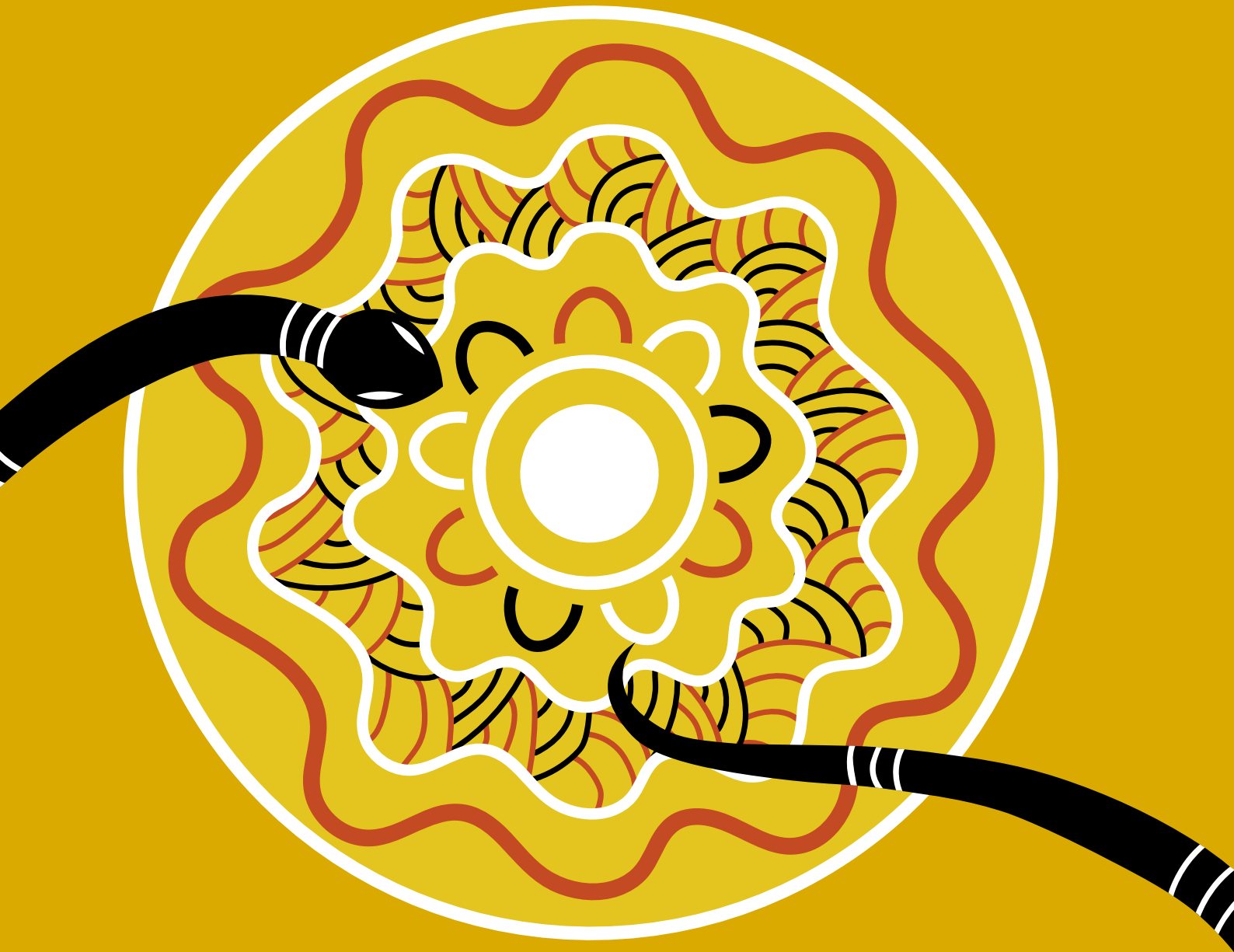




Reconciliation Action Plan

Reflect



July 2022 to Dec 2023



Captured in art

Sand Mural created by Acacia Collard

Badimia Yamatji-Balladong Noongar artist Acacia Collard designed a beautiful sand mural symbolising the shared journey of reconciliation between the Department of the Premier and Cabinet, Public Sector Commission and the Department of Treasury for NAIDOC Week 2020. Acacia converted the artwork into a digital image for use in this RAP.

Each circle represents an agency and our shared commitment to reconciliation. The circles are interconnected by the Wagyl or Rainbow Serpent, an important part of the Perth area where we work.

The top circle represents the Department of the Premier and Cabinet. The inner circle depicts agency leaders surrounded by the Department who, as a team, are leading the sector in providing advice and support to the Premier and Cabinet in their service of the Western Australian community. Surrounding them is a continuous path of lines and patterns depicting the journey before and ahead, with room for growth outward into the future.

The Department of Treasury is represented in the circle to the right. Two layers of red and black encircling the inner circle of leaders represent the present and the future. Treasury staff, who are the principal economic and financial advisors influencing outcomes for the benefit of Western Australia, are pictured around these inner circles. Extending from these circles are pathways reaching out to symbolise giving, sharing and providing.

The circle to the left represents the Public Sector Commission. Surrounding the leaders in the inner circle are dots within a pathway which represent the Commission working to develop a future-fit public sector for the people of Western Australia. This pathway is surrounded by the team who support and strive to meet these goals.

We acknowledge artist Acacia Collard for the permitted use of the digitised version of her sand mural artwork in this Reconciliation Action Plan.





A message from **Reconciliation Australia**

Reconciliation Australia welcomes the Department of Premier and Cabinet (WA) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Your organisation joins a network of more than 1,100 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.

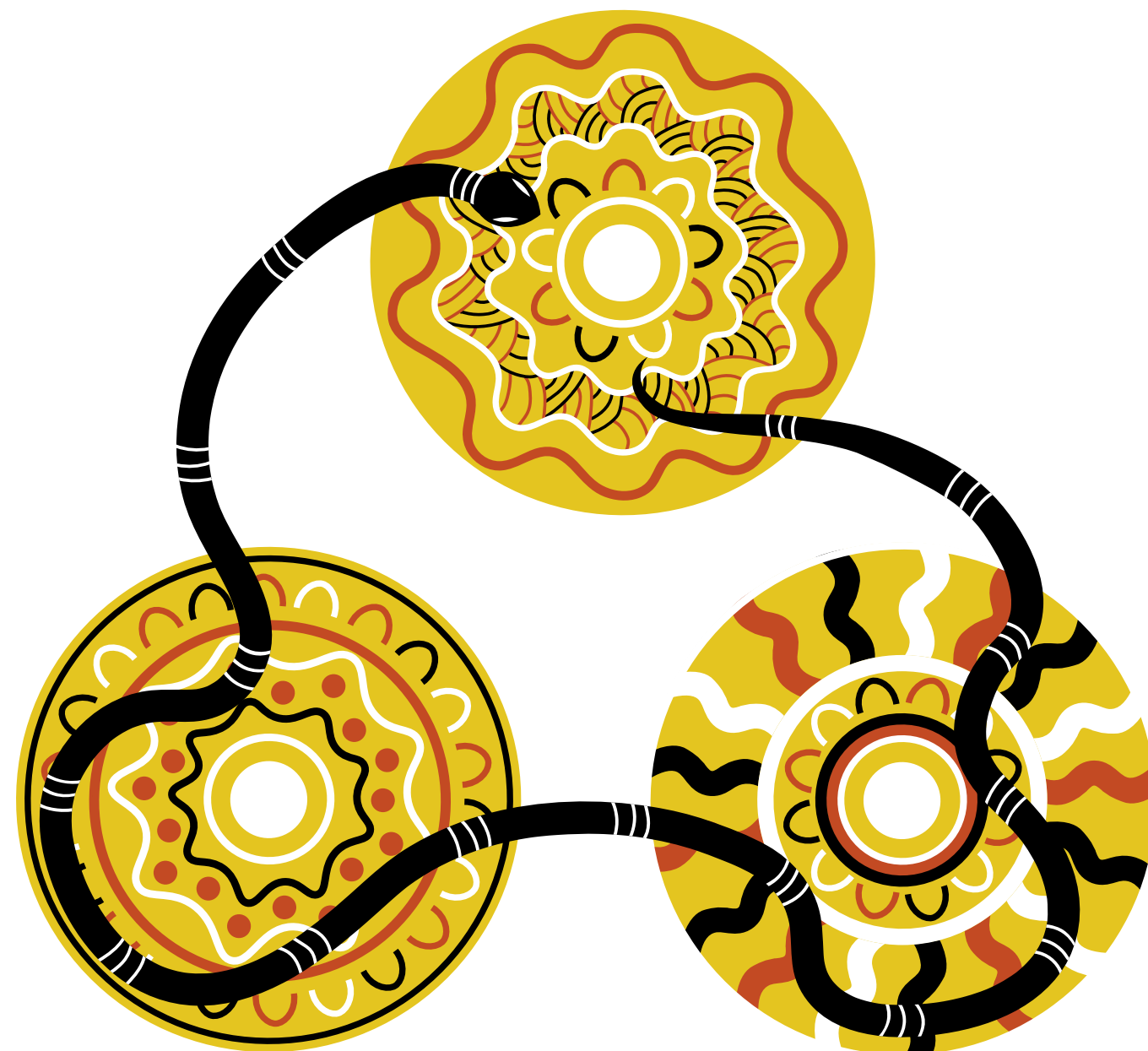
This Reflect RAP enables your organisation to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Department of Premier and Cabinet of Western Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine,
Chief Executive Officer
Reconciliation Australia

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Acknowledgement

Always was and always will be

The Department of the Premier and Cabinet (DPC) proudly acknowledge and recognise the Traditional Custodians throughout Western Australia and their continuing connection to the lands and waters of Western Australia since time immemorial.

We pay our respects to all members of Aboriginal communities and their cultures, and to Elders past and present.

Walking together towards reconciliation

We celebrate that the Aboriginal people of this State continue to grow and strengthen with the ongoing practice of the lore, languages and knowledge of the world's oldest living culture.

We acknowledge the significant and unique contribution that Aboriginal people have made, are making and will continue to make to the heritage, cultural identity, community and economy of Western Australia.

We recognise past actions that have caused pain and suffering. We accept that previous laws, practices and policies deeply impacted the lives of Aboriginal people.

We acknowledge that we are still challenged by unconscious prejudice in our society, policy development and decision making, and we commit to taking ownership and partnering to overcome these challenges.

Whadjuk Noongar Elders (from L-R): Farley Garlett, Neville Collard, Dr Richard Walley OAM and Herbert Bropho at a smoking ceremony.



Who we are

Department of the Premier and Cabinet

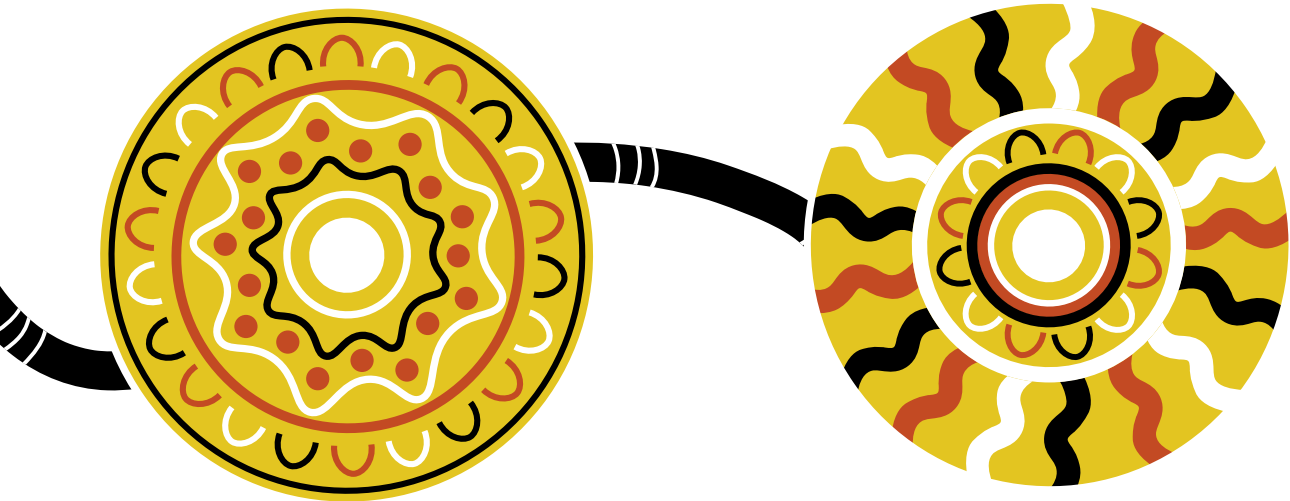
DPC provides whole-of-Government advice and support to the Premier and Cabinet in their service of the Western Australian community.

DPC is located at Dumas House in West Perth, and employs 720 people, including 243 ministerial officers. DPC employs 19 Aboriginal and Torres Strait Islander people.



Working in partnership

This Reflect RAP has been prepared in collaboration with two other central agencies, the Public Sector Commission and the Department of Treasury, to reflect our shared journey and commitment to furthering reconciliation in WA. As central agencies we provide an important advisory role and whole-of-Government perspective on priorities for this State. Each agency will report against their own individual RAP.



Public Sector Commission

The Commission supports the independent office of the Public Sector Commissioner and is dedicated to the performance and improvement of both individuals and agencies so the public sector can tackle the policy challenges of today and tomorrow.

Department of Treasury

Treasury is at the centre of Government decision-making. It supports the Government of the day through expert financial management and economic policy advice that promotes the public interest.

A commitment to reflect

I am proud to present the Department of the Premier and Cabinet's first Reconciliation Action Plan. As an agency, we are actively engaged in improving outcomes for Aboriginal people across Western Australia through the work of our Aboriginal Engagement Directorate.

We are now embarking on a Department wide journey to advance our reconciliation with Aboriginal and Torres Strait Islander people and communities. This Reflect RAP lays the foundation for our reconciliation journey, to challenge internal biases and strengthen our organisational culture, and holds us accountable for making real and lasting improvements.

Through our RAP, we will:

- increase the cultural knowledge and capability of our staff;
- actively consider the impact of our work on Aboriginal people;
- improve collaboration between our agency and Aboriginal people;
- respectfully acknowledge Aboriginal people as Traditional Owners.

Our RAP was developed through a working group that included Aboriginal and Torres Strait Islander representation. An implementation working group is now in place to monitor and report on our progress quarterly to the Corporate Executive. The implementation working group is comprised of representatives from across the Department with strong support from our Organisational Development team. In addition, and most importantly, we all have a part to play in embracing the principles and values within the RAP. I challenge you all to take a moment to consider what this RAP means for you and how you can be a part of this journey.

Through this RAP we will be genuinely contributing to reconciliation for the benefit of the entire Western Australian community. I look forward to seeing the progress against actions within the RAP.

Emily Roper,
Director General
Department of the Premier and Cabinet

Shaped by collaboration and contribution

In December 2019, representatives from DPC, Public Sector Commission and Treasury formed a central agency working group with the vision to guide all three organisations through the next phase of their reconciliation journey. The collaboration led to the development of a RAP for each agency.

Danny Ford from Kambarang Services and Tim Muirhead from CSD Network facilitated two workshops that created a set of reconciliation deliverables.

The working group held eight meetings, two workshops and a yarning circle event. Agency staff participated in numerous National Reconciliation Week and NAIDOC Week celebrations.

For NAIDOC Week 2020, the working group coordinated a sand mural event with Danjoo Koorliny Walking Together Project Noongar leaders. Staff from all three agencies gathered around the mural and laid handprints in the sands to represent the shared reconciliation journey.

The event was followed by a livestream discussion where Danjoo Koorliny Leaders joined members of the Public Sector Leadership Council to explore Aboriginal engagement and policy design.

Around 45 staff also came together for a yarning circle hosted by Reconciliation WA. We discussed the importance of committing to reconciliation and building stronger pathways.

As our RAP developed, there were opportunities for us to embrace the process and effect real cultural change. We provided input and comment on meaningful actions, and feedback on the deliverables. Reconciliation WA provided strategic advice throughout the development of the RAP and reviewed the deliverables before our submission to Reconciliation Australia.

Staff at NAIDOC Week 2020



Building on our core business

Strong partnerships

We have established relationships with Aboriginal and Torres Strait Islander organisations and people that promote reconciliation and advance outcomes and opportunities for Aboriginal people.

Aboriginal Advisory Council of WA

The Aboriginal Advisory Council of WA (AACWA) leads dialogue and facilitates decision-making on matters affecting the recognition and rights, leadership, vision, expertise, wellbeing and integrity of Aboriginal people and communities in Western Australia. It offers an important opportunity to build genuine and respectful relationships between Aboriginal people and the WA Government to achieve better life outcomes for Aboriginal people and communities.

Aboriginal Affairs Coordinating Committee

The Aboriginal Affairs Coordinating Committee comprises directors general of Government agencies who assist the Minister for Aboriginal Affairs and co-chairs of AACWA. It focuses on improved and innovative service delivery to Aboriginal people, and greater collaboration and coordination between agencies.



NAIDOC Week event 2020*

Danjoo Koorliny

Danjoo Koorliny "Walking Together Towards 2029 and Beyond" is an Aboriginal-led systems change project working to co-create a better future for all. DPC's engagement with the four Noongar Danjoo Koorliny Leaders supports Aboriginal-led solutions and a partnership model for policy development that is underpinned by cultural protocols.

Reconciliation WA

DPC has funded Reconciliation WA to support its work in advancing reconciliation in Western Australia.

*From L-R: Dr Noel Nannup OAM, Dr Richard Walley OAM, Prof Emeritus Colleen Hayward AM and Carol Innes.



Central role in Aboriginal affairs

DPC provides strategic oversight and coordination of several important Aboriginal affairs initiatives in the sector and State, with expertise delivered by DPC's Aboriginal Engagement Directorate. This work is characterised by strong partnerships between Aboriginal people and the Government to work towards community-led social, economic, health and cultural outcomes. Strong commitments to truth-telling, shared decision-making and agreement-making are at the heart of what we do.



Minister Templeman's apology at Wadjemup



Yamatji Nation Indigenous Land Use Agreement*

Impactful projects

National Agreement on Closing the Gap

The new National Agreement on Closing the Gap is an ambitious 10-year commitment by the national Coalition of Peaks, Australian Government, all state and territory governments and the Australian Local Government Association to improve outcomes for Aboriginal and Torres Strait Islander citizens.

Aboriginal Empowerment Strategy

The Aboriginal Empowerment Strategy (the Strategy) provides public sector agencies with a clear, common direction, consistent logic and shared whole-of-Government vision for the future. Built around Aboriginal views, priorities and aspirations, the Strategy allow agencies to work more effectively to support improved outcomes for Aboriginal people and strengthens Government accountability to the Western Australian community.

Wadjemup Project

The Wadjemup Project is a truth-telling partnership between the WA Government and Aboriginal Western Australians to acknowledge the cultural significance of Wadjemup (Rottnest Island) to the Whadjuk Noongar people, and reconcile the Island's history of Aboriginal incarceration, segregation and forced labour from 1838 to 1931.

During this time, more than 4,000 Aboriginal people from across Western Australia were forcibly taken to the Island. Almost 400 men and boys died during their imprisonment and were buried in unmarked graves. This project is considering how best to commemorate those buried on the Island, and the use of the old prison building known as the Quod. It is one of Australia's first large-scale acts of recognition related to the impacts of colonisation on Aboriginal people.

Native Title Agreements

DPC plays a central role in negotiating and implementing Native Title Agreements in partnership with traditional owners and other agencies. The recent South West Native Title Settlement and Yamatji Nation Indigenous Land Use Agreement are landmark agreements nationally. They establish traditional owner governance structures, partnerships with Government and a diverse range of benefits, empowering Aboriginal community-led outcomes to advance economic and community development and wellbeing.

*From L-R: Carol Martin, Traditional Owner Negotiation Team; Paul Eely, Traditional Owner Negotiation Team; Kathleen Pinkerton, Traditional Owner Negotiation Team; Sheila Begg, State Solicitor's Office; Ben Wyatt, Former Minister for Aboriginal Affairs; Delveen Whitby, Traditional Owner Negotiation Team; Shirley McPherson, Traditional Owner Negotiation Team.



Staff lunch and learn event

Taking action together

What we commit to deliver to forward reconciliation

<i>Relationships</i>			
Action	Deliverable	Timeline	Responsibility
1. Build relationships through celebrating National Reconciliation Week and increase participation in events relating to it.	1.1 Share information with staff about the meaning of National Reconciliation Week, including resources and materials available from Reconciliation Australia and Reconciliation WA.	May 2022, May 2023	Manager Organisational Development
	1.2 Host an event with PSC and Treasury in National Reconciliation Week.	May 2022, May 2023	Manager Organisational Development
	1.3 Promote external National Reconciliation Week events to staff and encourage participation.	May 2022, May 2023	Manager Organisational Development
2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	2.1 Understand best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations sector wide.	December 2023	Director Aboriginal Engagement in collaboration with Manager Organisational Development
	2.2 Identify Aboriginal and Torres Strait Islander stakeholders and organisations in our local area or sphere of influence.	December 2023	Director Aboriginal Engagement in collaboration with Manager Organisational Development
	2.3 Identify opportunities for reciprocal secondments to and from Aboriginal and Torres Strait Islander organisations and public sector agencies to encourage two-way learning and partnership.	December 2023	Manager People Services
	2.4 Engage with the Aboriginal Advisory Council of WA in seeking advice on topics which relate to Aboriginal and Torres Strait Islander peoples, as appropriate.	December 2023	Director Aboriginal Engagement in collaboration with Manager Organisational Development
3. Promote positive race relations through anti-discrimination strategies.	3.1 Understand best practice and policies in the areas of race relations and anti-discrimination sector wide.	June 2023	Manager People Services
	3.2 Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2023	Manager People Services
4. Promote reconciliation through our sphere of influence.	4.1 Communicate our commitment to reconciliation to all staff.	July 2022	Corporate Executive Manager Communications
	4.2 Identify external stakeholders and other like-minded organisations that the Department can engage and collaborate with on our reconciliation journey.	June 2023	Director Aboriginal Engagement in collaboration with Manager Organisational Development



Action	Deliverable	Timeline	Responsibility
5. Increase the cultural capability of our staff including understanding, valuing, and recognising Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	5.1 Continue foundational cultural capability training that equips staff to understand the underlying issues affecting Aboriginal and Torres Strait Islander people and increase their capacity to work in partnership with Aboriginal and Torres Strait Islander people.	December 2022, June 2023	Manager Organisational Development in collaboration with Aboriginal Engagement
	5.2 Review cultural learning needs within DPC and develop a cultural learning plan that meets these needs and increases understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge. This will include a program of cultural experiences for staff that deepen and broaden cross-cultural relationships and understanding of Aboriginal and Torres Strait Islander cultures and histories.	June 2023	Manager Organisational Development in collaboration with Aboriginal Engagement
	5.3 Consult with Aboriginal and Torres Strait Islander people and/or advisors and seek their input when developing cultural learning and training.	June 2023	Manager Organisational Development in collaboration with Aboriginal Engagement
6. Celebrate Aboriginal and Torres Strait Islander cultures and histories by promoting opportunities to participate in events relating to Aboriginal and Torres Strait Islander cultures and histories.	6.1 Create and distribute a calendar to all staff on the intranet that highlights key dates and events (including NAIDOC Week and National Reconciliation Week).	May 2022, March 2023	Manager Organisational Development Manager Communications
	6.2 Inform staff about upcoming cultural events relating to Aboriginal and Torres Strait Islander culture and history and support their attendance.	May 2022, March 2023	Manager Organisational Development Manager Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week and increase participation in events relating to this week.	7.1 Share information with staff about the meaning of NAIDOC week including resources and materials available from Reconciliation Australia and Reconciliation WA.	First week of July 2022 First week of July 2023	Manager Organisational Development Manager Communications
	7.2 Budget for and host at least one joint event (with PSC and Treasury) in NAIDOC week.	First week of July 2022 First week of July 2023	Manager Organisational Development Manager Communications
	7.3 Have members of the RAP Implementation Working Group and other staff participate in external NAIDOC Week events.	First week of July 2022 First week of July 2023	Manager Organisational Development Manager of Communications RAP Implementation Working Group



Action	Deliverable	Timeline	Responsibility
8. Visibly acknowledge Aboriginal and Torres Strait Islander people as the Traditional Owners in our workplaces and surroundings.	8.1 Consult with Aboriginal and Torres Strait Islander people to identify ways of visibly acknowledging Aboriginal and Torres Strait Islander people as the Traditional Owners in our workplaces and surroundings.	June 2023	RAP Implementation Working Group
	8.2 Continue visible acknowledgements of Aboriginal and Torres Strait Islander people as custodians of the lands we work on including: <ul style="list-style-type: none"> i. Display meaningful and culturally endorsed Acknowledgement of Country in foyers of buildings; and ii. Continue to fly the Aboriginal and Torres Strait Islander flags at the front of our agencies and other relevant buildings. 	December 2022	Facilities in collaboration with Aboriginal Engagement
	8.3 Establish visible acknowledgements of Aboriginal and Torres Strait Islander people as custodians of the land on which we work such as: Assess the possibility of an Aboriginal and Torres Strait Islander space in the grounds of Dumas House.	June 2023	Facilities in collaboration with Aboriginal Engagement
	8.4 Deepen understanding of Aboriginal and Torres Strait Islander cultural protocols and the arts; including Indigenous Cultural and Intellectual Property	December 2023	RAP Implementation Working Group Manager Organisational Development Manager Communications
9. Observe cultural protocols and embed respect to Aboriginal and Torres Strait Islander peoples throughout our agencies.	9.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Manager Communications Aboriginal Engagement
	9.2 Develop and publish guides and templates to embed the use of appropriate protocols into our work including: <ul style="list-style-type: none"> i. Welcome to Country ii. Acknowledgement of Country iii. Written statements of acknowledgment in such things as documents, login screens and online iv. Appropriate cultural ceremonies such as smoking ceremonies at the start of the year. 	June 2023	Manager Communications Aboriginal Engagement



Opportunities

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes for Aboriginal and Torres Strait Islander people by striving to increase recruitment, retention and professional development of Aboriginal and Torres Strait Islander people at all levels in our agencies.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	31 December 2022	Corporate Executive Manager Organisational Development
	10.2 Develop a plan to increase employment of Aboriginal and Torres Strait Islander people in DPC and meet sector targets.	31 December 2022	Manager Organisational Development
	10.3 Review recruitment practices to ensure they support recruitment and retention of Aboriginal and Torres Strait Islander people and provide culturally safe workplace and career pathways.	31 December 2022	Manager People Services
11. Increase Aboriginal and Torres Strait Islander supplier diversity and commit to optimising procurement from Aboriginal and Torres Strait Islander businesses.	11.1 Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses and communicate to all staff at DPC.	31 December 2023	Manager Procurement Manager Communications RAP Implementation Working Group
	11.2 Encourage procurement of services and supplies from Aboriginal and Torres Strait Islander owned businesses.	31 December 2023	Manager Procurement RAP Implementation Working Group
	11.3 Investigate memberships with and utilise Aboriginal and Torres Strait Islander suppliers such as Supply Nation, the Aboriginal Business Directory and the Noongar Chamber of Commerce.	31 December 2023	Manager Procurement Manager Aboriginal Engagement RAP Implementation Working Group



Yarning Circle, NAIDOC week 2020



Sculpture

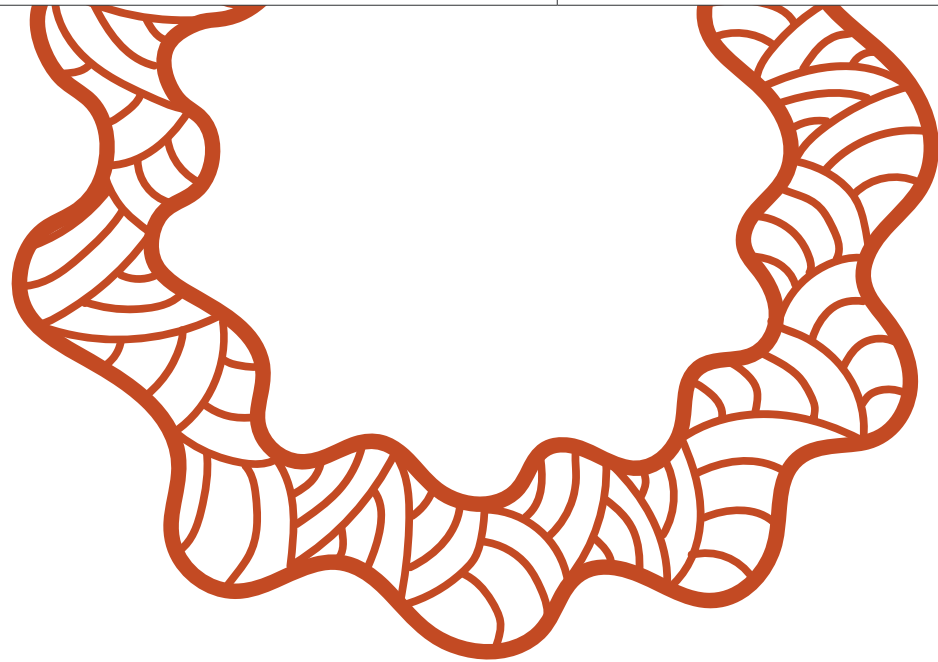


Koorra-Yeye-Boordawan-Kalyakoorl (Past-Present-Future-Forever) Western Australian artists Sharyn Egan and Jahne Rees at Wadjemup



Governance

Action	Deliverable	Timeline	Responsibility
12. Establish, maintain and resource a RAP Implementation Working Group to drive governance of the RAP.	12.1 Establish and apply a Terms of Reference for the RAP Implementation Working Group	July 2022	Manager Organisational Development
	12.2 Support attendance of staff on the RAP Implementation Working Group.	Ongoing	Corporate Executive
	12.3 Maintain Aboriginal and Torres Strait Islander representation on the RAP Implementation Working Group.	Ongoing	Manager Aboriginal Engagement
	12.4 Provide secretariat support for the RAP Implementation Working Group.	Quarterly	Manager Organisational Development
	12.5 Establish and promote meeting schedule for the RAP Implementation Working Group to review progress of deliverables.	July 2022	Manager Organisational Development
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Appoint a senior leader to champion our RAP internally.	June 2022	Corporate Executive
	13.2 Define and provide financial and people resourcing to implement the RAP.	June 2022	Corporate Executive
	13.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2022	Manager Organisational Development



National Reconciliation Week 2021 event



NAIDOC WEEK 2021 event



Governance

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency by reporting RAP achievements, challenges and learnings internally and externally.	14.1 RAP Implementation Working Group provides quarterly reports to Corporate Executive.	Oct 2022, Jan, April, July and Oct 2023	RAP Implementation Working Group
	14.2 RAP Implementation Working Group, through Corporate Executive, provides quarterly updates to the Aboriginal Advisory Council of WA.	Oct 2022, Jan, April, July and Oct 2023	Corporate Executive
	14.3 RAP Implementation Working Group, through Corporate Executive, completes and submits to Reconciliation Australia the annual RAP Impact Measurement Questionnaire.	September 2022 and 2023	Corporate Executive
	14.4 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on any important RAP correspondence.	July 2022 and 2023	Manager Organisational Development
	14.5 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 2022 and 2023	Manager Organisational Development
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register DPC on the Reconciliation Australia website 3 months before the end of the Reflect RAP to begin developing the next RAP.	September 2023	Manager Organisational Development



Gibson Desert Agreement

Southwest Native Title Settlement



Ms Julianne Wade, a local Whadjuk Artist at a NRW 2021 event



Gibson Desert Agreement (Pila Nature Reserve)



Ms Beverley Egan, a Yamaji Artist at a NAIDOC 2022 event

DPC staff at NRW event 2022



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