



Reflect Reconciliation Action Plan

January 2026 – January 2027



Artwork Acknowledgement



Connection

2025

Oil on Canvas

This painting represents Community, Connection and Vision. Aboriginal art is deeply connected to community, storytelling and the dreamtime. It serves as a visual language that passes down knowledge, history and cultural identity through generations.

Community – Aboriginal art that represents community is often centred around themes of connection, gathering and shared knowledge. It visually expresses the deep relationships between people, land and spirit. This is represented by the large circle in the middle of the painting.

Connection – For Aboriginal people, community is more than just a group of people living together; it is a deeply interconnected system of family, land and cultural beliefs. Community is central to identity, responsibility, survival, and strong ties to ancestral traditions and the natural world. This is represented by the 'U' shapes around the large circle.

Vision – In Aboriginal culture, 'vision' is not just seeing with the eyes but also about the deeper understanding – seeing with the spirit, the land and ancestors. Rowe Group and Proven Project Management ensures they deliver on their client's vision through collaboration across divisions to deliver the best outcome for the client and the future. This is symbolised by the dotted circles and lines.

Together, these values create a holistic and sustainable approach to life, where individuals are part of a larger whole, honouring the past while embracing the future in a balanced and respectful way.

Artist Acknowledgment



Kaya (Hello). My name is Jacinta Anderson, I am a proud Noongar yorga with family connections to the Mineng area in the Great Southern, the Yuet area in Wheatbelt region and Whadjuk area.

Through my artwork, I love expressing my culture, especially using Aboriginal symbols; as it carries a deep cultural significance often used to convey stories, traditions, and beliefs of indigenous communities. I enjoy creating artwork with the younger generation as I can encourage them express themselves throughout their art, storying telling and having a stronger connection to culture.

I first started painting on wooden serving boards, which lead to a few commission pieces for family and friends, to now creating artwork for companies, creating digital art, and running art workshops.

I create commissioned pieces, both acrylic paint on canvas and digital.

 [artby_cinta](#)

Document Control

Printed 15 Septemeber 2025

AD375_IND01C_20250915 Reconciliation Action Plan Doc.pdf

Version	File Name	Prepared	Approved	Date
1	AD375_240320_RAP_tc.docx	Taylor Conway and Rebecca Thompson	Rod Dixon	06/05/2025
2	Rowe Group Reflect 2025-2026 V2 CE with Comments.docx	Taylor Conway and Rebecca Thompson	Rod Dixon	15/09/2025
3	Rowe Group Reflect 2025-2026 V2 CE with Comments.docx	Taylor Conway and Rebecca Thompson	Rod Dixon	04/12/2025



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Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which our office is located [in Northbridge] the Whadjuk people of the Noongar Nation. We are also proud to work across many other lands and places throughout Western Australia, and want to acknowledge the Traditional Owners of those lands.

We acknowledge our work has a direct impact on land and culture, and we have an opportunity to create stronger connections and pay respect to that land through working with the traditional owners and understanding the Country on which we work. Working together to create a stronger future.

Acknowledgement

We would like to recognise and thank the Rowe Group and Proven Project Management Reconciliation Action Plan Committee for their commitment to this process and the creation of a Reconciliation Action Plan our staff can be proud of.

1. Message from the Board of Directors

Our Company is proud to have developed our first Reflect Reconciliation Action Plan. We recognise this is an important first step to removing barriers and improving relationships with Aboriginal and Torres Strait Islander peoples.

Our business began in 1991, as a town planning firm with two people and a vision. As the industry grew, so did we, and today we employ a diverse range of people with varied backgrounds and experiences. We work in the areas of town planning, urban design and project management, but offer many related services given the skills and capabilities of our staff. We are a people-based business that values our relationships with those we work and engage with. As we commence our journey implementing this Reconciliation Action Plan, we know that we must continue to value our relationships and build on these as we take meaningful steps towards reconciliation.

Through the development of our Reflect Reconciliation Action Plan our organisation has made a commitment to reconciliation and laid a foundation for a range of initiatives. Our Board of Directors is committed to this.

Our Reflect Reconciliation Action Plan focuses on three key areas:

- **Cultural Awareness** – we will provide our staff with cultural awareness opportunities through training, team building and engagement opportunities, and incorporate this into our established Company initiatives. As an existing culturally diverse employer, we will continue to provide a safe and respectful work environment for all staff, including Aboriginal and Torres Strait Islander employees .
- **Project and Service Opportunities** – we will phrase opportunities through our projects and services to collaborate with Aboriginal and Torres Strait Islander communities, suppliers and/or organisations to create a basis for engagement, an opportunity for learning and respect, and a platform for mutual growth. Our work with Aboriginal Corporations and undertaking of Aboriginal Cultural Heritages due diligence activities will form part of this initiative.
- **Training and Experience** – we will explore opportunities through our employment requirements and our sponsorships with Curtin University and other organisations to further develop training and work experience opportunities in the town planning and project management fields for Aboriginal and Torres Strait Islander peoples, either within our Company or more generally across the development industry.

We recognise that as we embark on this process we have much to learn. Our aim is to continue to maintain our strong culture of diversity and acceptance in our workplace and with others.

We thank the Reconciliation Action Plan Committee and others who actively contributed to our first Action Plan. Alongside our staff, I look forward to learning and sharing our Company's journey with our people and those who engage with us.



Rod Dixon
Chairman, Board of Directors

2. Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes Rowe Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Rowe Group 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 over 5.5 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 Rowe Group 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 Rowe Group, 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

3. Our Business

Founded in 1991, we are a professional services consultancy that currently trades under three brands, being Rowe Group, Rowe Group Design, and Proven Project Management. Rowe Group and Proven Project Management collectively offer our clients three areas of expertise – Town Planning, Urban Design, and Project Management – and manage a diverse range of projects across WA. We possess a diverse range of experience, and knowledge, which we apply to projects of all sizes and complexity.

We are award winning, thorough, innovative and commercially focused in our approach, having completed a multitude of projects across the state. We have firmly established our business as one of WA's largest and most respected Town Planning and Project Management consultancies.

Today our Company employs some 47 people in a wide variety of professional and support roles across the business. We are based on the edge of the Perth CBD in Northbridge and undertake work throughout the Perth Metropolitan Area, regional Western Australia and interstate. We are an equal opportunity and culturally diverse employer, with approximately 2% of our current staff identifying as Aboriginal and/or Torres Strait Islander persons.

3.1. Mission Statement

Through our core disciplines of Town Planning, Urban Design and Project Management, we provide our clients with an integrated service offering that takes their projects from initial concept through to completion. This collective approach also enables us to understand the bigger picture, develop innovative solutions and ensure a commercial focus, balanced with the creation of vibrant, liveable places.

3.2. Company Values

The Company Values are reflected in our Business Plan actions, our Marketing Plan, and in our staff Position Descriptions.

				
INTEGRITY: Be dependable, trustworthy and reliable	COLLABORATION: Support, communicate, work as a team	INNOVATION: Think forward, strategise, be creative	DISCIPLINE: Be competent and proficient	GROWTH: Pursue growth and learning, become an expert and celebrate success

4. Our Reconciliation Action Plan

Our Company acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and honour their continued connection to land, sea, community and culture.

We respect and embrace the long-standing knowledge of the land held by Aboriginal and Torres Strait Islander peoples.

Our aim for Reconciliation is to provide leadership in the town planning and project management industry through genuinely linking our learning, knowledge, connection, and respect of Aboriginal and Torres Strait Islander traditions, cultures and histories with daily operations, service offerings and relationship building.

We seek to support our staff in actively engaging with Reconciliation Australia, and making active contributions toward a greater cultural awareness and respect through continued collaboration with Aboriginal and Torres Strait Islander peoples as staff, consultant colleagues, landowners, and knowledge holders. We will draw on this engagement to shape and evolve our company culture, as well as draw on these learnings through our work and projects.

We are committed to making a difference through three key areas:

- **Cultural Awareness** – we will provide our staff with cultural awareness opportunities through training, team building and engagement opportunities, and incorporate this into our established Company initiatives. As an existing culturally diverse employer, we will continue to provide a safe and respectful work environment for all staff, including our Aboriginal and Torres Strait Islander employees and sub-contractors.
- **Project and Service Opportunities** – we will seek out opportunities through our projects and services to collaborate with Aboriginal and Torres Strait Islander communities, suppliers and/or organisations to create a basis for engagement, an opportunity for learning and respect, and a platform for mutual growth. Our work with Aboriginal Corporations and undertaking of Aboriginal Cultural Heritages due diligence activities will form part of this initiative.
- **Training and Experience** – we will explore opportunities through our employment requirements and our sponsorships with Curtin University and other organisations to further develop training and work experience opportunities in the town planning and project management fields for Aboriginal and Torres Strait Islander peoples, either within our company or more generally within the industry.

The implementation of our Reconciliation Action Plan will be managed by our Reconciliation Action Plan Committee, comprising:

- **Taylor Conway**, Manager, Proven Project Management – Reconciliation Action Plan Committee Chair.
- **Rebecca Thompson**, Manager Design, Rowe Group – Reconciliation Action Plan Committee Member.
- **Rod Dixon**, Director, Rowe Group and Proven Project Management – Reconciliation Action Plan Committee Member.

None of the current committee identify as Aboriginal and/or Torres Strait Islander people, however as we progress through our journey of reconciliation, we will endeavour to seek input from Aboriginal and/or Torres Strait Islander peoples either through external engagement/advisory or direct employment.

The Reconciliation Action Plan Committee will be supported by active contributions from our staff.

5. Our Journey to Date

For over 34 years our Company has undertaken a diverse range of projects and engaged with people across Australia and internationally. With a strong focus in Perth and the South West, much of this work has been on Noongar boodja (Noongar country).

We have and continue to work and engage with many Aboriginal and Torres Strait Islander peoples through our work and projects. With these experiences we are starting our journey of learning and education. We engage with Traditional Owners, we work with specialist consultants, and we act on behalf of Aboriginal groups and corporations, including the Indigenous Land and Sea Corporation (ILSC).

5.1. Our Current Initiatives

While we acknowledge we are just at the beginning of our reconciliation journey, some examples of what we are already doing within our business to build our connections and awareness of country and heritages are highlighted below.

- **Awareness:** promoting awareness through internal office 'Info Share' sessions and other communications.
- **Preliminary Planning Advice:** Prior to commencement of all projects, we undertake desktop investigations and research to better understand the relevant considerations for the site / project. This work is completed in a 'Preliminary Planning Advice' ('PPA') template, which includes a section referencing Aboriginal Cultural Heritages, providing a path to recognise Aboriginal cultural heritages at the commencement of the project. This PPA is then used to inform strategic direction for the project.
- **Aboriginal Cultural Heritage Due Diligence:** As part of the Government's 2021 review of the Aboriginal Heritage Act our office prepared a template for the preparation of preliminary Aboriginal Cultural Heritage (draft) Due Diligence Assessments. This was intended to provide an initial framework and advice to clients in recognising their obligations and strategic direction for projects under the Aboriginal Cultural Heritage 2021 Act. While the revised Act has since been rescinded and the requirement to prepare Due Diligence Assessments is no longer a requirement under the reinstated 1972 Act, our office continues to promote these to our clients and staff, to help increase awareness, facilitate future engagement and, importantly, ensure we recognise and respect Aboriginal Cultural Heritages.
- **Training:** We have participated in training and attended a number of industry workshops relating to the Aboriginal Cultural Heritage legislation, as it relates to our core business activities, as well as attending workshops on how to appropriately respect and acknowledge cultural heritages through our work more generally. This training ensures our team clearly understands the expectations and processes in place to protect heritages and how to incorporate heritages in the planning and development of projects we are involved with.

■ **Staff Engagement in the Reconciliation Action Plan preparation process:**

- Internal Information Share Session: in order to keep our team apprised of the work being undertaken in the preparation of the Reconciliation Action Plan, including how they could be activities involved, we undertook a staff information session at the commencement of our Reconciliation Action Plan journey.
- Working Group Sessions: Acknowledging our Reconciliation Action Plan Working Group only comprises a small representation of our company, we considered it important to engage and collaborate with the wider team at different stages through our Reconciliation Action Plan journey. These sessions provided a platform for staff to give feedback and provide input in to the Reconciliation Action Plan Document preparation in an informal and collaborative environment.



5.2. Our Work & Engagement



As we continue to grow and learn, we acknowledge some of our existing and previous projects below:

1 Wardandi Country



- **Westin Hotel, Margaret River:** Rowe Group were engaged to progress a Development Application for the Westin Hotel in Margaret River. Upon commencement of the project, a consultant was engaged to work with local knowledge holders and identify the significance of Aboriginal cultural heritages across the site. Through this process, a Gnamma Hole was identified. This resulted in a redesign of the project to accommodate and protect the Namahol within public open space.
- **Cape Naturaliste Road, Naturaliste:** Rowe Group were engaged to prepare a Subdivision and Development Application for a site with three designated Aboriginal heritage sites. Given the significance of heritages at the site, a consultant was engaged to inform the design and application process. As part of this work, Rowe Group had an opportunity to be involved in the consultation with local knowledge holders, including a walk of the site with representatives from the Karri Karrak Corporation, whose story-telling helped the team understand the significance of sites, the landscape and connections to country.

2 Whadjuk Country

- **Bullsbrook South:** Rowe Group act on behalf of Mirvac for the planning and development of the Bullsbrook South Urban Expansion Area. To inform the planning and design process, and guide the community development and landscape strategy, Mirvac engaged a heritage consultant to undertake a survey of Aboriginal Cultural Heritage sites within the Structure Plan area. This process identified three scatter sites.

Rowe Group (with the project team) undertook a redesign of the Structure Plan layout to retain two of the sites within public open space, including one adjacent to the Nambad Brook (Brook also to be retained). Whilst the third site will be developed, it will be recognised through the collection of any remnant artefacts for use in landscaping, public art, interpretive signage etc, the details of which are yet to be determined. The landscape response by the project consultant team (at detailed design stage) will seek to celebrate the Aboriginal Cultural Heritages through story-telling in design. A Section 18 consent has been granted for the development.

- **Clontarf College:** Proven PM are acting on behalf of the Indigenous Land and Sea Corporation (ILSC) to manage the remedial works of a dilapidated, heritages listed water tower on campus at Clontarf. The works require ongoing engagement with the ILSC and the Aboriginal students, staff and stakeholders at the school.



3 Payungu Country



- **Coral Bay:** Rowe Group and Proven Project Management has been engaged to assist the Baiyungu Aboriginal Corporation progress and implement a subdivision proposal for temporary workforce accommodation over their land holdings in Coral Bay. This will include ongoing engagement with the corporation through the implementation and delivery process.

4 Nhuwala Country



- **Onslow Resort:** Rowe Group was engaged to prepare a Development Application for workers accommodation within the Onslow Town Centre. The land is owned by the Native Title holders, the local Aboriginal Corporation, the Buurabalayji Thalanyji Aboriginal Corporation (BTAC), and is leased by our client, Mineral Resources. Given the land tenure arrangements, Rowe Group has been involved with the ongoing engagement with BTAC through the application and implementation process.

5 Kariyarra Country



- **Kingsford Smith Business Park – Stage 2:** Proven PM has been engaged by the Town of Port Hedland to coordinate a cultural heritage survey over the proposed Stage 2 and future Stage 3 areas of the Kingsford Smith Business Park, in consultation with the Kariyarra Aboriginal Corporation (KAC). Additional heritage monitoring services are also now being coordinated through the KAC as part of vegetation clearing activities.

6 Worla Country

- **Karunjie Homestead & Ranger Base:** On behalf of the Indigenous Land and Sea Corporation (ILSC), Proven PM are managing the refurbishment of an existing homestead and of building certifications for new ranger huts within the Karunjie Station. The project is intended to benefit the traditional owner group, and with require ongoing engagement with the ILSC and stakeholder groups.

6. Action Plan and Implementation



6.1. 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, including within each project area at the commencement of each new project. 	January 2026	Division Managers, Office Manager
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	January 2026	Office Manager
	<ul style="list-style-type: none"> Continue to use and consider how we can enhance our Preliminary Planning Advice (PPA) template regarding assessment of Aboriginal Cultural Heritages during our day-to-day project work. 	March 2026	Division Managers
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 2026	Office Manager
	<ul style="list-style-type: none"> Reconciliation Action Plan Working Group members to participate in at least one external NRW event. 	27 May – 3 June, 2026	Reconciliation Action Plan 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, 2026	Lead: Office Manager Support: Board of Directors,
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff, through internal information share sessions and extended participation in Working Group sessions. 	April – May 2026	Reconciliation Action Plan Working Ways
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	February 2026	Lead: Office Manager Support: Board of Directors,
	<ul style="list-style-type: none"> Identify Reconciliation Action Plans and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	February 2026	Lead: Office Manager Support: Board of Directors,

4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	February 2026	Office Manager
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2026	Office Manager



6.2. 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.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	July 2026	Lead: Office Manager Support: Board of Directors,
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	July 2026	Lead: Office Manager Support: Board of Directors,
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area 	March 2026	Office Manager
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May 2026	Lead: Office Manager Support: Board of Directors,
	<ul style="list-style-type: none"> Continue to prepare and enhance Aboriginal Cultural Heritage Due Diligence Assessments undertaken by our office and promote the preparation of these documents to our Clients and Staff to help increase awareness, facilitate future engagement and, importantly, ensure we recognise and respect Aboriginal Cultural Heritages. 	January 2027	Lead: Office Manager Support: Board of Directors,

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2026	Office Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2026	Office Manager
	<ul style="list-style-type: none"> Reconciliation Action Plan Working Group to participate in at least one external NAIDOC Week event. 	5 – 12 July 2026	Reconciliation Action Plan Working Group



6.3. 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. 	July 2026	Lead: Office Manager Support: Board of Directors,
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2026	Office Manager
9. Increase Aboriginal and 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. 	July 2026	Division Managers
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	July 2026	Office Manager, Finance Manager



6.4. Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective Reconciliation Action Plan Working Group (RWG) to drive governance of the Reconciliation Action Plan.	<ul style="list-style-type: none"> Form a RWG to govern the Reconciliation Action Plan implementation. 	January 2026	Director
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	January 2026	Reconciliation Action Plan Working Group
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	June 2026	Reconciliation Action Plan Working Group, Office Manager
11. Provide appropriate support for effective implementation of Reconciliation Action Plan commitments.	<ul style="list-style-type: none"> Define resource needs for the Reconciliation Action Plan implementation. 	January 2026	Reconciliation Action Plan Working Group, Office Manager / Finance Manager
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of the Reconciliation Action Plan commitments. 	February 2026	Reconciliation Action Plan Working Group, Board of Directors
	<ul style="list-style-type: none"> Maintain a senior leader to champion our Reconciliation Action Plan internally. 	February 2026	Reconciliation Action Plan Working Group, Board of Directors
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on the Reconciliation Action Plan commitments. 	February 2026	Reconciliation Action Plan Working Group, Office Manager
12. Build accountability and transparency through reporting Reconciliation Action Plan 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 Reconciliation Action Plan correspondence. 	June annually	Reconciliation Action Plan Working Group Chair
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link to access the online Reconciliation Action Plan Impact Survey . 	1 August annually	Reconciliation Action Plan Working Group Chair
	<ul style="list-style-type: none"> Communicate our RAP progress to internal and external stakeholders. 	July annually	Reconciliation Action Plan Working Group Chair
	<ul style="list-style-type: none"> Complete and submit the annual Reconciliation Action Plan Impact Survey to Reconciliation Australia. 	30 September, annually	Reconciliation Action Plan Working Group, Board of Directors
13. Continue our reconciliation journey by developing our next Reconciliation Action Plan.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan. 	September 2026	Reconciliation Action Plan Working Group Chair



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