



Department of  
**Primary Industries and  
Regional Development**



# Innovate Reconciliation Action Plan

January 2024 to December 2025

## Acknowledgment of Country

DPIRD acknowledges the Traditional Owners of Country, the Aboriginal peoples of the many lands that we work on, their language groups throughout Western Australia and recognise their continuing connection to the land and waters. We respect their continuing culture and the contribution they make to the life of our regions, and we pay respects to their past and present Elders and future leaders.

The DPIRD RAP Innovate implementation will consider Indigenous Cultural and Intellectual Property, meaning the cultural and intellectual property rights of Aboriginal Australians to their culture and heritage, that is, to their intangible and tangible aspects of the whole body of cultural practices, resources and knowledge systems developed, nurtured, and refined by Aboriginal people and passed on by them as part of expressing their cultural identity.

Aboriginal people should be aware that this RAP may contain images and names of deceased persons, noting in some communities images of deceased persons may cause sadness or distress, and in some cases offends cultural prohibitions.

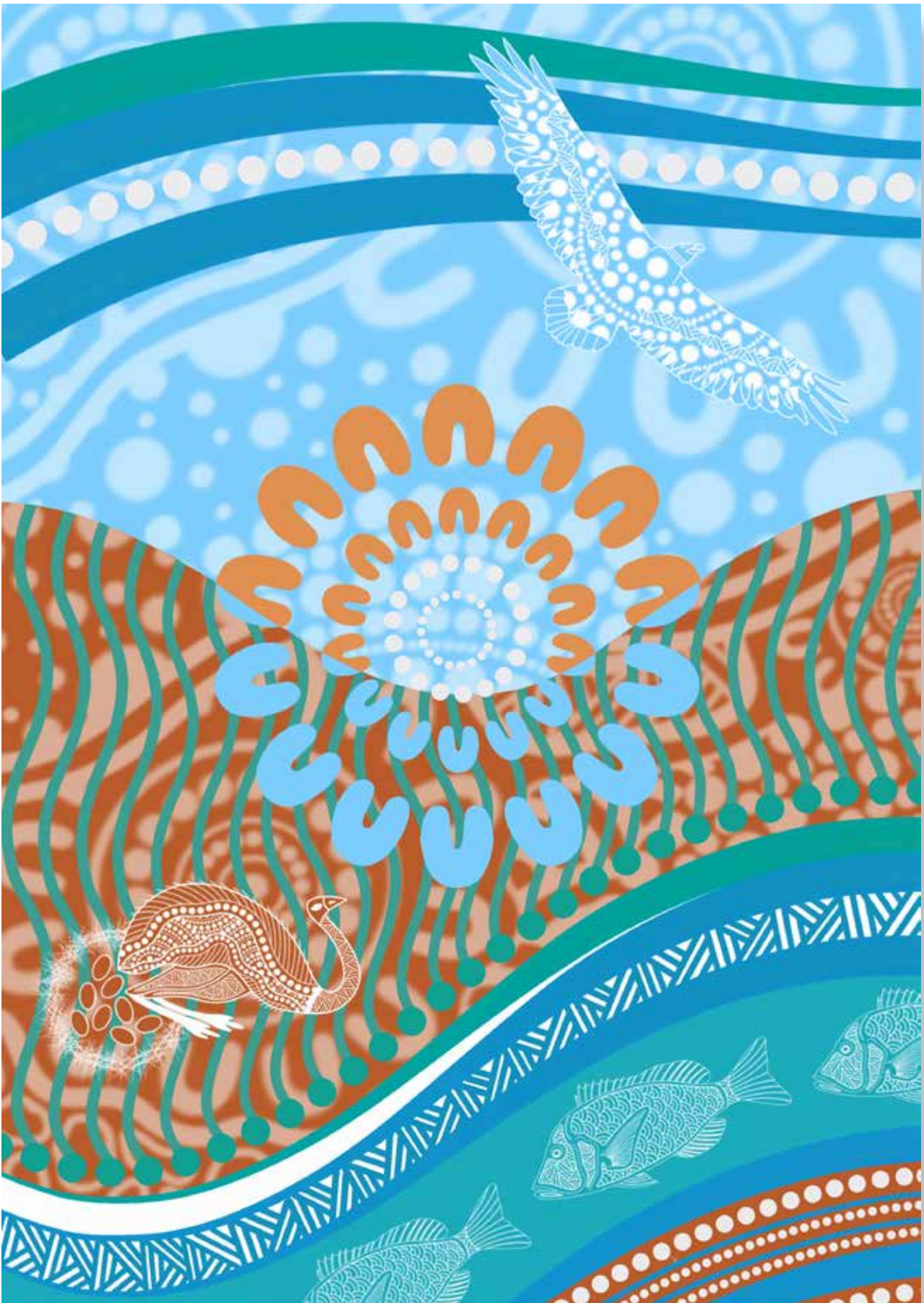
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# Contents

- Artwork** ..... 1
  - About the artist ..... 1
  - About the artwork ..... 1
- Our vision for reconciliation** ..... 3
- Message from Reconciliation Australia CEO** ..... 4
- Message from our Director General** ..... 5
- Message from our RAP Chairs** ..... 6
- Our business** ..... 8
  - Our values ..... 9
  - Our approach ..... 9
- Our RAP** ..... 10
  - Our commitment ..... 11
- Our RAP governance and support** ..... 12
- Our reconciliation journey so far** ..... 14
- Our challenges and learnings** ..... 16
- Our stories** ..... 17
  - State Barrier Fence project ..... 18
  - Tjaltjraak collaboration ..... 20
  - Innovative shearing camps ..... 22
- Actions and deliverables** ..... 24
  - Relationships ..... 24
  - Respect ..... 27
  - Opportunities ..... 30
  - Governance ..... 33





By Lauren Greatorex

# Artwork



## About the artist

Western Australian-born Lauren Greatorex is a proud Malgana, Nyikina and Jabirr Jabirr woman. Lauren is a young creative residing in Kariyarra Country in Port Hedland. Her creative work, influenced by her heritage and connection to Country, inspires her artwork. Lauren uses her art as a medium to tell stories in a powerful way to help preserve and share history. Lauren draws passion from her saltwater and freshwater connections through Country with a focus on storytelling, education and creating a cultural learning experience.

## About the artwork

I was thrilled when I was commissioned to create an Aboriginal artwork for the Department of Primary Industries and Regional Development (DPIRD). It was a significant opportunity to blend my passion for art with my dedication to promoting sustainable development and preserving our land and aquatic natural resources. I embarked on this project with a sense of purpose. I wanted the artwork to convey the deep connection between the Aboriginal people and the land and sea of Western Australia, which DPIRD plays a crucial role in managing. My canvas was vast, like DPIRD's reach across the whole state on land and sea.

I chose to depict 3 aspects of Country: waterways, land and sky, with vibrant colours representing the rich biodiversity of Western Australia's regions. In the foreground, I painted intricate patterns inspired by traditional Aboriginal art, symbolising the ancient wisdom and knowledge that Indigenous communities have passed down through generations. These patterns illustrate the collaboration between traditional wisdom and contemporary sustainable practices.

The artwork features a fish, symbolising the thriving life of our waterways that DPIRD has committed to preserving. Its powerful presence is a testament to the importance of the fisheries sector and the need for responsible management. As I worked on the painting, I incorporated elements of education and science, as animals representing the

elements of Country working together in harmony with the land and sea. This emphasised DPIRD's role in fostering science, research, and development partnerships. My artwork bridges the gap between traditional Aboriginal culture and modern sustainable development practices, showcasing the importance of preserving our natural resources for future generations.

Creating this artwork for DPIRD was not just a job, but a meaningful journey that allowed me to use my artistic talent to advocate for sustainable development and protect Western Australia's precious land and aquatic resources. It was a reminder that art has the power to convey messages and foster change, even in the most complex and important of contexts.

### Three aspects of Country



Waterways



Land



Sky

# Our vision for reconciliation

Our reconciliation vision is to deliver impactful reconciliation initiatives that embrace cultures and knowledge systems, create pathways to support healthy Country, and respect social values. We will create a diverse and inclusive workforce that respects and understands Aboriginal and Torres Strait Islander peoples' histories and cultures. This will contribute to the cultural, social, spiritual, environmental and economic wellbeing of Aboriginal and Torres Strait Islander peoples and communities in Western Australia (WA).

We do this by building strong relationships and working together with Aboriginal and Torres Strait Islander stakeholders and communities to manage and protect WA's land and aquatic resources for today and into the future. We will build capable and empowered communities by growing opportunities socially, economically and environmentally across our dynamic primary industries and regions and innovate and implement meaningful strategies across DPIRD's statewide footprint.



# Message from Reconciliation Australia CEO



## First Innovate RAP

Reconciliation Australia commends DPIRD on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for DPIRD to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, DPIRD will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. DPIRD is part of a strong network of more than 2,200 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed them into action.

Implementing an Innovate RAP signals DPIRD's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations DPIRD on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## Karen Mundine

Chief Executive Officer, Reconciliation Australia



# Message from our Director General



I commend this Innovate RAP to our staff and stakeholders as we continue our important journey of reconciliation with our Aboriginal peoples. DPIRD has a broad footprint across Western Australia, arguably the biggest footprint of any state or Commonwealth agency, with our activities extending across WA's vast terrestrial and significant marine estate out to the 200 nautical mile limit of Australia's Exclusive Economic Zone. With our broad remit comes an immense responsibility and obligation to improve the lives of

all Aboriginal and Torres Strait Islander peoples through our work in primary industries and regional development.

Through this RAP we seek to develop and strengthen relationships with Aboriginal and Torres Strait Islander people including our Aboriginal staff and demonstrate our commitment to advancing reconciliation. It's the right and proper thing to do.

**Heather Brayford**  
Director General



# Message from our RAP Chairs



Reconciliation can be a vague concept for many Australians. I believe many Australians support the concept of reconciliation but do not have a grasp of what it means for them as individuals. A Reconciliation Action Plan provides a tool to help individuals understand and value the many facets of reconciliation. I feel that this RAP provides a guide that can lead development of a culture of reconciliation throughout our workplace by providing improved understanding to all employees about what reconciliation looks and feels like. For many DPIRD employees, their reconciliation journey at DPIRD so far will have been one of raised awareness about why we participate in key events such

as National Reconciliation Week (NRW) and NAIDOC Week, and the significance of these events. For others, it has meant empowerment to be openly proactive about reconciliation and, of course, some are already working on targeted initiatives directly related to reconciliation. I recognise we are not all at the coalface of direct reconciliation actions. I would like to see a DPIRD where we can all be participants in an evolving internal culture that supports the reconciliation actions in this RAP.

**Dan Gaughan**  
RAP Co-Chair





Reconciliation is the restoration of friendly relations. Many people feel it is the right thing to do yet some may not know how to reconcile. The Reconciliation Action Plan is one framework guiding us in reconciling relations with Aboriginal peoples both in and outside our workplace.

Reconciliation is a journey of acknowledgement, growth and learning. It can be supported by attending celebrations such as NAIDOC Week and NRW events because they highlight Aboriginal and Torres Strait Islander cultures and values. In your workplace,

the reconciliation journey is constant and not a singular celebration for a small period. Therefore, incorporating the deliverables of the RAP into your daily routine along with learnings from cultural celebrations, help in developing healthy relationships for all.

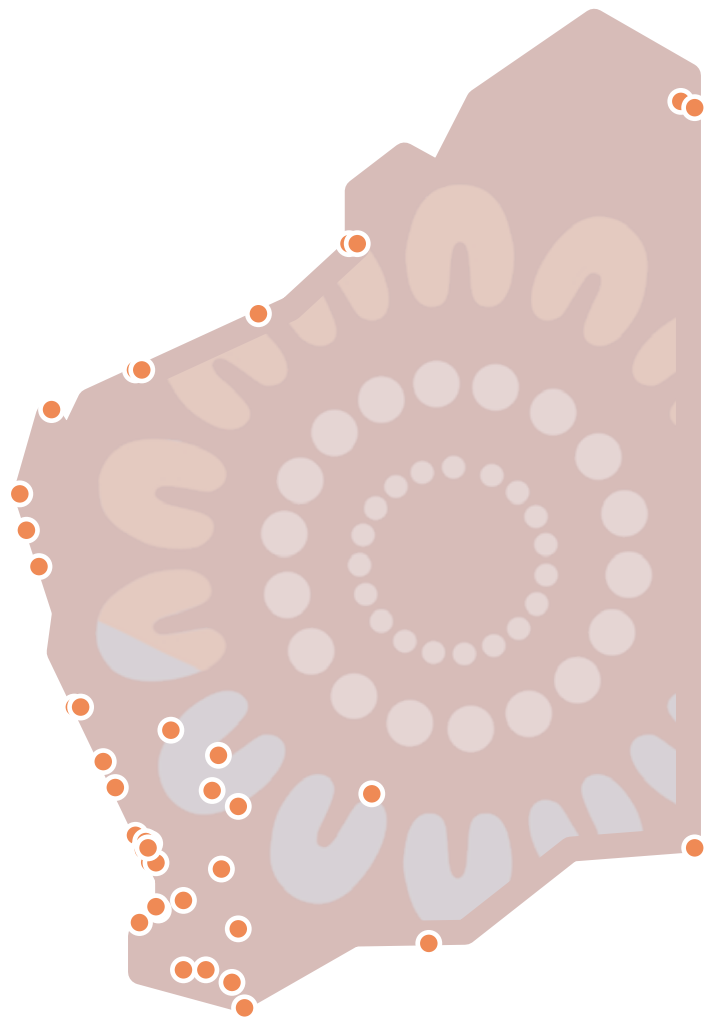
I am hopeful that we as a department will be leading the way in this space within the near future.

**Brendon Bellottie**  
RAP Co-Chair

# Our business

DPIRD leads the sustainable development of WA's regions and agriculture, aquaculture, food and fisheries sectors, including management of WA's land and aquatic natural resources. We deliver through partnerships in science, research and development, regulation, and industry development. We have over 60 offices spread throughout the state providing a range of services. This includes 9 Regional Development Commissions (RDCs):

- Gascoyne Development Commission (GDC)
- Goldfields-Esperance Development Commission (GEDC)
- Great Southern Development Commission (GSDC)
- Kimberley Development Commission (KDC)
- Mid-West Development Commission (MWDC)
- Peel Development Commission (Peel)
- Pilbara Development Commission (PDC)
- South-West Development Commission (SWDC)
- Wheatbelt Development Commission (WDC)



As at June 2023, we employ 1,998 people across the state, with 24 employees identifying as Aboriginal and/or Torres Strait Islander peoples, which represents 1.3% of our workforce. A key component of DPIRD's reconciliation journey is improving the representation and inclusion of our Aboriginal and Torres Strait Islander people. We are also committed to support the Public Sector Commission's Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025, which aims to reach an aspirational target of 3.7% representation of Aboriginal and Torres Strait Islander employees by 2025.

Our key purpose is to enable enduring prosperity for all Western Australians through our sphere of influence and work in primary industries and the regions. In delivering on our strategic intent, we focus on building relationships and working collaboratively with our partners. This includes Prescribed Body Corporates, Traditional Owners, Aboriginal businesses and communities and other key stakeholders such as the Australian Government, WA Government, local governments, the corporate sector and our customers. Our statewide footprint allows our influence to extend further into an array of on-ground regional networks as well.

## Our values

Our values underpin how we operate.

- We value relationships
- We are resilient
- We are responsive
- We focus on results

## Our approach

Innovation in our actions and approach cannot reach its potential without proactive empowerment and inclusion of Aboriginal and Torres Strait Islander peoples. In everything we do we take an approach to **protect** through stewardship of our people, land and aquatic resources; **grow** our primary industries and regions through balancing social, economic, and environmental drivers; and **innovate** through a culture of inquiry and adaption.



# Our RAP

Reconciliation Australia defines reconciliation through 5 critical and interrelated dimensions that together represent a holistic and comprehensive picture of reconciliation. The 5 dimensions are:

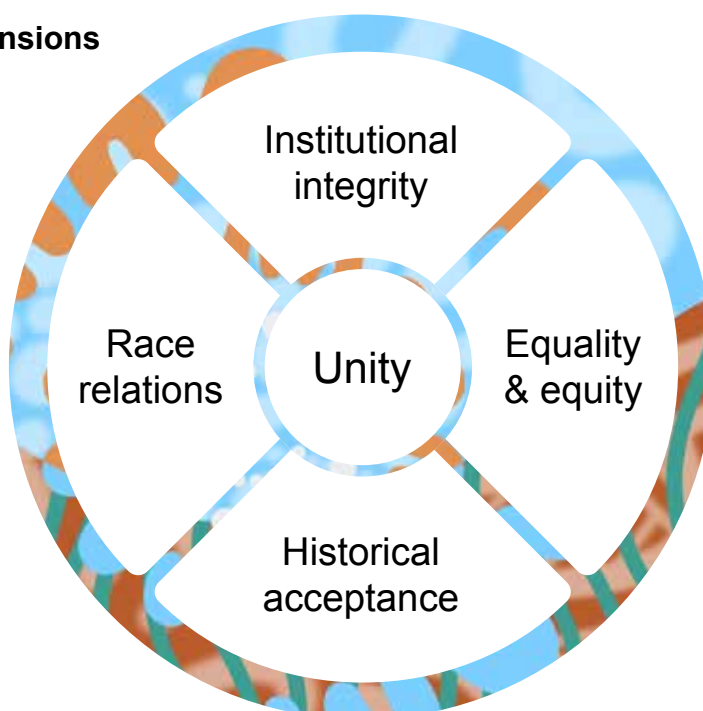
- race relations
- equality and equity
- institutional integrity
- unity
- historical acceptance.

Our RAP actions and deliverables incorporate Reconciliation Australia's guide for implementing reconciliation initiatives through 3 pillars: **Relationships**, **Respect** and **Opportunities** on a foundation of strong **Governance**. Incorporated in these pillars are the 5 dimensions of reconciliation.

We recognise the critical role that reconciliation action plays in empowering Aboriginal and Torres Strait Islander peoples and its importance in allowing us to move towards improved outcomes such as the national Closing the Gap goals and the state's Aboriginal Empowerment Strategy. Embedding a culture of reconciliation in our day-to-day business is a crucial part of moving forward. Implementing our RAP is also importantly about our non-Indigenous employees getting involved and influencing change.

We understand the importance of a partnership approach built on respect and opportunities. We acknowledge the powerful role that Aboriginal and Torres Strait Islander peoples hold and their significant connection to cultural knowledge and to the country and waters in which we live and work.

## The 5 dimensions



Our RAP is a valuable tool to identify a plan of action to actively recognise, learn and incorporate Aboriginal and Torres Strait Islander values and knowledge into our everyday activities.

The aim of our RAP is to:

- build and strengthen partnerships with Aboriginal and Torres Strait Islander businesses, communities, and individuals
- create and foster respect of local Aboriginal cultures, histories and knowledge through our actions and interactions
- create opportunities for Aboriginal and Torres Strait Islander peoples and communities that enable knowledge sharing and professional development
- monitor, evaluate and reflect on our RAP deliverables to ensure we are embedding meaningful change within DPIRD.

Our RAP deliverables take a holistic approach. We aim to equip and strengthen our employees' and stakeholders'

capability and ensure strong support systems are in place to empower Aboriginal and Torres Strait Islander peoples.

### **Our commitment**

The RAP provides a mechanism to drive reconciliation outreach to all DPIRD employees. The implementation of our RAP demonstrates the fundamental commitment to raise awareness and generate deeper understanding of why building reconciliation into day-to-day work is important. The aim is to embed the reconciliation actions into our business planning to ensure we can successfully and meaningfully deliver our reconciliation outcomes.



# Our RAP governance and support

**We recognise that reconciliation is an ongoing journey and there is much work to be done.**

With the sponsorship of our Director General and the full support from our Executive team, we are equipped and committed to continuing our reconciliation efforts. Our leaders are supported to remain connected to reconciliation and drive initiatives across the organisation via our Senior Leadership Team and Senior Management Group.

## **RAP executive sponsors**

Our executive sponsors Heather Brayford (Director General) and Paul Isaachsen (Deputy Director General, Industry and Economic Development) are responsible for driving and supporting RAP initiatives at the executive level. Throughout the journey of the RAP Innovate both Heather and Paul will focus on adopting a whole-of-organisation approach in our work to support reconciliation and the empowerment of Aboriginal peoples.

Their main objectives will be focused on:

1. supporting employees to build strong connections and partnerships with Aboriginal and Torres Strait Islander peoples and businesses throughout WA

2. increasing the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning
3. increasing Aboriginal employment, procurement and project participation throughout DPIRD and driving outcomes through our partnerships, industries and the community
4. build a perpetual culture that embeds these objectives into business-as-usual and normalises respect of Aboriginal rights and knowledge.

## **Aboriginal outcomes task team (AOT)**

DPIRD covers a whole range of portfolios that can provide support, and through working in partnerships will contribute to the necessary structural, economic and social changes for Aboriginal and Torres Strait Islander peoples. To ensure we are moving forward in our reconciliation achievements, governance is provided by the AOT. The purpose of the AOT is to establish working partnerships with Aboriginal and Torres Strait Islander peoples and to implement a whole-of-government approach across DPIRD. The AOT reports directly to the Director General on all Aboriginal and Torres Strait Islander matters and is made up of senior employees from across DPIRD who cover a range of portfolios.



### **RAP working group**

Our RAP Working Group (RWG) leads and guides DPIRD's reconciliation vision, while working with internal and external stakeholders to develop and implement the RAP. As of 2023, DPIRD appointed our first co-chair RWG model. The RWG is currently chaired by a senior Aboriginal employee and our Chief Fisheries Scientist who sits on and reports to the AOT. The RWG has broad representation from across the whole of DPIRD, including 5 members who identify as Aboriginal and/or Torres Strait Islander people.

### **RAP Champions**

The purpose of RAP Champions is to empower employees from across the state who are eager to be involved in driving reconciliation through DPIRD, and to assist the RWG in driving, developing, and implementing the RAP. We have approximately 30 employees from across the state involved as RAP Champions. The role of the RAP Champions is to assist the RAP Working Group on all matters relating to the RAP, including:

- helping to run events such as National Reconciliation Week and NAIDOC

- encouraging all employees to get involved
- assisting in the promotion of a whole-of-DPIRD approach to reconciliation
- assisting in the implementation of reconciliation initiatives across DPIRD
- promoting the intent of the RAP to major stakeholder groups.

### **Aboriginal Economic Development (AED)**

Our Aboriginal Economic Development team focuses on a wide range of issues and initiatives from developing relatively small-scale projects to large scale long-term initiatives, such as Aboriginal involvement in the beef industry. The team also leads DPIRD's input to Native Title and Indigenous Land Use Agreement (ILUA) negotiations so is well placed and well-versed in developing shared outcomes that meet the Aboriginal peoples' and government expectations. In addition, there is a dedicated focus on procurement, underpinned by policy, to support Aboriginal businesses.

# Our reconciliation journey so far



2017

Following the establishment of DPIRD from the amalgamation of former departments of Agriculture and Food, Fisheries and Regional Development, an Aboriginal Economic Development (AED) unit was created. The AED is tasked with bringing oversight and leadership to Aboriginal support programs delivered by the former agencies, and has established a strong mandate across government in its support of land and sea based economic outcomes. This includes support of primary industries-based workforce development, business development, procurement support, and a role in economic development through Native Title settlements and agreements.

2018/19

The newly formed DPIRD launched its first RAP. Our **Reflect RAP 2019–20** raised awareness of our employees' understanding of the importance of being proactive on reconciliation, highlighted the positive work that was already underway in the organisation and provided a series of challenges which emphasised that we need to do better. This initial period saw increased uptake of opportunities to host NAIDOC and NRW events, with these becoming a standard part of the DPIRD annual calendar.

2020

Commissioned Aboriginal artwork from artist Willara Barker from Warnman/ Kariyarra Country. The artwork is on display in our head office and used in email signatures and acknowledgment plaques at various offices.



**2021**

Sponsored Danjoo Koorliny: a long-term, large-scale, Noongar-led systems change project to help all of us – in Western Australia, the rest of Australia, and around the world – walk together as Aboriginal and non-Indigenous people to co-create a better future.



**2021**

Whadjuk Noongar leader Dr Richard Walley was commissioned to create artwork that represented elements of Country, both land and sea, across the state for DPIRD's new head office fit-out at Nash Street. The artwork covers all 4 floors, with each floor representing a different element from subterranean, land and river, vegetation, and sky. The fit-out also included renaming of meeting rooms to incorporate Aboriginal language.



**2022**

Significant restructure to our RWG and establishment of the new AOT.



**2022**

Started developing our first Innovate RAP through review, external consultation, and RWG focus sessions that included a facilitated session with Kambarang Services and Yonga Solutions.



**2023**

Aboriginal outcomes, including reconciliation, were formally identified as a priority focus area for our Corporate Executive.



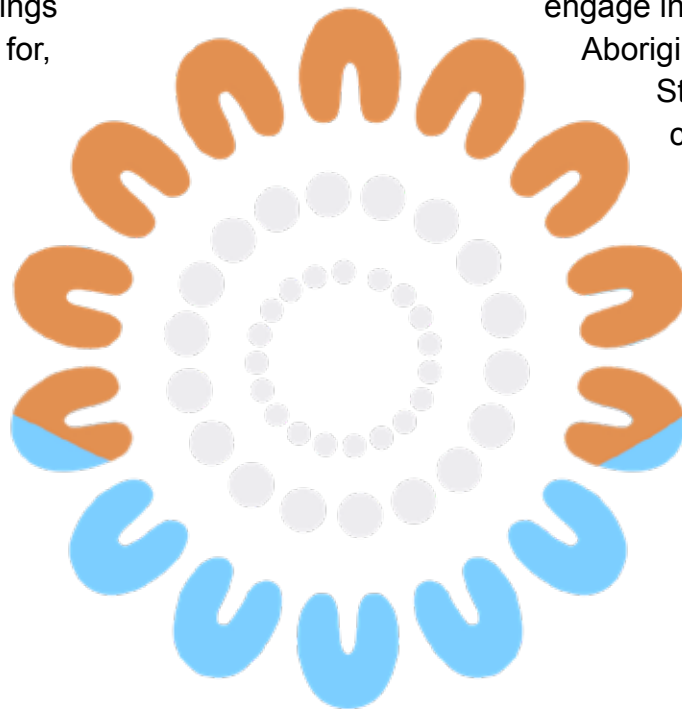
# Our challenges and learnings

One of our challenges at the start of our RAP journey was the new formation of DPIRD in 2017 from the amalgamation of the departments of Regional Development, Agriculture and Food and Fisheries together with employees of the 9 RDCs, creating one larger department. As a result, when DPIRD first started its Reflect RAP, our organisational structure and environment were not fully established and lacked awareness across the organisation on reconciliation. There was also a lack of dedicated ownership and resources to strategically drive reconciliation impact.

Since the development of our Reflect RAP, we recognise that there is a significant amount of work to be done and that we need to continue to build momentum on our RAP actions within our organisation. One of our key learnings highlighted the need for, and importance of, reconciliation initiatives being driven from executive-level management,

which will lead to effective change in the department's everyday activities. To address this, the RWG was restructured to include representatives from across the regions, as well as from managerial and director level positions.

We established our AOT, which reports directly to the Director General and Corporate Executive. The AOT Team focuses on the promotion of a whole-of-department approach to Aboriginal initiatives, leads the implementation of Aboriginal outcomes across the organisation and reviews key strategic actions, to ensure reconciliation initiatives are prioritised and are embedded into the department's everyday business. The department has also established a RAP Champions group to give non-Indigenous employees the opportunity to further engage in opportunities with Aboriginal and Torres Strait Islander cultures and learnings.



# Our stories

We are pursuing reconciliation on a number of fronts aimed at meaningful Aboriginal empowerment. Importantly, these initiatives not only provide for economic opportunities but do so in ways that support connection to Country and staying on Country. The regional development portfolio along with statewide footprints in fisheries management, land management, agriculture and biosecurity continue to look for opportunities to harmonise partnerships and procurement initiatives. The following stories highlight successes and demonstrate to us and our stakeholders the types of activities that can be developed.

These 3 stories demonstrate the breadth of ways that we can work with Aboriginal peoples across the state. We hope these stories will encourage and inspire others to think strategically about how they might be able to develop reciprocal relationships, pertinent to their scope of influence, with Aboriginal peoples in Western Australia.

# State Barrier Fence project

Our Wild Dog Action Plan team has been continuously working with and supporting new and existing Aboriginal businesses on the WA State Barrier Fence project. The barrier ensures protection against pests from the Rangelands getting into the agricultural zone. These pests include wild dogs, kangaroos, emus and, in some areas, donkeys and camels.

In 2017, a panel of 12 new Aboriginal businesses were appointed to work on the State Barrier Fence between 2017 to the end of 2022.

Work included regular inspections, maintenance, and fence upgrades on

the existing 1,209 km of fence line, which starts from Zuytdorp Cliffs (north of Kalbarri) and extends all the way down to approximately 35 km east of Ravensthorpe. Over 300 km was replaced by the panel in the past 4 years.

Our team worked with the Aboriginal businesses to upskill their teams and provide equipment upgrades and training to allow for easier and more efficient inspections. An important part of this process was our team learning and caring about understanding culture and heritage and respecting cultural practices.



A new State Barrier Fence panel, which will run until 2025, has been established to continue work on an additional 200 km of fence lines.

This new panel is for established Aboriginal businesses and includes 4 businesses from the original panel process. Businesses appointed to this panel will be doing monthly inspections and maintenance.

Our Wild Dog Action Plan team have also been working on a separate project with Esperance Tjaltjraak and the Esperance Tjaltjraak Rangers to extend the fence line by another 660 km, east of Ravensthorpe through to east of Esperance near Cape Arid.

Benefits of this project include building strong relationships with Aboriginal



people, communities and businesses, and enabling them to gain skills, work on Country and grow successful businesses.

Aboriginal businesses in this program were successful in growing their businesses and have secured contracts with other organisations, including other government departments.



# Tjaltjraak collaboration

Our Fisheries Aquatic Science and Assessment team has been collaborating on a range of projects with the Esperance Tjaltraak Native Title Aboriginal Corporation (ETNTAC) on Wudjari Country.

The purpose of these projects is to foster collaborative research and two-way learning by supporting the Tjaltjraak Healthy Country Plan and exploring issues of importance to both ETNTAC and DPIRD.

One of the projects involved our scientists showing the rangers specialised survey techniques and how to age fish using otoliths (earbones), which will provide vital data on fish health.

Another project was an investigation into the ecology of local fish species, which have cultural significance to the Esperance Tjaltjraak community and are important to the wider fishing community. We aim to use the information to feed into current DPIRD fisheries management, and to assist ETNTAC in the developing ways to monitor the health of estuarine environments.

These collaborations have shown us that we have much to learn from the Traditional Owners and their thousands of years of stewardship.

‘It’s about the Journey and not the destination.’







Our research scientists involved felt they came away with rewarding and special experiences, learning about the importance of sharing knowledge and building meaningful relationships. The accumulated practical knowledge is directly relevant and transmissible between the Ranger team and DPIRD collaborators. It was rewarding to be in a position of trust and be able to carry forward DPIRD's commitment to reconciliation.

During their interactions with the Rangers, they learnt that understanding cultures, sharing knowledge and collaborating in caring for Country is the goal, in comparison to western workplaces which are focused on achieving outcomes and producing reports.



We continue to work closely with the Esperance Tjaltjraak Rangers for targeted fisheries research, including collecting shared data and driving healthy country ambitions, with Rangers providing in-depth knowledge of their local environments.



# Innovative shearing camps

Between 2020 and 2022, DPIRD conducted a series of 10-day wool handling and shearing camps across the state.

The Wool Handling and Shearing program aims to create opportunities for young Aboriginal people, drive employment, fill labour and skill shortages in rural WA by providing non-accredited training and pathways to secure positions as a wool handler or shearer.

Numerous Aboriginal corporations were approached to nominate suitable participants for the camps and 35 prospective shearers, both Aboriginal and

non-Indigenous, aged between 15 and 29, took part in the courses which were funded by the WA Government and Australian Wool Innovation (AWI).

The participants were guided by Aboriginal mentors and various shearing farmers throughout the whole process.

Already, 11 Aboriginal graduates have secured jobs, while others say they are ready to take on jobs.

Last year, DPIRD, in partnership with AWI, the WA Shearing Industry Association and the Perth Royal Show, brought 13 regional



Aboriginal novices together to demonstrate their skills and promote shearing as a future career pathway for Aboriginal people in the regions.

A new generation of young men and women are hoping that the shearing opportunities will be the backbone of a lasting career.

The camps have not only taught the participants about shearing, but life skills and work ethic, and provided an opportunity to be part of a team and have pride in what they've achieved.



# Actions and deliverables



## Relationships

We strive to lead by example and extend our encouragement through our sphere of influence across the state. With a collaborative approach, we strive to ensure that practices of learning, understanding, and strengthening relationships are embedded into our workplace culture.

Building strong relationships with Aboriginal and Torres Strait Islander peoples is essential to delivering on our purpose of enabling enduring prosperity for all Western Australians through our work with regions and primary industries. Relationships with Aboriginal and Torres Strait Islander peoples ensure cultural requirements and Aboriginal knowledge are respected and considered in what we do and create opportunities for growth and innovation in our regions. These relationships are critical to DPIRD's successful service delivery for WA communities.

The partnerships and relationships we build influence our approach to the management and stewardship of our land and aquatic resources across the state and our drive to create capable and empowered communities.

Being inclusive will enable us to work towards positive outcomes built on trust and respect. We will encourage our employees to be personally committed to being part of the reconciliation journey. We do this by empowering employees to remove barriers to build strong connections with Aboriginal and Torres Strait Islander peoples and businesses throughout WA.

### Focus area:

'Build the capacity of community, industry and Aboriginal people to work with us to deliver our priorities' and 'Capable and empowered communities' from DPIRD Strategic Intent 2022–26 and 'relationships' as one of our key agency values.



Action	Deliverable	Timeline	Responsibility
<p><b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b></p>	<p><b>1.1</b> Engage with Aboriginal and Torres Strait Islander peoples, stakeholders and organisations to continue to develop principles of engagement (ways of working) for DPIRD. This extends to the development of protocols and guidelines (tools) that support employees to be their best at engagement.</p>	Apr 2024	Director General
	<p><b>1.2</b> Continue to develop and commence implementation of an Engagement Plan framework and guidelines that support working with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	June 2024	Deputy Director General Industry and Economic Development
	<p><b>1.3</b> Establish an external Aboriginal reference group(s) to provide strategic advice and guidance, enable discussion and raising of issues, to ensure that Aboriginal cultures, knowledge systems, values and aspirations are considered and appropriately addressed across the department's strategies, policies, programs and planning mechanisms.</p>	May 2024	Deputy Director General Industry and Economic Development
	<p><b>1.4</b> Consistent with the Aboriginal Engagement Plan and best practice guidelines, develop and implement tools and resources to support employees who are required as part of their role to engage and build relationships with local Aboriginal peoples, communities, prescribed body corporates and related organisations.</p>	Mar 2024	Deputy Director General Industry and Economic Development + Managing Director Corporate Services
<p><b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b></p>	<p><b>2.1</b> Promote our celebration of NRW internally and externally, including sharing Reconciliation Australia's NRW resources and reconciliation materials to our employees.</p>	May 2024, 2025	RAP and AOT Chairs
	<p><b>2.2</b> RAP Working Group members to participate in at least one external NRW event.</p>	27 May – 3 June 2024, 2025	RAP Chairs
	<p><b>2.3</b> Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>	27 May – 3 June 2024, 2025	Deputy Directors General and Managing Director
	<p><b>2.4</b> Organise at least one internal NRW event each year.</p>	27 May – 3 June 2024, 2025	RAP and AOT Chairs
	<p><b>2.5</b> Register all our NRW events on Reconciliation Australia's NRW website.</p>	May 2024, 2025	RAP Chairs



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	Dec 2024, 2025	Managing Director Corporate Services
	3.2 Communicate our commitment to reconciliation publicly.	Feb 2024, Dec 2025	Executive Director Strategy and Coordination + Director Communications
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Mar 2024	Director General
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Nov 2024	RAP Chairs
	3.5 Ensure cross agency collaboration to deliver on Closing the Gap and the WA Aboriginal Empowerment Strategy actions and commitments.	Oct 2024, 2025	Director General + RAP and AOT Chairs
4. Promote positive race relations through anti-discrimination strategies.	4.1 Review and update HR policies, procedures, and guidelines to identify and address existing discriminatory provisions.	Dec 2024	Managing Director Corporate Services
	4.2 Engage and consult with Aboriginal and Torres Strait Islander employees and/or advisors. Then develop, implement and communicate an anti-discrimination policy and guidelines for our organisation.	Dec 2024	Managing Director Corporate Services + RAP Chairs
	4.3 Identify opportunities during DPIRD's planning processes and reviews on work programs and policies where changes could be made to improve Aboriginal rights, engagement and outcomes.	July 2024	Director General
	4.4 Ensure that any statutory or associated review of legislation has regard for Aboriginal rights, engagement and outcomes.	July 2024	RAP Chair
	4.5 Educate senior leaders and cascade to employees on the negative effects of racism.	Apr 2024	Managing Director Corporate Services



## Respect

DPIRD recognises Aboriginal and Torres Strait Islander peoples' distinctive cultural, spiritual and physical relationship to land and waters and the critical role they hold in the socio-economic fabric of Western Australia.

Learning and understanding Aboriginal and Torres Strait Islander cultures, rights, experiences and contributions is an essential aspect of reconciliation. Respect for culture includes recognising the importance of spiritual values and knowledge systems which is crucial for the development of meaningful strategies, policies and programs.

We are committed to creating a respectful workplace that is diverse and culturally inclusive. DPIRD commits to strengthening the capacity of both Aboriginal and non-Aboriginal employees to work toward positive outcomes that empower them to establish mutually respectful relationships with Aboriginal and Torres Strait Islander peoples.

We strive to move from 'acknowledgement' into 'action' through the development of innovative strategies with defined mechanisms and aim to embed a culture of respect throughout DPIRD.

In seeking mutual respect in our engagement with Aboriginal and Torres Strait Islander peoples, DPIRD commits to strengthening the capacity of both sides to work toward positive outcomes that empower our employees to make decisions that contribute to establishing mutually respectful relationships with Aboriginal and Torres Strait Islander peoples.

### Focus area:

'Management systems and programs to sustain and enhance our aquatic, pastoral and agricultural resources' and 'Management and stewardship of Western Australia's land and aquatic assets' from DPIRD Strategic Intent 2022–26.



Action	Deliverable	Timeline	Responsibility
<p><b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p><b>5.1</b> Conduct a review of cultural learning needs within our organisation, using our Kaartdijin Survey results.</p>	<p>June 2024</p>	<p>Managing Director Corporate Services</p>
	<p><b>5.2</b> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</p>	<p>June 2024</p>	<p>Managing Director Corporate Services + RAP Chairs</p>
	<p><b>5.3</b> Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural learning strategy for our employees that fits into a more holistic cultural development strategy.</p>	<p>June 2024</p>	<p>Managing Director Corporate Services</p>
	<p><b>5.4</b> Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.</p>	<p>Oct 2025</p>	<p>Managing Director Corporate Services + RAP Chairs</p>
	<p><b>5.5</b> Provide an immersive cultural learning experience for Executive, with the aim to include senior leaders in the future.</p>	<p>July 2024</p>	<p>Director General</p>
<p><b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols, heritage and customs.</p>	<p><b>6.1</b> Increase employee understanding of the purpose and significance behind cultural protocols and continue to promote these protocols including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>Apr 2025</p>	<p>RAP Chair</p>
	<p><b>6.2</b> Develop, implement, review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country that includes a contact list of local Traditional Owners for Welcome to Country.</p>	<p>Apr 2024</p>	<p>RAP and AOT Chairs</p>
	<p><b>6.3</b> Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p>	<p>Jan 2024, Sep 2025</p>	<p>Director General</p>
	<p><b>6.4</b> Ensure departmental policy development considers and incorporates the cultural protocols, heritage and customs of Aboriginal and Torres Strait Islander peoples in a respectful way.</p>	<p>May 2025</p>	<p>Managing Director Corporate Services + Executive Director Strategy and Coordination</p>
	<p><b>6.5</b> Ensure cultural protocols, heritage and customs are explicitly embedded into DPIRD project management and strategic risk processes.</p>	<p>May 2025</p>	<p>Managing Director Corporate Services</p>
	<p><b>6.6</b> Increase employee understanding of Native Title, Indigenous Land Use Agreements (ILUAs), cultural and heritage obligations and Healthy Country plans.</p>	<p>Jan 2025</p>	<p>Deputy Director General Industry and Economic Development</p>





Action	Deliverable	Timeline	Responsibility
	<b>6.7</b> Increase display of Aboriginal artwork and acknowledgement around offices in the state, flying of flags consistently throughout the state and pursuit of dual naming for projects that have community support and are endorsed by Traditional Owners in local areas.	Nov 2025	RAP and AOT Chairs
<b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<b>7.1</b> RAP Working Group members to participate in at least one external NAIDOC Week event.	First week in July 2024, 2025	RAP Chairs
	<b>7.2</b> Ensure support and a workplace culture for all employees to participate and celebrate NAIDOC Week events.	Apr 2024, 2025	Deputy Director Generals + Managing Director
	<b>7.3</b> Promote, encourage, enable and empower employee participation in external NAIDOC events.	First week in July 2024, 2025	Director General
	<b>7.4</b> Organise at least one internal NAIDOC Week event each year.	July 2024, 2025	RAP and AOT Chairs
<b>8.</b> Advance Aboriginal and Torres Strait Islander peoples through appropriate engagement and respect for Traditional Owner knowledge in the delivery of our programs and activities.	<b>8.1</b> Develop a plan to implement Customary Fishing policies at the right geographical scales so that Aboriginal peoples can properly and positively access their rights and non-Indigenous people understand and respect those rights and customary fishing arrangements.	Nov 2025	Deputy Director General Sustainability and Biosecurity
	<b>8.2</b> Implement an Aboriginal customary fishing policy.	Nov 2025	Deputy Director General Sustainability and Biosecurity
	<b>8.3</b> Ensure the design of the new DPIRD metropolitan research facility, and any other new facilities/infrastructure, includes engagement with Traditional Owners.	Aug 2025	Managing Director Corporate Services
	<b>8.4</b> Lead the implementation of an Aboriginal Governance and Leadership Development program to provide a variety of financial services such as Aboriginal procurement advisory services.	Dec 2024	Deputy Director General Industry and Economic Development
	<b>8.5</b> Ensure an effective level of engagement to contribute to the long-term success in the implementation of ILUAs under the south-west Noongar Native Title settlement.	Dec 2024	Deputy Director General Industry and Economic Development
	<b>8.6</b> Ensure meaningful levels of Aboriginal engagement and input into key work programs such as the northern beef development, regional digital connectivity, and the Ord River Development Program.	Dec 2024	Deputy Directors General
	<b>8.7</b> Optimise the return to Aboriginal peoples from DPIRD schemes of assistance and grants programs.	Nov 2025	Deputy Director General Industry and Economic Development



## Opportunities

We aim to provide sustainable opportunities for Aboriginal and Torres Strait Islander peoples within our workforce and throughout our business. We will strive to increase opportunities for Aboriginal and Torres Strait Islander peoples and create a culturally safe, diverse and inclusive workforce. We aim to evolve our recruitment strategies to empower our leaders to recruit and work differently.

Our procurement focus will be to promote and encourage the engagement with Aboriginal and Torres Strait businesses for the purchase of goods and services in line with the WA Government Aboriginal Procurement Policy.

We promote strong economic participation and development of Aboriginal and Torres Strait Islander peoples and their communities throughout the state. We do this by ensuring Aboriginal people are empowered through partnerships with DPIRD, by driving shared decision making and engagement, and supporting Aboriginal-led solutions.

### Focus area:

‘Deliver models of support and targeted programs that empower Aboriginal people to develop and sustain long-term outcomes that strengthen communities’ and ‘Capable and empowered communities’ within a strategic context of ‘Increasing Aboriginal empowerment to develop and sustain lasting economic and social outcomes’ from DPIRD Strategic Intent 2022–26.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2024	Managing Director Corporate Services
	9.2 Engage and consult with Aboriginal and Torres Strait Islander employees. Then develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Dec 2024	Managing Director Corporate Services + RAP and AOT Chairs
	9.3 Widen the reach of our recruitment activities to ensure job advertisements target and reach Aboriginal and Torres Strait Islander peoples and communities.	Jan 2024	Managing Director Corporate Services
	9.4 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Managing Director Corporate Services
	9.5 Continue to review and implement actions set out in the Aboriginal and Torres Strait Islander Action Plan which forms part of the Public Sector Commission's Workforce Diversification and Inclusion Strategy.	Dec 2024, 2025	Managing Director Corporate Services
	9.6 Review and align Aboriginal and Torres Strait Islander initiatives in the Equal Employment Opportunity Management Plan and DPIRD Workforce Plan against RAP deliverables.	Dec 2024, 2025	Managing Director Corporate Services
	9.7 Deliver an Aboriginal Workforce Development Strategy and our broader workforce plans that identifies clear pathways for entry, professional development opportunities, a culturally safe workplace and positions DPIRD as an employer of choice for Aboriginal people.	Dec 2024	Managing Director Corporate Services
	9.8 Provide a forum for Aboriginal employees to be empowered to safely raise issues and provide feedback to support the development of a culturally safe work environment.	June 2024	Director General



Action	Deliverable	Timeline	Responsibility
<b>10.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<b>10.1</b> Review and continue to align with our Aboriginal and Torres Strait Islander procurement strategy, supporting the WA Government's Aboriginal Procurement Policy.	Oct 2024, 2025	Managing Director Corporate Services
	<b>10.2</b> Renew and promote the use of Supply Nation and WA Aboriginal Business Directory membership.	Aug 2024, 2025	Managing Director Corporate Services
	<b>10.3</b> Support and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Oct 2024, 2025	Managing Director Corporate Services
	<b>10.4</b> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2024, 2025	Managing Director Corporate Services
	<b>10.5</b> Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2024	Deputy Director General Industry and Economic Development
<b>11.</b> Support Aboriginal and Torres Strait Islander peoples to be empowered through decision making for Land and Sea Country.	<b>11.1</b> Establish a mechanism to share and make freely available, where relevant and appropriate to do so, DPIRD technical information, mapping and data information related to land and sea use to inform decision making by Aboriginal people.	July 2024	DDGs Industry & Economic Development + Sustainability and Biosecurity + Primary Industries Development
	<b>11.2</b> Link the Aboriginal reference group(s) and Aboriginal Outcomes Task Team and RWG to consider, inform, advise and support improved outcomes for Aboriginal peoples across DPIRD's program delivery and organisational development.	June 2024	Director General
	<b>11.3</b> Continue to support and collaborate with the Danjoo Koorliny Walking Together initiative to co-create a better future for all.	Sep 2024, 2025	Director General



## Governance

Reconciliation is a strategic priority for the DPIRD Corporate Executive. Strong governance, reporting and evaluation mechanisms will enable DPIRD to meet our overall vision for reconciliation. We will ensure this is done through diverse membership in our RAP Working Group (RWG) which will include Aboriginal and Torres Strait Islander representation and members from across all areas of our business. We will also establish strong collaboration with external networks, stakeholders, our senior leaders and executive sponsor. The RWG will work closely with our Aboriginal Outcomes Task Team (AOT) that advises on strategic directions for reconciliation initiatives as well as our RAP Champions group to support the implementation of our RAP initiatives. These foundations will enable a better outcome for our employees and community.



### Action

### Deliverable

### Timeline

### Responsibility

**12.** Maintain an effective AOT and RWG to drive governance of the RAP.

**12.1** Maintain Aboriginal and Torres Strait Islander representation on the AOT and RWG.

Jan, April, July, Oct 2024, 2025

Director General + RAP and AOT Chairs

**12.2** Review and embed a Terms of Reference for the AOT and RWG.

Feb 2024, 2025

RAP and AOT Chairs

**12.3** Meet at least 4 times per year to drive and monitor RAP implementation.

Jan, Apr, July, Oct 2024, 2025

RAP and AOT Chairs

**12.4** Report on RWG progress at least 4 times per year to CorpEx via the AOT as the Steering Group for our RAP.

Jan, Apr, July, Oct 2024, 2025

RAP Chairs

**12.5** Commit to development and planning opportunities for the AOT and RWG, including workshops.

Jan 2024, 2025

RAP and AOT Chairs



Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define budget and provide adequate resources for RAP implementation.	Jan 2024, 2025	DDGs + RAP Chairs
	13.2 Engage our senior leaders and employees in the delivery of RAP commitments.	Feb 2024, 2025	Director General + RAP Chairs
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jan 2024	RAP and AOT Chairs
	13.4 Appoint and maintain an Executive Sponsor to lead the implementation of the RAP.	January 2024	Director General
	13.5 Appoint and maintain an internal RAP Champion from senior management to lead the RAP Champions group.	Jan 2024	Executive Director Strategy and Coordination + RAP Chairs
	13.6 Maintain and strengthen RAP Champions group and meet at least quarterly to discuss opportunities to drive reconciliation within the department.	Jan, Apr, July, Oct 2024, 2025	RAP and AOT Chairs
	13.7 Maintain relationship with AOT and maintain communications.	Nov 2024, 2025	RAP Chair
	13.8 Seek budget to continue our Reconciliation WA membership to assist with support of our reconciliation journey and show dedication to meaningful change.	Mar 2024, 2025	RAP and AOT Chairs
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we continue to receive important RAP correspondence.	June 2024, 2025	RAP Chairs
	14.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 Aug 2024, 2025	RAP Chairs
	14.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2024, 2025	RAP Chairs
	14.4 Communicate RAP progress and achievements to all employees and senior leaders at least quarterly.	Jan, Apr, July, Oct 2024, 2025	RAP and AOT Chairs
	14.5 Publicly report our RAP achievements, challenges and learnings annually.	June 2024, 2025	Director General
	14.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2024	RAP Chairs



Action	Deliverable	Timeline	Responsibility
	<b>14.7</b> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2025	RAP Chairs
	<b>14.8</b> Promote our RAP achievements and events both internally and externally at least quarterly.	Jan, Apr, July, Oct 2024, 2025	RAP and AOT Chairs
<b>15.</b> Continue our reconciliation journey by developing our next RAP.	<b>15.1</b> Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	RAP Chairs
	<b>15.2</b> Evaluate and celebrate to help build our next RAP that includes what we did well and what we can do better.	Dec 2025	RAP and AOT Chairs



# Contact details

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## Important disclaimer

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