A deeper understanding of the purpose of each part of an Acknowledgement of Country
- Developing a personalised Acknowledgement of Country format to adapt for any gatherings where you want to acknowledge our shared history and place

In 2023, UDIA WA celebrated our 50-year anniversary at a special event in Bunker Bay with our staff, life members, current and former Presidents and wider membership. This event coincided with National Reconciliation Week, so we recognised the opportunity to organise an on-country experience hosted by Koomal Dreaming that involved a tour of the local area and discussion of the Aboriginal history and significance of the location. This was a meaningful and immersive experience that connected participants with the local land and prompted reflection for all participants in relation to their own reconciliation journey.

In 2024 UDIA WA staff members attended Reconciliation WA's National Reconciliation Week breakfast event in Boorloo at Optus Stadium, as well as the Walk for Reconciliation at Langley Park.

Aboriginal Cultural Heritage seminars

UDIA WA hosted two information seminars in relation to the proposed WA Aboriginal Cultural Heritage (ACH) legislation during 2023. Our focus was on information sharing and education to ensure our members were prepared and understood their responsibilities under the new legislation. These events included participation from the co-chair of the Aboriginal Cultural Heritage Council and respected Elder Irene Stainton and the CEO of the Whadjuk Corporation. These events were important opportunities to hear directly from Aboriginal representatives involved with the decision-making process as well as opportunities for UDIA WA to build connections and stronger relationships with these organisations and individuals.

UDIA WA remains on the ACH Implementation Group convened by the State Government and many of the learnings that emerged from those events and that engagement will inform our educational approach to members in relation to their current responsibilities around Aboriginal Heritage including a newly incorporated module on working with Aboriginal Heritage in our long running Professional Development program.



Aboriginal Stakeholder workshop and engagement

UDIA WA staff, Council and RAP working group members all participated in an Aboriginal stakeholder workshop in September 2023 to engage directly with local Elders. The workshop was an opportunity to meet local Elders, understand their experiences and connection to the local area and learn what actions and role UDIA WA could play in meaningful reconciliation. Many of the actions within our first Reflect RAP have been informed by those thoughtful discussions.

A strong theme that emerged from the workshop was community and connection. The importance of a connection to place, including the local cultural heritage, and to the local community that people call home. Connecting with neighbors and local residents is fundamental to vibrant, sustainable communities. Given the development industry's important role in creating communities, that theme resonates strongly with the kinds of actions we can take as an industry body to assist our members in this area, particularly our actions around Aboriginal stakeholder engagement for developers.

Professional Development & Training

UDIA WA ran our first 'Working with Aboriginal Heritage' one day Professional Development course for members in April 2024. The course framework was put together with collaboration from Department of Planning, Lands and Heritage representatives and Traditional Owner of Whadjuk Country and Director of Indigenous Economic Solutions Karen Jacobs. Ms Jacobs also presented the module on Aboriginal Engagement during the course and respected Elder, Professor Len Collard provided the Welcome to Country.

Local Artist engagement

UDIA WA collaborated with Nani Creative Design's Kevin Wilson to engage a local artist to provide artwork for our Reflect RAP publication and associated materials. There is potential to integrate the artwork into other aspects of UDIA WA's corporate branding that we will continue to explore in the next 12 months.

Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December, 2024	Chair, RAP Working Group/ Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Facilitate regular meetings with identified Elder consultants to discuss UDIA WA's role in reconciliation 	December 2025	
	<ul style="list-style-type: none"> Scope and plan how UDIA WA can facilitate connections between UDIA WA member organisations and relevant Aboriginal and Torres Strait Islander stakeholders and organisations so they can appropriately engage together. 	December 2025	
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations to connect them with member organisations. 	June 2025	
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2024	
	<ul style="list-style-type: none"> Scope partnership opportunities between UDIA WA member organisations and appropriate Aboriginal and Torres Strait Islander organisations and develop a plan to facilitate those partnerships 	December 2025	
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024 & 25	Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Host an annual Reconciliation Week related event (either on the week or close to the week) for UDIA WA members and staff 	27 May – 3 June 2025	Exec Mgr Comms & Engmt / UDIA WA Event Coordinator
	<ul style="list-style-type: none"> Promote external National Reconciliation Week events and resources to UDIA WA members and staff across available platforms 	April 2024 & 25	
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June 2024 & 25	Chair, RAP Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June 2024 & 25	CEO UDIA WA



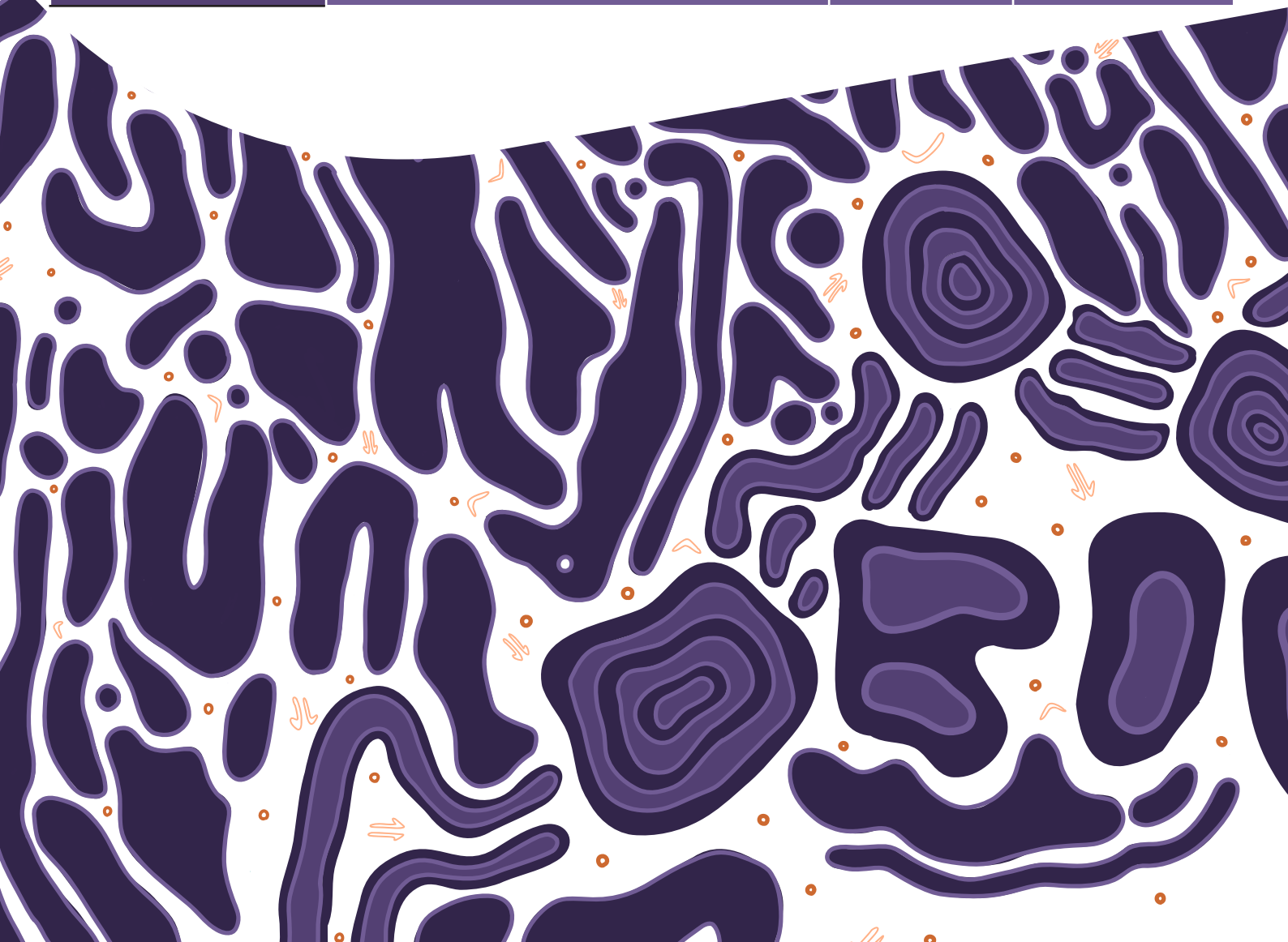
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff and UDIA WA members through sharing our Reflect RAP and information about our Reconciliation journey and learnings across UDIA WA multi-channel communication platforms	June 2024 ongoing	Exec Mgr Comms & Engmt
	• Identify external stakeholders that UDIA WA can engage with on our reconciliation journey.	December 2024	Chair, RAP Working Group
	• Strengthen UDIA WA's current relationships with relevant organisations such as the Noongar Chamber of Commerce & Industry and identify opportunities to collaborate	June 2025	
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	Chair, RAP Working Group
	• Maintain and develop UDIA WA's relationship with DevelopmentWA and other relevant members as UDIA WA RAP supporters.	December 2025	
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	Chair, RAP Working Group
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Exec Mgr Operations

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.	• Continue to deliver cultural awareness training to new and existing staff members to ensure continual/ ongoing learning and understanding across the team.	Already commenced/ annually	UDIA WA CEO
	• Conduct a review of cultural learning needs within our organisation & membership.	December 2024	Exec Mgr Comms & Engmt Exec Director Strategy & Policy
	• Explore options to package Cultural Awareness and/ or Aboriginal Engagement Best Practice training for members as part of the Institute's broader Professional Development Program.	June 2025	
	• Display local Aboriginal Art in our office space with stories and histories.	December 2025	UDIA WA CEO & Exec Mgr Comms & Engmt

Action	Deliverable	Timeline	Responsibility
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.	December 2025	Chair, RAP Working Group
	• Provide information/ education to members in relation to Aboriginal place naming protocols and processes to apply in their projects.	June 2025	Exec Mgr Comms & Engmt / Director Policy & Strategy
	• Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Exec Mgr Comms & Engmt
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff and membership about the meaning of NAIDOC Week.	July 2024 & 25	Exec Mgr Comms & Engmt
	• Continue engaging our staff on NAIDOC Week by promoting external events in our local area.	July 2024 & 25	Exec Mgr Comms & Engmt
	• RAP Working Group to participate in an external NAIDOC Week event.	July 2024 & 25	Chair, RAP Working Group




Opportunities


Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	December 2025	UDIA WA CEO
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	December 2025	
9. Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	December 2025	Exec Mgr Comms & Engagement / UDIA WA Events Manager
	<ul style="list-style-type: none"> Explore Aboriginal suppliers for UDIA WA activities such as events (e.g. catering) 	June 2024	
	<ul style="list-style-type: none"> Investigate Supply Nation membership & other business registers 	December 2024	Exec Mgr Comms & Engagement / Commercial Mgr
	<ul style="list-style-type: none"> Promote Supply Nation membership to the property industry and include links to relevant resources on the UDIA WA website 	December 2024	

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	June 2025	Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Review and update Terms of Reference for the RWG. 	December 2024	Chair, RAP Working Group
	<ul style="list-style-type: none"> Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG. 	June 2025	Chair, RAP Working Group



Action	Deliverable	Timeline	Responsibility
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	July 2024	Chair, RAP Working Group/ Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	July 2024	Chair, RAP Working Group/ Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Support senior leaders to maintain their RAP Champion duties 	June 2025	UDIA WA President & CEO
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	July 2024	RAP Working Group, Exec Mgr Comms & Engmt
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey . 	1 August annually	Exec Mgr Comms & Engmt
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	Exec Mgr Comms & Engmt
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	September 2025	Exec Mgr Comms & Engmt



Contact details

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