



HESPERIA

Reflect Reconciliation Action Plan

July 2023–July 2024



Acknowledgment of Country

Hesperia acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of the Noongar nation and the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples.

About the Artwork

Ngulluk Koorliny (We are going)

This artwork is about where we are going, together on this Boodja (country). The artwork depicts our connection as Noongar people through country and our people, our waters, our kaarta, our moort and our dreaming.

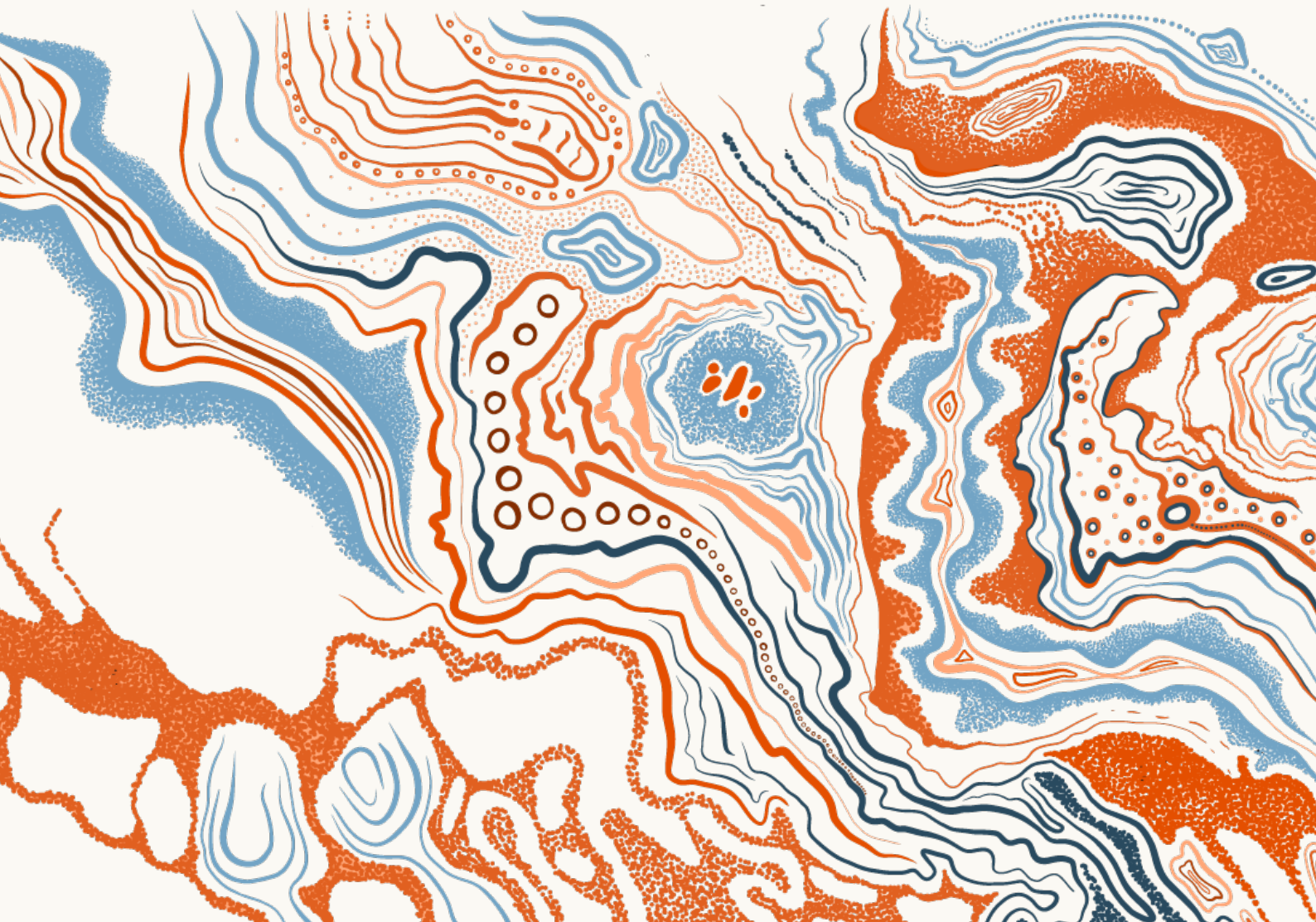
The artwork also talks about Hesperia's journey on this Boodja, coming together on Noongar Boodja for a brighter future.

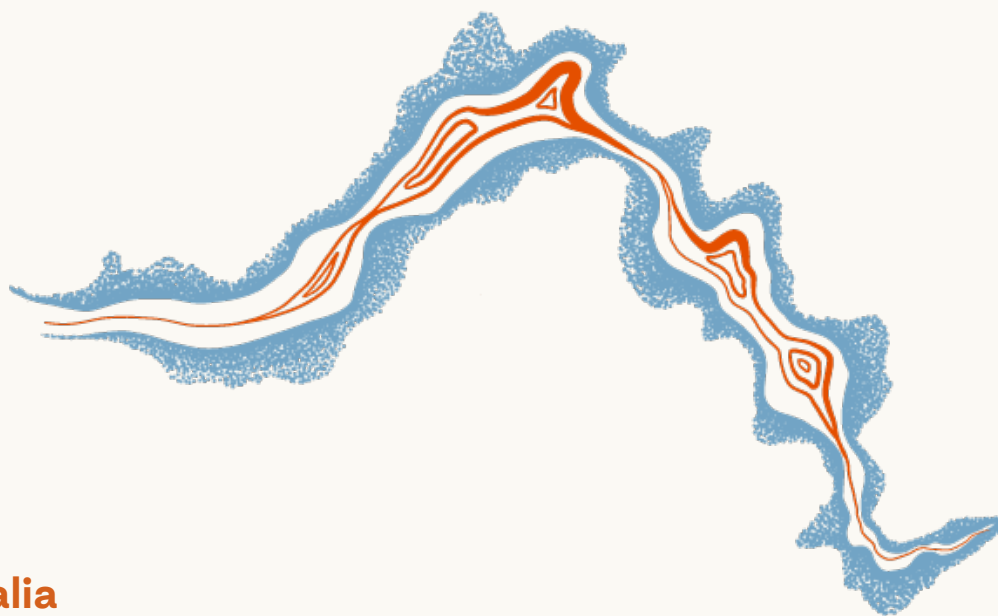
About the Artist

Jarni McGuire is a Whadjuk, Ballardong and Yued Noongar visual artist who was born and raised in Boorloo.

Jarni works with many mediums from acrylics and digital creations to sculptural public artworks.

Finding inspiration in her culture, using her native language and listening to her mob, hearing their stories, asking questions and following Noongar protocols. As a young Noongar yorga, Jarni feels that a crucial part of her journey and essence as an artist is to be continually learning and growing in her culture and community. Jarni believes a lot can be learned from many art forms and loves sharing her culture, in her own way.





Message from Reconciliation Australia

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

Hesperia joins a network of more than 2,200 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 Hesperia 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 Hesperia, 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



Hesperia

Established in 2020, Hesperia is a property development company engaged in a wide range of development projects from master planned communities to the industrial, medical, hospitality, commercial and cultural sectors. The company is based in Subiaco and operates primarily around Perth, Western Australia, on Whadjuk Noongar land.

Hesperia has grown quickly since its inception. Staff numbers averaged 32 in the 2021 financial year and have now grown to more than 95 staff as we close financial year 2023. The company does not currently employ anyone who has identified themselves as Aboriginal and/or Torres Strait Islander people. Across our projects we currently employ four First Nations people in a consultant capacity.

We are a certified B-Corp, an accreditation and responsibility we take seriously and seek to constantly improve on. This last year we took time to nurture a more connected, compassionate, and socially aware internal culture for our office; there has been a focus on workplace flexibility, more expansive maternity and paternity policies for staff, mental health support, a staff focus on philanthropy and volunteering, and a commitment to cultural awareness training in both the First Nations and diversity and inclusion spaces.

We believe it is important that staff understand the social context of our work, and by increasing awareness, learning opportunities and connection to the community, we hope to become better partners and allies both at work and outside of it.

Our RAP

There is a strong feeling within our organisation that as people who work directly on Country, we have a responsibility to meaningfully commit to Reconciliation. As a relatively new organisation, it's important for us to build these relationships as we begin our business journey, and the Reconciliation Action Plan (RAP) will provide a pathway to ensure impact and sustainability as we put these foundations in place.

We have an engaged group of staff who are committed to leading this process internally. From the finance to project teams, and up to the directorship there is a desire to do more than tick boxes. We are open to where this journey might take us and therefore believe it is important to meet our RAP in a manner that is humble, flexible, honest, mature and enjoyable.

We expect the RAP process to include ongoing cultural awareness training for staff, exploration of opportunities within our procurement and supply chains, creation of intern and employment opportunities within our office and projects and increased consultation and collaboration with Aboriginal and Torres Strait Islander Peoples in our operations ongoing.

Hesperia's RAP champion is Managing Director, Ben Lisle. Ben has strong existing relationships with First Nations leaders and representative groups, and we look forward to building on those relationships, and existing relationships within the teams, to support First Nations self-determination, economic empowerment, health outcomes, education, secure and appropriate housing, upskilling and training, and strong partnerships long into the future.



Hesperia's Current Activities

The thinking behind our RAP is that it is not simply a document, rather it is a functional and foundational guide to fully consider our contribution and commitment to the Reconciliation movement.

As individuals, the team who form Hesperia have long held partnerships and relationships with First Nations companies and communities, and as property developers we have worked closely with South West Aboriginal Land & Sea Council (SWALSC) across many projects. Our projects engage First Nations cultural specialists, and these engagements are now considered a vital, early piece of a project timeline. For these projects we have been guided by an 'Elders First' approach, and 'Right People, Right Place' to ensure appropriate cultural recognition of Country.

Old relationships have been strengthened, and new ones formed, as we have been more proactively addressing reconciliation in our operations. This year we have commenced a new partnership with the Noongar Chamber of Commerce and Industry and membership of Supply Nation. These relationships will help us examine our tender, supply chain and procurement opportunities, and create connections between our projects and Aboriginal and Torres Strait Islander civil and service providers.

In 2022, our Rivermark master planned community received the Planning with Country award at the WA Planning Institute of Australia Awards for Excellence, recognising the collaboration with cultural specialists Karrda Design and The Fulcrum Agency to ensure the rich Noongar history of the site was celebrated and embedded in the design.

As well as project work, we continue our work with First Nations groups to identify joint venture opportunities such as carbon farming initiatives.

This last year we created volunteer opportunities for staff through the Danjoo Koorliny Social Impact Festival, and participation at events such as the Indigenous Emerging Business Forum. Our philanthropy work during 22/23 saw us partner on vocational scholarships with the Motivation Foundation, which encourages young people into the construction industry by providing educational and employment pathways for students of diverse backgrounds. This program has a key focus on Aboriginal prosperity and youth wellbeing.

We believe it's important that staff have opportunities to engage with and connect to our RAP process. In addition to NAIDOC Week and National Reconciliation Week, we

ensure there is a rolling a program of events, educational sessions and volunteer opportunities for our staff to actively participate in. Over the last year this has included Cultural Awareness Training, which took place in October 2022 with esteemed Noongar leader, Danny Ford OAM, Director of Kambarang Services, and an Acknowledgement of Country workshop with Acknowledge This! to build acknowledgment confidence amongst staff.

There have been opportunities to connect with First Nations Arts & Culture at events such as the Revealed Exhibition at Fremantle Arts Centre and Blak Light at the Art Gallery of Western Australia, and project teams have undertaken training sessions with Reconciliation Australia and Supply Nation.

Hesperia acknowledge Reconciliation is an ongoing commitment and we welcome the growth and learning these experiences will bring. Hesperia looks forward to walking together with First Nations Peoples into the future.



Project Work

Two Hesperia projects on which we benchmark our First Nations collaboration and engagement so far are the Northlink Industrial Park in Wangara and our Rivermark master planned residential community in Midland. Rivermark went on to receive the Planning with Country Award at the 2022 WA Planning Institute of Australia Awards.

Northlink

Northlink was the last significant land release in and around the Wangara Industrial Precinct, one of Perth's most well-established industrial locations.

Hesperia worked in joint venture with the Noongar Charitable Trust, a not-for-profit entity established by the South West Aboriginal Land and Sea Council (SWALSC) to navigate the cultural and heritage aspects of the project. Delivery of housing, preservation and restoration of heritage sites including a Noongar cemetery and vesting of land into the Trust were just some of the initiatives managed by Hesperia in the delivery of Northlink.

At its conclusion, the project delivered \$30 million to the Trust to be reinvested in local community initiatives including education, training, preservation of culture, business funding and housing assistance. The Trust is set up to support for community development and capacity building measures and was able to deliver:

- Jobs created for the local Noongar community.
- Establishment of the Ken Colbung Scholarship at the University of Western Australia for students studying anthropology.
- Construction of two houses available to the Noongar Community Aboriginal Corporation (NCAC) members at reduced rent, managed by an independent Indigenous property manager; and
- Establishment of a governance framework with the NCAC as well as assistance with property management and annual budgeting initiatives.
- 20 ha of the site retained for Noongar culture, community, and conservation.
- Retention of a Noongar community presence and cultural links to the Gngangara Aboriginal Cemetery including a sacred message stick tree and other sites of local significance.
- Noongar burial site rezoned as metropolitan cemetery and ceded to Metropolitan Cemetery Board, ensuring long-term preservation; and Items of cultural significance preserved, including old school records, murals, trees and play equipment.

[For more information](#)

Rivermark

Rivermark is a residential development that is re-opening access to a part of the Derbal Yerrigan/ Swan River that has been cut off to the public for decades. The Whadjuk people of the Noongar nation are the Traditional Owners of the land where Rivermark is located.

To develop a narrative that is historically authentic and representative of Noongar culture today, Hesperia engaged cultural specialists Karrda (Farley Garlett and Barbara Bynder) and The Fulcrum Agency (TF.A). Together our role was to facilitate meaningful engagement with local Elders to understand the area's Noongar history. This rich heritage is celebrated and integrated through a range of initiatives including:

- Complete design and installation of estate public art by Whadjuk Noongar artists.
- Street naming throughout the estate to reference traditional Noongar names holding significance within the area.
- Implementation of a walking trail throughout the estate and Derbal Yerrigan/Swan River foreshore with QR coding to share traditional stories and information.
- Traditional ceremonies opening new areas of the estate.
- Landscape planting palettes include solely native plant species, including a native bush tucker selection by Noongar plant specialist and senior Whadjuk elder, Vivienne Hansen.

The following is part of the documentation provided to households building a home at Rivermark:

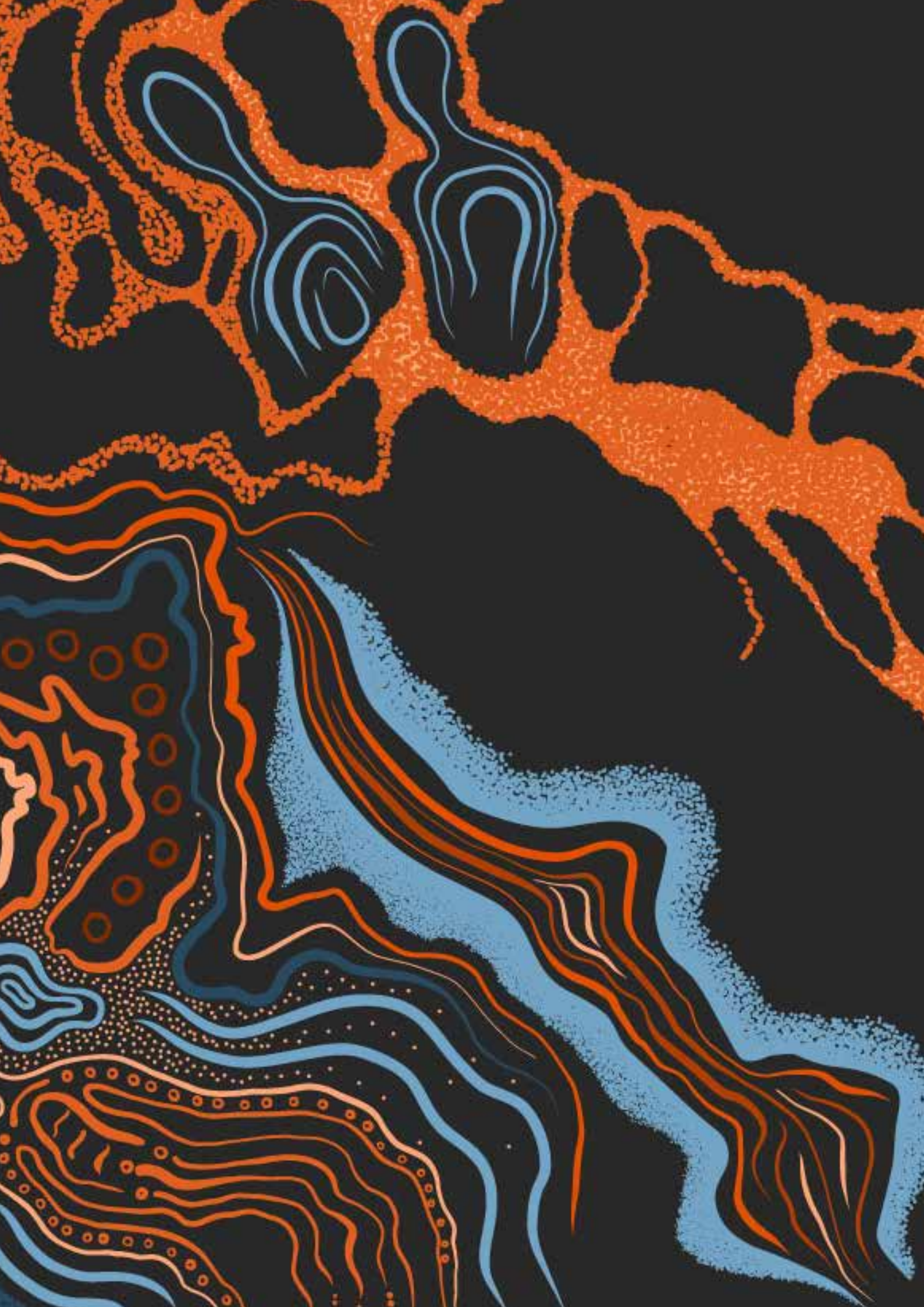
"The Whadjuk people practice culture through their connection to country and share with you their knowledge and lived experience, connecting all things to each other, a customary practice since time immemorial."

To mark the beginning of Rivermark, a Smoking Ceremony was led by Noongar Elders Neville Collard and Farley Garlett. Subsequent stages will implement similar ceremonies to mark the commencement of work.

[For more information](#)







Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Review contacts lists and engagements during the reflect RAP duration.	Nov-23	Community Development Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jan-24	RAP Committee Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Jan-24	RAP Committee Secretary
	RAP Working Group members to participate in an external NRW event.	27 May-24 to 3 Jun-24	RAP Committee Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-24 to 3 Jun-24	RAP Committee Secretary
3. Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	Jan-24	RAP Committee Chair
	Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jan-24	Community Development Lead
	Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jan-24	RAP Committee Secretary
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Jan-24	RAP Committee Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan-24	RAP Committee Chair

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Jul-24	RAP Committee Chair
	Continue review of cultural learning needs within our organisation. Review after currently programmed CAT is completed.	Jul-24	RAP Committee Chair
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue developing an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Jul-24	RAP Committee Chair
	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Review after currently programmed CAT is completed.	Jul-24	RAP Committee Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun-24	RAP Committee Chair
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun-24	RAP Committee Chair
	RAP Working Group to participate in an external NAIDOC Week event.	7 Jul-24 - 12 Jul-24	RAP Committee Chair

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct-23	RAP Committee Chair
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct-23	RAP Committee Chair
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Oct-23	Sustainability Manager
	Maintain Supply Nation membership.	Sep-23 annually	Sustainability Manager

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	▪ Hesperia's RAP Committee to establish a separate RWG to govern RAP implementation.	Jan-24	Community Development Lead
	▪ Finalise Terms of Reference for the RWG.	Jan-24	Community Development Lead
	▪ Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan-24	Community Development Lead
11. Provide appropriate support for effective implementation of RAP commitments.	▪ Update budget of resource needs for RAP implementation.	Oct-23	RAP Committee Secretary
	▪ Engage senior leaders in the delivery of RAP commitments.	Jul-24	RAP Committee Chair
	▪ Maintain a senior leader to champion our RAP internally.	Jul-24	RAP Committee Secretary
	▪ Define appropriate systems and capability to track, measure and report on RAP commitments.	Jul-24	RAP Committee Secretary
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	▪ Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Committee Secretary
	▪ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Committee Secretary
	▪ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Committee Secretary
13. Continue our reconciliation journey by developing our next RAP.	▪ Register via Reconciliation Australia's website to begin developing our next RAP.	Aug-24	RAP Committee Secretary



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