



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of Energy, Mines,  
Industry Regulation and Safety

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# Reconciliation Action Plan

May 2024 – May 2026

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RECONCILIATION  
ACTION PLAN

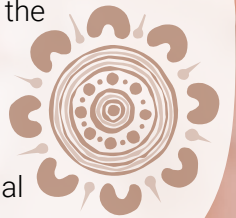
INNOVATE





## Acknowledgment of Country

The Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) respectfully acknowledges Aboriginal peoples as being the Traditional Custodians of Western Australia. We acknowledge the enduring connection Aboriginal people continue to share with the land, sea, and sky through both their ancestral ties and custodianship to Country. We pay our respect to Elders both past and present, and acknowledge the value brought to our department through the collective contribution of Aboriginal and Torres Strait Islander peoples across Western Australia.



# Contents

“On Country” .....	2	Consumer Protection – Aboriginal consumer campaigns and publications .....	14
Delphine Schwarze .....	2	National Reconciliation Week 2023.....	15
Message from Reconciliation Australia CEO .....	4	2023 National Reconciliation Week Banner Program.....	17
Message from the Director General .....	5	Development of the Aboriginal Procurement Strategy 2023 .....	18
Our business.....	6	Acknowledge This!.....	20
Our vision for reconciliation.....	7	Aboriginal Employment Program (AEP) .....	20
Our RAP .....	8	DEMIRS AEP Open Day 2022.....	21
DEMIRS RAP Committee as at March 2024.....	8	Internal promotion of Reconciliation WA Community Briefings – Uluru Statement from the Heart .....	21
Our RAP focal points.....	9	Relationships.....	22
Gnalla Network - Aboriginal Employee Network.....	10	Respect.....	28
Our Gnalla Committee.....	10	Opportunities.....	34
Committee aims.....	10	Governance.....	40
DEMIRS Gnalla Committee as at December 2023 .....	10	Contact details .....	45
DEMIRS Gnalla Committee as at December 2023 .....	11		
Our success stories .....	11		
Establishment of the Aboriginal Empowerment Initiative.....	11		
First Nations Clean Energy Strategy – Energy Policy WA (EPWA)....	13		
Geological Survey – Abandoned Mines Program, Ellendale WA .....	13		



## “On Country”

This painting depicts the true essence of being “On Country”.

The yarn represents the on going journey of people gathering together to meet as one. A place where we support, grow, learn, and share our values, while highlighting the importance of community, connection, and respecting the land.

The significance of our yarning circles is important to my people, as this is our meeting place, this is where we learn from our elders, passing down knowledge to our young ones. Our yarning circle could be two people or 100. It's where we yarn, learn, establish skin groups, share tucker, and protect our loved ones, but mostly it's where we connect.

Yarning circles can be anywhere at any time, we could be up the river around a fire, in a backyard, at our workplace, or in our homes. We are all together on country as one. A place of safety, security, and togetherness, it helps to build relationships and foster a sense of community.

The different elements in this artwork speak to the need for reconciliation and understanding, it shows how people can come together to create a better future for all, by honouring the traditions of the past and working towards a more sustainable and harmonious future.



### Delphine Schwarze

My name is Delphine Schwarze, I am a proud Yamatji, Ngarlu (woman) from the small town of Mullewa and currently living on Noongar Boodja. In my ancestral lineage, I come from the Nanda skin group with roots tracing back to the Murchison River from Kalbarri to Northampton.

My childhood was filled with adventures in the bush, exploring local water holes, and foraging for food from the land - whether it be kangaroo, bardi grubs, emu, quondongs, sweet potato, bimba and more. These experiences I share in the paintings I create.

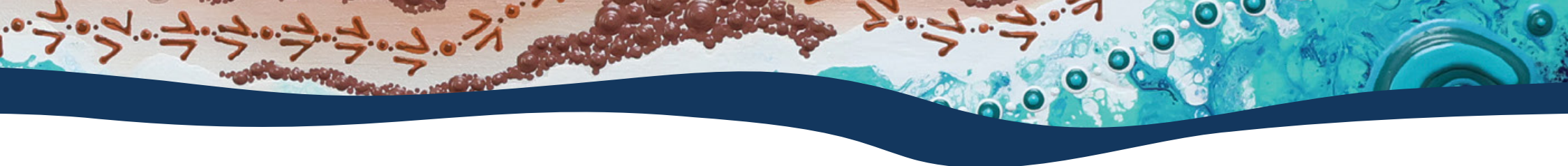
I have always had a creative streak, leading me down the path of becoming a self-taught Contemporary Aboriginal artist, delving into the world of painting in 2021.

Through my artwork, I find solace in expressing my creativity and connecting with my cultural heritage. Each painting I create is a journey of stories, woven together like a yarn. Art to me is a powerful way to bridge the gap between my culture and the broader community. My art serves as a visual narrative, resonating with people who are moved by the stories and meanings behind each piece.

I draw inspiration from the tradition of storytelling through patterns and designs. As I grow through this journey, I realise that my paintings not only allow me the space to express myself freely, but also serve as a vessel to impart knowledge about the Indigenous culture.

Symbols, patterns, and messages intricately woven into my artwork convey values that are deeply cherished within me - family, nature, community, and the profound sense of connection.







## Message from Reconciliation Australia Chief Executive Officer



Reconciliation Australia commends WA Department of Energy, Mines, Industry Regulation and Safety on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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. WA Department of Energy, Mines, Industry Regulation and Safety continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that WA Department of Energy, Mines, Industry Regulation and Safety

will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to WA Department of Energy, Mines, Industry Regulation and Safety using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for WA Department of Energy, Mines, Industry Regulation and Safety to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, WA Department of Energy, Mines, Industry Regulation and Safety will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of WA Department of Energy, Mines, Industry Regulation and Safety future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations WA Department of Energy, Mines, Industry Regulation and Safety on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Message from the Director General



It is my great pleasure to present the Reconciliation Action Plan 2024–2026 for the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS).

Appreciation, understanding and respect for Aboriginal and Torres Strait Islander peoples are central to reconciliation.

Our department is proud to acknowledge and celebrate the richness and diversity

of Aboriginal and Torres Strait Islander histories, cultures and peoples across Western Australia.

I would also like to acknowledge the previous work towards reconciliation undertaken by this department.

This plan provides us with an opportunity to build upon our reconciliation journey by embedding our commitment to reconciliation into the core functions and responsibilities of the department.

DEMIRS provides services across Western Australia, therefore it is critical to ensure that strong relationships between Aboriginal and Torres Strait Islander peoples, the broader community and the department are maintained and enhanced.

We achieve stronger outcomes when we work collaboratively and respectfully.

We will continue to prioritise engagement, to build mutually respectful relationships and to support the economic empowerment for Aboriginal and Torres Strait Islander peoples and businesses through employment and procurement.

In delivering on the initiatives outlined in this plan, we can enhance our service delivery and cultural safety in the workplace.

Thank you to the Reconciliation Action Plan Committee and the Gnalla Mila, Gnalla Wangkiny Committee (Our Future, Our Say) for their work bringing this plan together.

I encourage all employees to embrace this Reconciliation Action Plan and continue to be involved in the reconciliation process. By doing so, we enrich our workplaces and our broader community.

A handwritten signature in black ink, appearing to read 'Richard Sellers'.

**Richard Sellers**  
Director General  
Department of Energy, Mines, Industry Regulation and Safety

## Our business

DEMIRS is the lead agency for administering Western Australia's multi-agency regulatory framework, providing the State's health, safety, and environmental standards, consistent with relevant state and commonwealth legislation, regulations, and policy. Our core business practice is to support a safe, fair, and responsible future for the Western Australian community, industry, and resources sector.

DEMIRS upholds our workforce diversity as a key element to providing greater workplace understanding and better tailored service delivery to the community of Western Australia. As a mid-sized, WA public sector agency comprising of approximately 1,900 employees across 10 regional offices, 2.37 per cent of our staff currently identify as Aboriginal and/or Torres Strait Islander people.

Our Aboriginal and Torres Strait Islander staff work across the full extent of our department, from Corporate Services and Labour Relations through to WorkSafe, Energy Policy, Resource and Environmental Regulation, Industry Regulation and Consumer Protection. DEMIRS values how opportunities for diversity and inclusion mutually benefits staff members, the department, and the wider community as a whole.







## Our vision for reconciliation

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DEMIRS affirms our long-standing commitment to creating meaningful progress towards reconciliation with Aboriginal and Torres Strait Islander peoples and communities throughout Western Australia.

DEMIRS began its reconciliation journey more than 10 years ago and we continue to strive to embed the values of reconciliation throughout our business. As reflected in this RAP, we commit to achieving our vision for the cultural, social, and economic empowerment and well-being of Aboriginal and Torres Strait Islander peoples and communities through inclusion within a safe, fair, and responsible future for the Western Australian community industry, energy and resources sector.

DEMIRS leads with integrity, delivers on commitments, strives for excellence, and consistently looks for better, innovative ways of doing business. Our values of being respectful, responsive, forward thinking, ethical, fair, and transparent guide our department, our efforts, and behaviours. It's with this direction, and through the acknowledgement and celebration of Aboriginal and Torres Strait Islander histories, peoples, and culture that we advance reconciliation. By recognising the value, insight and experience Aboriginal peoples provide, we stand in a position of change making impact when we stand in solidarity, together. This better places our department in alignment with the spirit of reconciliation and gives DEMIRS the opportunity to:

- positively contribute to significant and meaningful cultural, social and economic initiatives for Aboriginal peoples and communities;
- build and maintain strong, regenerative relationships that are both sustainable and reciprocal; and

- take every opportunity to 'live out our values' in walking alongside Aboriginal and Torres Strait Islander peoples and communities throughout Western Australia.

In continuously learning and building upon our reconciliation efforts and understanding, DEMIRS is committed to placing a greater emphasis on enhancing service delivery that better aligns to Aboriginal and Torres Strait Islander people and communities across Western Australia.

DEMIRS is committed to upholding principles of Aboriginal and Torres Strait Islander empowerment focussing on the ways in which efforts will be directed towards a future in which all Aboriginal people, families and communities view their relationships with DEMIRS as genuine, effective, and respectful.





## Our RAP

DEMIRS is embarking on our second Innovate RAP. This RAP aims to advance our reconciliation journey by increasing Aboriginal and Torres Strait Islander engagement both internally, within and across our department and externally in terms of the services in which we provide to our community.

This RAP was developed in consultation and conjunction with a number of dedicated key stakeholders and teams across DEMIRS including:

- Office of the Director General
- Executive Leadership Group
- Aboriginal Strategies Team
- Aboriginal Empowerment Unit
- Gnalla Aboriginal Staff Network
- Human Resources
- Diversity and Inclusion Committee
- Assets Team
- Energy Policy WA
- Communications and Engagement
- Procurement
- Business Transformational Change
- Geological Survey and Resource Strategy Division.

This RAP endeavours to embed reconciliation into our core business and focus on increasing cultural safety in the workplace by addressing the barriers that exist for Aboriginal and Torres Strait Islander peoples both at work and in the community.

## DEMIRS RAP Committee as at March 2024

The purpose of the Reconciliation Action Plan (RAP) Committee is to lead and guide the commitment and vision for ongoing reconciliation. An elected Corporate Executive member chairs the RAP Committee and reports directly to the Diversity and Inclusion sub-committee, which ensures corporate alignment and integration across all plans.

The RAP Committee is representative of the diversity within DEMIRS, with membership including Aboriginal and/or Torres Strait Islander staff, gender diversity, and officers from different levels and positions within the department.

Andrew Chaplyn	Deputy Director General, Resource and Environmental Regulation (RAP Chair and Executive Champion)
Shona Ngeru	Manager Aboriginal Strategy (Co-Chair)
Alex Blackman	Acting General Manager Aboriginal Empowerment
Rosemary Barrow	General Manager People Services and Capability
Kelsee Kickett	Business Support Officer, Energy Policy
Emma Sangalli	Senior Communication Education Officer, Compliance and Conciliation
Keah Shackleton	Events and Administration Assistant
Niamh Bolster	Building Industry Policy Officer, Policy and Legislation
Connie Cocksey	Manager Resource Access
Emily Otway	Aboriginal Outcomes Coordinator
Connie Cocksey	Manager Resource Access
Emily Otway	Aboriginal Outcomes Coordinator



# Our RAP focal points

Linked with our departmental values, the following highlighted priorities is what DEMIRS will focus on over the life of our Innovate RAP:



### Ethical

Enacting department wide behaviours that are centralised on honesty, integrity and both personal and professional conduct and respect.



### Fair

Working collaboratively with Aboriginal and Torres Strait Island people and communities to develop innovative employment opportunities and clear pathways for career progression with a focus on procurement, cultural safety, empowerment and leadership initiatives.



### Forward thinking

Building and maintaining mutually respectful relationships through a journey that is reflective of both our metropolitan and regional diversity to best shape our shared road ahead.



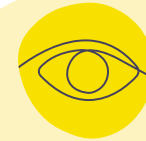
### Respectful

Acknowledging, respecting and celebrating Aboriginal and Torres Strait Islander peoples' histories, culture, achievements and rights.



### Responsive

Increasing our engagement with Aboriginal and Torres Strait Islander staff, businesses, customers, stakeholders and communities so we can better adapt to change, act on concerns and provide timely and targeted information.



### Transparent

Being open and accountable to what we do, how we do it and how we can improve on both our achievements and missed opportunities.



## Gnalla Network - Aboriginal Employee Network

The department's Aboriginal Employee Network (Gnalla Network) is informal and acts as a support network for our Aboriginal employees. The Gnalla Network provides information sharing, support, and invitations for participation at significant Aboriginal events and activities occurring throughout the year.

## Our Gnalla Committee

Gnalla Mila, Gnalla Wangkiny – meaning 'Our Future, Our Say' in Noongar language, is reflective of DEMIRS' commitment to contribute to Aboriginal employment and empowerment outcomes across the department.

## Committee aims

The Gnalla Committee aims to work closely alongside a number of branches and business areas in the provision of support and guidance in relation to a range of matters and special projects occurring across the department.

During the life of the Innovate RAP, the Gnalla committee has identified the following areas which will be a focus for committee activities during 2024–2026:

- Broader departmental engagement, empowerment, consultancy, advice, participation, and education.
- Consultation and or endorsement on legislation and or policy review.
- Consultation and or endorsement on special projects across the department.
- Consultation and or endorsement of key RAP initiatives.

## DEMIRS Gnalla Committee as at December 2023

**Back (L-R):** Leticia Warner, Shona Ngeru. Kelsee Kickett and Kellie Austin

**Front (L-R):** Emmanuelle Hackett, Emily Otway, Tornino Torres Castillon and Paige Yarran





## DEMIRS Gnalla Committee as at December 2023

Emily Otway	Aboriginal Outcomes Co-ordinator
Shona Ngeru	Manager Aboriginal Strategies
Kellie Austin	Co-ordinator Recruitment (Aboriginal Engagement)
Kelsee Kickett	Business Support Officer
Emmanuelle Hackett	Aboriginal Development and Culture Co-ordinator
Regina Richardson	Regional Aboriginal Engagement Co-ordinator
Paige Yarran	Trainee Officer
Teena Forrest-Benevides	A/Regional Services Manager
Leticia Warner	Business Support Officer
Christina Ryder-Yappo	Regional Aboriginal Engagement Coordinator
Tornino Torres-Castillon	Business Support Officer

## Our success stories

### Establishment of the Aboriginal Empowerment Initiative

The Aboriginal Empowerment Strategy (AES) 2021–2029 sets out how the WA Government will direct its efforts toward a future in which all Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation. The strategy provides the basis for State Government departments, to develop specific initiatives to achieve the strategy’s goal - Aboriginal people, families and communities empowered to live good lives and choose their own futures from a secure foundation.





DEMIRS has developed an Aboriginal Empowerment Initiative (AEI) in response to the AES. The objective for the AEI is to build capacity to implement sustainably the AES, building on and complementing existing programs being delivered across the department.

The AEI will be delivered through four components, reflecting the elements in the WA State Government's Aboriginal Empowerment Strategy:

1. partnerships, shared decision-making, and engagement;
2. re-shaping government services and systems to work with culture;
3. building the cultural responsiveness of the public sector workforce; and
4. expanding economic opportunities.

The Aboriginal Empowerment Unit (AEU) has been formed within the Resource and Environmental (RER) Regulation Group to undertake the work of the AEI. The AEU aims to capacity build staff within RER and across DEMIRS in the areas of Aboriginal stakeholder engagement, procurement, policy, and cultural responsiveness. The unit currently has nine staff and will continue recruitment over the next year, with an aim for 25 to 30 officers, the majority based in the regions. To date, a framework for Aboriginal stakeholder engagement has been developed and will guide DEMIRS staff on best practice.

## DEMIRS Executive Leadership Group – Kalgoorlie visit March 2023

Since 2011, the Executive Leadership Group (ELG) has conducted regional visits across WA. In 2023, the group visited Kalgoorlie.

The visit to Kalgoorlie provided the ELG with a sound level of personal insight and engagement with:

- DEMIRS staff and local stakeholders including Traditional Owners and local Elders.
- Professional networking and relationship building across the region.
- Gaining a greater understanding of Aboriginal procurement needs and Native Title Rights at a regional level.
- Listening and learning more about the historical and cultural concepts throughout the Kalgoorlie region.
- Visiting key services and organisations within the Kalgoorlie community such as the Goldfields Aboriginal Language Centre.



**Pictured:** Richard Sellers – DEMIRS Director General with Brian Champion, Kaprun Elder – Kalgoorlie WA

## First Nations Clean Energy Strategy – Energy Policy WA (EPWA)

EPWA delivers quality advice to the State Government and designs initiatives that contribute to the delivery of secure, reliable, sustainable, and affordable energy services to WA households and businesses.

The First Nations Clean Energy Strategy is an Australian Government initiative and is helping support the energy self-determination in remote Aboriginal communities across WA ensuring that Aboriginal voices are helping to drive energy transformation. The strategy is an opportunity for the State Government to invest in innovation, technology and infrastructure better enabling First Nations communities to participate in, and benefit from, a renewable clean energy revolution.

The strategy will be finalised in 2024 and involves roundtables and consultations in collaboration with partners including the First Nations Clean Energy Network co-leaders in conjunction with the Commonwealth Department of Climate Change, Energy, Environment and Water and the National Indigenous Australian Agency (NIAA).

The Network is made up of Aboriginal and Torres Strait Islander peoples, communities, and organisations, collaborating with industry, investors, unions, academics, legal and technical experts with the aim of supporting community-owned renewable projects to deliver low-cost, reliable energy, job opportunities and secure strong economies so people can live and work on Country. Forming strong industry partnerships and sharing the benefits of a renewable future.

## Geological Survey – Abandoned Mines Program, Ellendale WA

The Abandoned Mines Program has commenced a program of earthworks to remediate the Ellendale mine site on Bunuba Country in the West Kimberley, which was abandoned in 2015. The contract was awarded through an open tender process to Aboriginal business Buru Rehab. One of the key aims of the Abandoned Mines Program contracted works is to facilitate employment of Aboriginal people on Country. Under the Buru Rehab contract this has included the development of the Ellendale Bunuba Trainee Program.

Recently, senior officers from the department together with directors and the operational team from Buru Rehab met on Country with 12 representatives of the Bunuba Dawangarri Aboriginal Corporation (BDAC) to review the works progress. The Bunuba Elders expressed how pleased they are that this work is being undertaken to help restore the Country and are grateful for the funding allocated to the project through the Mining Rehabilitation Fund; the pooled fund to which Western Australian mining operators contribute and which can be drawn on to rehabilitate abandoned mines under the Mining Rehabilitation Fund Act 2012.

Despite the extensive flooding throughout the Fitzroy River catchment causing delays, the 2023 dry season works





program under the Buru Rehab Ellendale contract has been very positive, with the contract already achieving 50 per cent Indigenous participation in the workforce across its roster, with three Bunuba trainees in progress towards being certified competent on a range of equipment and tasks under the contract. The program of works under the Buru Rehab contract is planned over the current and the next two dry seasons, and it is anticipated it will enable further opportunities for at least 12 Indigenous trainees through the Trainee Program.



**Pictured above:** Twelve Bunuba Dawangarri Aboriginal Corporation (BDAC) representatives attended the project on 19 September 2023, meeting Michele Spencer Executive Director Geological Survey and Resource Strategy, the Abandoned Mines Program (AMP) project team together with directors and operation team from Buru Rehab.

## Consumer Protection – Aboriginal consumer campaigns and publications

Consumer Protection aims to support Aboriginal and Torres Strait Islander consumers in making informed choices when purchasing goods and services. During the course of our previous RAP, Consumer Protection has developed a number of communication campaigns focussed on prevalent issues affecting Aboriginal communities:

- [My Dardy Car](#) – radio series provides tips for buying and owning a car.
- [Be Smart - Buy Smart](#) – provides Aboriginal consumers with a guide to understanding their rights as a consumer.
- Don't get ripped off is a series of radio announcements informing Aboriginal consumers with:
  - [Signing a contract](#)
  - [Getting a refund](#)

In 2023, the Community and Media Engagement team undertook a range consultation activities. Scams, financial losses, identity theft and tenancy education were a key focus. Community conversation around insights to Australian Consumer Law, the Residential Tenancy Act 1987, tenancy rights, buying a motor vehicle and signing contracts were key priority areas. Members of the Community and Media Engagement team provided educational presentations through the facilitation of yarning circles about scams using real life stories and sharing cultural knowledge on Country.



**Above:** Senior Aboriginal Community Education Officer Teena Forrest Benevides co-presenting at the National Regulators Community of Practice National Conference.

Teena’s role within the Community and Media Engagement Team focusses on education around Australian Consumer Law, the Residential Tenancy Act and signing contracts. Teena has frequently authored content in the monthly Mulga Mail consumer columns and made guest speaker appearances for consumer segments via radio streaming.

### National Reconciliation Week 2023

The department celebrated National Reconciliation Week 2023 through an internal newsflash and the promotion of events and activities happening across metropolitan Perth. On 31 May 2023, the Joint Agency Planning Committee co-ordinated a Joint Agency National Reconciliation Week event which brought together a number of government departments including:

- Department of Energy Mines Industry Regulation and Safety;
- Department of Local Government, Sport, and Cultural industries;
- Department of Jobs, Tourism, Science, and Innovation;
- Department of Planning, Lands and Heritage;
- Department of Transport;
- Department of Justice; and
- Small Business Development Corporation.



The event was live-streamed and featured a Welcome to Country by Charlie Kickett, the opening address provided by Peter Woronzow, Chief Executive Officer Public Transport Authority followed by a discussion panel.

**Pictured top right:** Charlie Kickett.

### Pictured right:

- Tobiasz Miller – Primary school teacher, activist, and model.
- Mandy Downing - Associate Professor, Dean, Indigenous Futures / Faculty of Humanities – Curtin University
- Dee Poole - RAP Manager Marketing, Partnerships and Communications – Australian Institute of Company Directors.






## NATIONAL RECONCILIATION WEEK 2023

Join Annika at a lunch and learn to hear more about the ELG's regional visit to Kalgoorlie.

**Day:** Tuesday  
**Date:** 30th May  
**Time:** 12:30pm


 Government of Western Australia  
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## NATIONAL RECONCILIATION WEEK 2023

Join Pats at a lunch and learn to hear more about her work with First Nations Clean Energy strategy!

**Day:** Thursday  
**Date:** 1st June  
**Time:** 12:30pm

 Government of Western Australia  
Department of Mines, Industry Regulation and Safety



## 'The Voice of DEMIRS'

In recognition of the 2023 National Reconciliation Week theme 'Be A Voice For Generations', 'the Voice of DEMIRS' was an opportunity for our staff to showcase the work and efforts of working with, and alongside, Aboriginal and Torres Strait Islander peoples.

As a means of sharing the collective voices and journeys of our staff across the department, the Aboriginal Strategies Team, together with colleagues from the Business Transformational Change branch, organised two sessions to provide online presentations on the work staff are undertaking throughout the reconciliation space.

The two guest speakers, Annika Duff, and Patience Lindhjem, provided insightful presentations from their respective areas of the business.

**Pictured below:** Jorja Woods – Business Support Officer, Department of Transport and Shem Garlett – Senior Policy and Reconciliation Officer, Department of Training and Workforce Development.



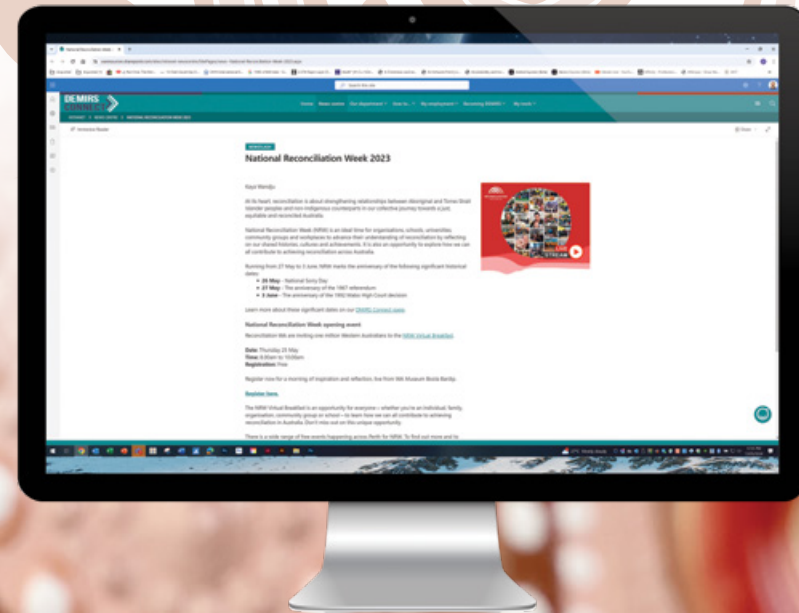


## 2023 National Reconciliation Week Banner Program

As a demonstration of the department's commitment to creating an inclusive community for all Western Australians, DEMIRS was a proud sponsor of the 2023 National Reconciliation Week street banner program supported by the Department of Local Government, Sport and Cultural Industries.

The Street Banner Project recognises the importance of Aboriginal and Torres Strait Islander histories, cultures, and achievements through the display of hundreds of banners, sponsored by organisations, in prominent locations across Western Australia.

Each banner featured artwork by Punmu Community artist Beverley Rogers titled Jartuti.

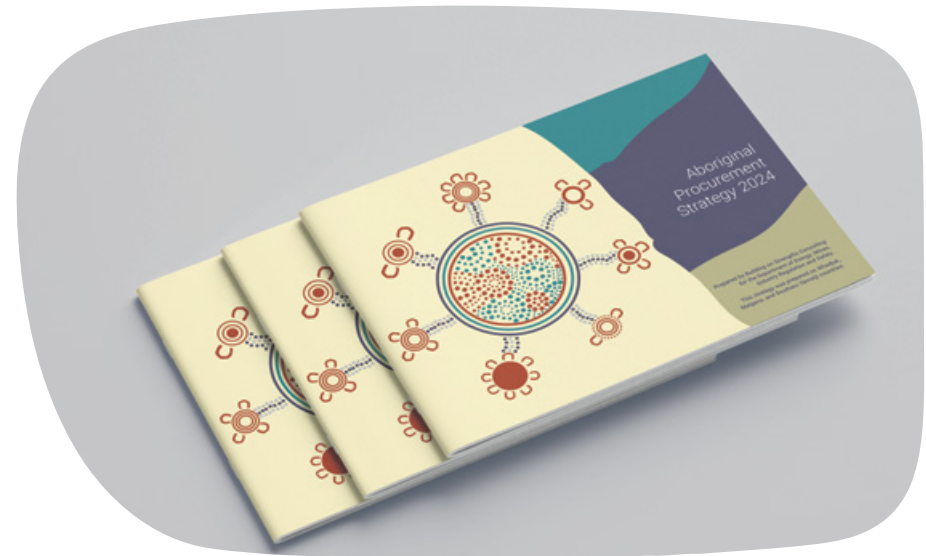




## Development of the Aboriginal Procurement Strategy 2023

As a key action of the Innovate RAP, DEMIRS has developed an Aboriginal and Torres Strait Islander Procurement Strategy. Working in consultation with an external provider, Building on Strengths, a Supply Nation certified Aboriginal business specialising in community and organisational development, the Aboriginal Procurement Strategy is a key project and deliverable within the department with a key focus on driving:

- **Leadership:** Proactively leading and supporting procurement initiatives to increase both the volume and value of First Nations contracts within DEMIRS.
- **Behaviours:** Increasing the awareness of the Aboriginal Procurement Strategy through the provision of training thus building capabilities to better enable First Nations business engagement across WA.
- **Communication:** Sharing procurement outcomes, good news stories and information on supporting First Nations businesses to reinforce the importance of DEMIRS delivering procurement outcomes.
- **Procurement goals:** Influencing procurement processes to support the growth of First Nations businesses, economic sustainability, and empowerment.



## The Aboriginal Procurement Strategy artwork

The Aboriginal Procurement Strategy image shows the intertwining application and influence of each of the four strategic procurement priorities – Attraction, Accessibility, Expectations and Empowerment. The nine circles inside the centre circle demonstrate work done by DEMIRS within procurement and contract management. This is where the nine stages of the DEMIRS Contract Management Framework Components are put into place.

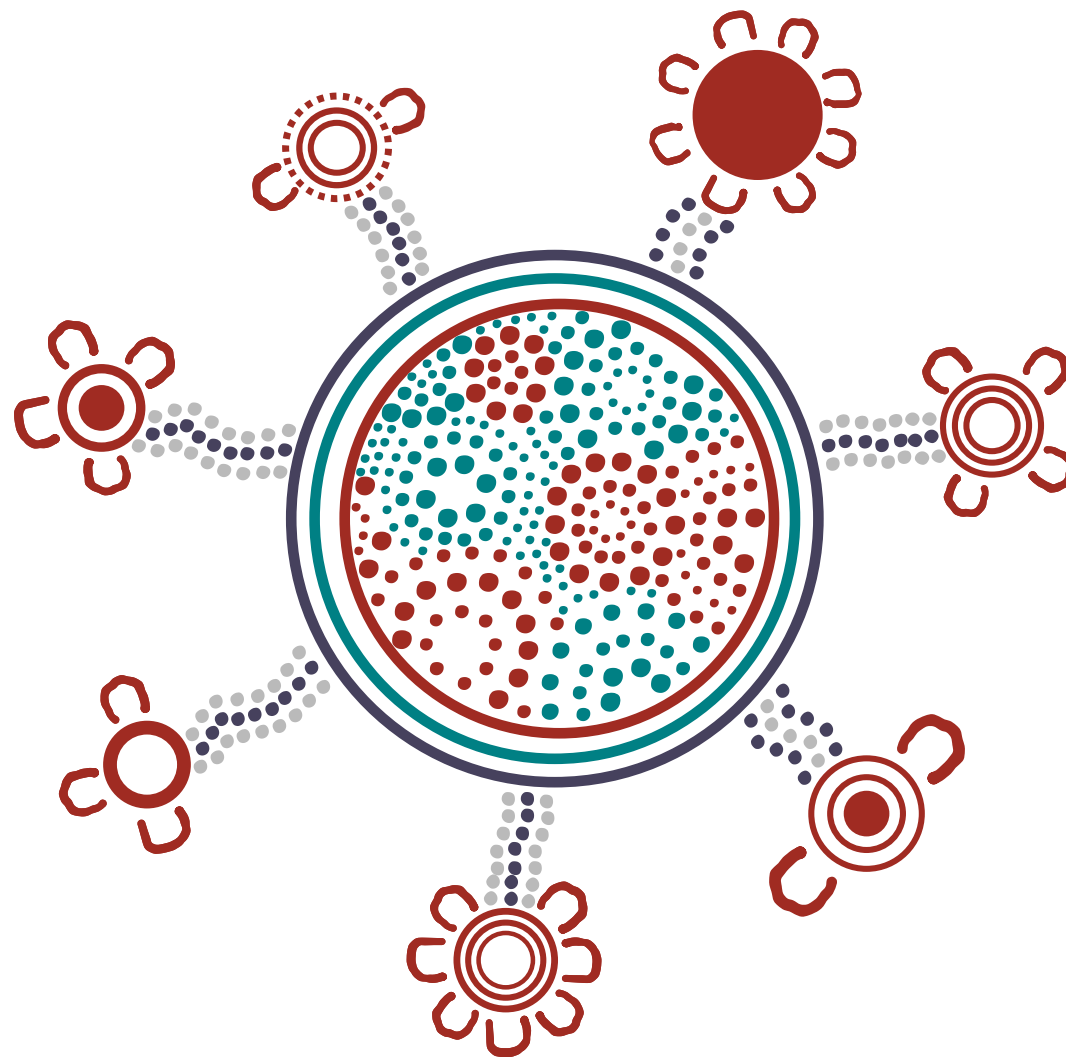
These are depicted in the colours of accessibility and expectations, showing the strong focus on these priorities during each stage of the procurement process. The solid, outer centre circles represent DEMIRS, with the far outside one coloured 'empowerment', being the overarching goal of the procurement relationship.

The impact of this empowerment, when done authentically, is shown extending out and into the greater Aboriginal business community (represented as differing sized groups on the far outside of the drawing).

Attraction is represented through the lines going between the Aboriginal business community and the space of DEMIRS procurement and contract management. Together, these colours and images show the role and focus of each strategic priority during the procurement process with Aboriginal businesses, and act as a roadmap for DEMIRS procurement officers as they successfully engage with Aboriginal businesses.

Image and narrative created by Janelle Mort, Brain Link Consulting.

- Attraction
- Accessibility
- Expectations
- Empowerment





## Acknowledge This!

In alignment with the update of the [Welcome to Country and Acknowledgement of Country Guidelines](#) the Corporate Services and Labour Relations Group and Energy Policy Group co-ordinated a total of three 'Acknowledge This!' seminars.

The seminars presented by Rhys Paddick and Emma Gibbens provided attendees with approaches to curating and delivering a personalised and bespoke Acknowledgement of Country.



## Aboriginal Employment Program (AEP)

The aim of the AEP is to increase the department's workforce representation of Aboriginal and Torres Strait Islander peoples through a culturally supported, formal employment program.

Through the committed efforts of our Aboriginal Strategies Team and the work they undertake in conjunction with Human Resources (HR), Capability and Culture) and Diversity and Inclusion (D&I) in addition to other business sections across the department, we are looking to continue to strengthen the AEP through a number of planned initiatives and strategies:

1. A continued thorough and structured orientation program where the pathways to retention and success first starts with building relationships with AEP managers in providing support and facilitation strategies around how to best manage and support the personal, professional and cultural wellbeing of an Aboriginal or Torres Strait Islander staff members. Continually supporting our managers and encouraging the development of effective practice with cultural insight, enriches the manager skillset.
2. Working closely with the Gnalla Network, RAP Committee, HR, Corporate Communications, Business Transformation Unit, Aboriginal Empowerment Unit, and external stakeholders on a number of shared initiatives such as Sorry Day, the anniversary of the 1967 referendum, National Reconciliation Week and NAIDOC will not only provide greater scope and understanding of the collective work our Aboriginal staff and allies are achieving this also gives our AEP staff a strong sense of community and highlights the collaborative work happening within the department where they play a significant participatory role.

3. Working alongside our Learning and Development Team (L&D) in addition to AEP participants and their managers across their respective business areas, the development of specific, planned and function related training that is targeted at both competency and personal development is responsive, purposeful, and meaningful for our AEP participants.



"I never worked in a government role before so to have the support and the connection with the people from the AEP Program made it easier to settle into my role. During my time in this program I've had access to many educational courses and workshops that have helped me perform better in my current role and given me additional skills to help further my career."

**Emmanuelle Hackett, 2022 AEP Cohort**

## DEMIRS AEP Open Day 2022

In 2022, DEMIRS held an AEP Open Day designed to attract and inform potential Aboriginal and Torres Strait Islander applicants to apply for a position within the department.

Aboriginal and Torres Strait Islander peoples were invited to attend a DEMIRS office in person where the department provided a variety of information sessions showcasing a range of DEMIRS roles. The AEP Open Day was the ideal opportunity to promote current DEMIRS staff including AEP alumni and were offered coaching on topics such as addressing selection criteria for a job application with the state Government.

DEMIRS will seek to increase our networks of Aboriginal and Torres Strait Islander peoples across the community to invite attendance and is investigating the opportunity to expand promotion of the open day to key external stakeholders such as universities, TAFEs, Aboriginal Employment providers and Indigenous Business Networks.

## Internal promotion of Reconciliation WA Community Briefings – Uluru Statement from the Heart

As a member of Reconciliation Australia and Reconciliation WA, DEMIRS supported open conversations and narratives around the Uluru Statement of the Heart and the Voice to Parliament. Through a series of newsflashes promoting Western Australian community briefings, all DEMIRS staff were invited to attend an online seminar hosted by Reconciliation WA in discussing:

- What is the Voice?
- Why is constitutional enshrinement important?
- What impact will a Voice to Parliament have?

The online seminars were internally promoted for participation on:

- Tuesday 25 July 2023
- Thursday 28 September 2023
- Thursday 12 October 2023.








# Relationships

We strive to continue to build and strengthen our relationships with Aboriginal and Torres Strait Islander peoples through the implementation of our Innovate RAP, our ongoing cultural learning experiences promoted throughout the department, and through solid and consistent stakeholder engagement. An increased level of shared understanding and respect will assist DEMIRS staff to engage, establish and maintain strong relationships with Aboriginal and Torres Strait Islander peoples and enhance service delivery to Aboriginal communities throughout our state.

**Strategic alignment to DEMIRS Values**

  
**Respectful**  
Being courteous and considerate to others regardless of beliefs, backgrounds or abilities.

  
**Responsive**  
Adapting to change, acting on concerns and providing information in a timely manner.

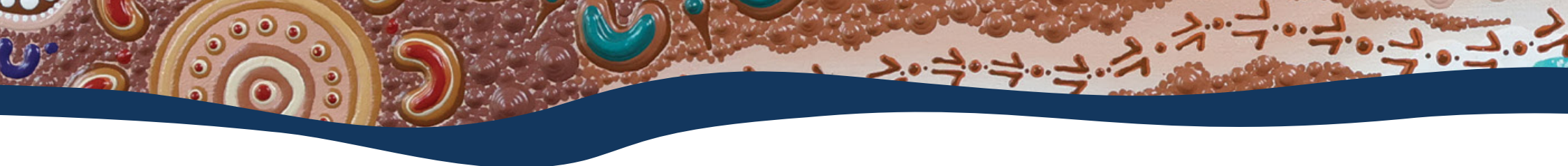
Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	a) Incorporate place-based cultural advice to develop guiding principles for future Aboriginal and Torres Strait Islander engagement.	December 2024	General Manager Aboriginal Empowerment Unit
	b) Develop an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	General Manager Aboriginal Empowerment Unit
	c) With the aim of raising the profile of the department and RAP initiatives, commit to attending a minimum of 2 Black Coffee Indigenous Business Networking events hosted by Waalitj Foundation every year. Black Coffee provides connection and networking opportunities with other Aboriginal businesses and career seekers whilst providing a promotional avenue for both DEMIRS employment pathways and procurement opportunities.	September 2024 and 2025 January 2024, 2025 and 2026	Manager Aboriginal Strategy General Manager Aboriginal Empowerment Unit
<b>Build relationships by celebrating National Reconciliation Week (NRW).</b>	a) Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees and encourage participation in events.	27 May – 3 June Annually	Manager Aboriginal Strategy
	b) Organise at least one departmental NRW event each year including consideration of a collaborative joint agency event with other state government agencies.	27 May – 3 June Annually	Manager Aboriginal Strategy
	c) Senior leadership, RAP Committee and Gnalla Network supported to participate in at least one internal or external NRW event.	27 May – 3 June Annually	RAP Chair Manager Aboriginal Strategy
	d) Participate in the National Reconciliation Week Street banner project coordinated by Reconciliation WA.	27 May – 3 June Annually	Manager Aboriginal Strategy



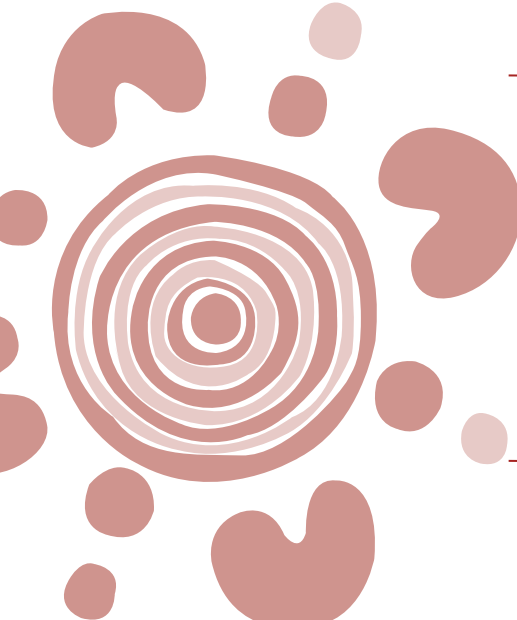
Action	Deliverable	Timeline	Responsibility
<b>Educate senior leaders on the effects of racism.</b>	a) Executive Leadership Group (ELG) to attend anti-racism training facilitated by the Australian Human Rights Commission.	April 2025 then bi-annually	Office of the Director General (ODG) RAP Chair
	b) ELG invited to attend the Institute of Public Administration (IPAA) Danjoo Koorliny: Many Cultures, One Public Service, or similar key annual event.	Once annually	Office of the Director General (ODG) RAP Chair
	c) ELG invited to attend National Reconciliation Week key note address co-ordinated by the Joint Agency Committee.	May 2024 May 2025 May 2026	Manager Aboriginal Strategy Joint Agency Planning Committee
<b>Promote reconciliation through our sphere of influence.</b>	a) Communicate our commitment to reconciliation publicly through LinkedIn and the <a href="http://www.demirs.wa.gov.au">www.demirs.wa.gov.au</a> website ensuring the RAP is provided and accessible to all.	27 May – 3 June Annually	Executive Leadership Group Manager Aboriginal Strategy General Manager Communications and Engagement
	b) Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Annually May and June 2024 May and June 2025 May and June 2026	RAP Chair Manager Aboriginal Strategy
	c) Ensure the Aboriginal Procurement Strategy is published to the DEMIRS intranet.	July 2024	Manager Procurement and Contracts Manager Strategic Communications


Action	Deliverable	Timeline	Responsibility
	d) Promote Jawun Secondment Program internally throughout DEMIRS to encourage work secondments out to Aboriginal community-controlled organisations across WA.	June 2024 January 2025 January 2026	Manager Aboriginal Strategy
	e) Promote the Aboriginal Employment Program (AEP) through the DEMIRS LinkedIn page and via the DEMIRS AEP webpage with links to job opportunities and further information about the program.	November 2024 November 2025	Manager Aboriginal Strategy Manager Strategic Communications
	f) Promote the Public Sector Commission's Solid Futures Aboriginal Traineeship Program and encourage business areas to express interest in supporting an Aboriginal or Torres Strait Islander trainee in their area.	August 2024 August 2025 August 2026	Manager Aboriginal Strategy
<b>Promote positive race relations through anti-racism strategies.</b>	a) Develop, implement, and communicate an equity and diversity policy and guideline that includes anti-discrimination provisions, ensuring appropriate stakeholder engagement.	December 2024	General Manager People Services and Capability
	b) Consider HR policies and procedures as they are being reviewed to ensure they are inclusive, free of barriers, culturally safe and promote diversity.	Ongoing	General Manager People Services and Capability Gnalla Committee Gnalla Network Aboriginal Empowerment Unit





Action	Deliverable	Timeline	Responsibility
<b>Engage with Aboriginal and Torres Strait Islander staff to ensure Aboriginal voices are heard and considered when updating corporate policies.</b>	a) The Gnalla Network, Gnalla Committee, RAP Committee and Aboriginal Empowerment Unit are invited to provide feedback on relevant policies and procedures as they are reviewed.	May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	General Manager People Services and Capability  Gnalla Committee  RAP Committee  DEMIRS Corporate Policy Committee
	b) Policy review to be added as a standing agenda item at Gnalla Committee meetings.	May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	
	c) Build relationships with the DEMIRS Corporate Policy Committee to develop processes around how the Gnalla network, Gnalla Committee, RAP Committee and Aboriginal Empowerment Unit can be actively involved in the policy review process.	July 2024	



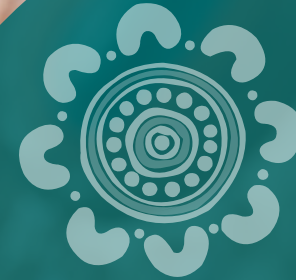
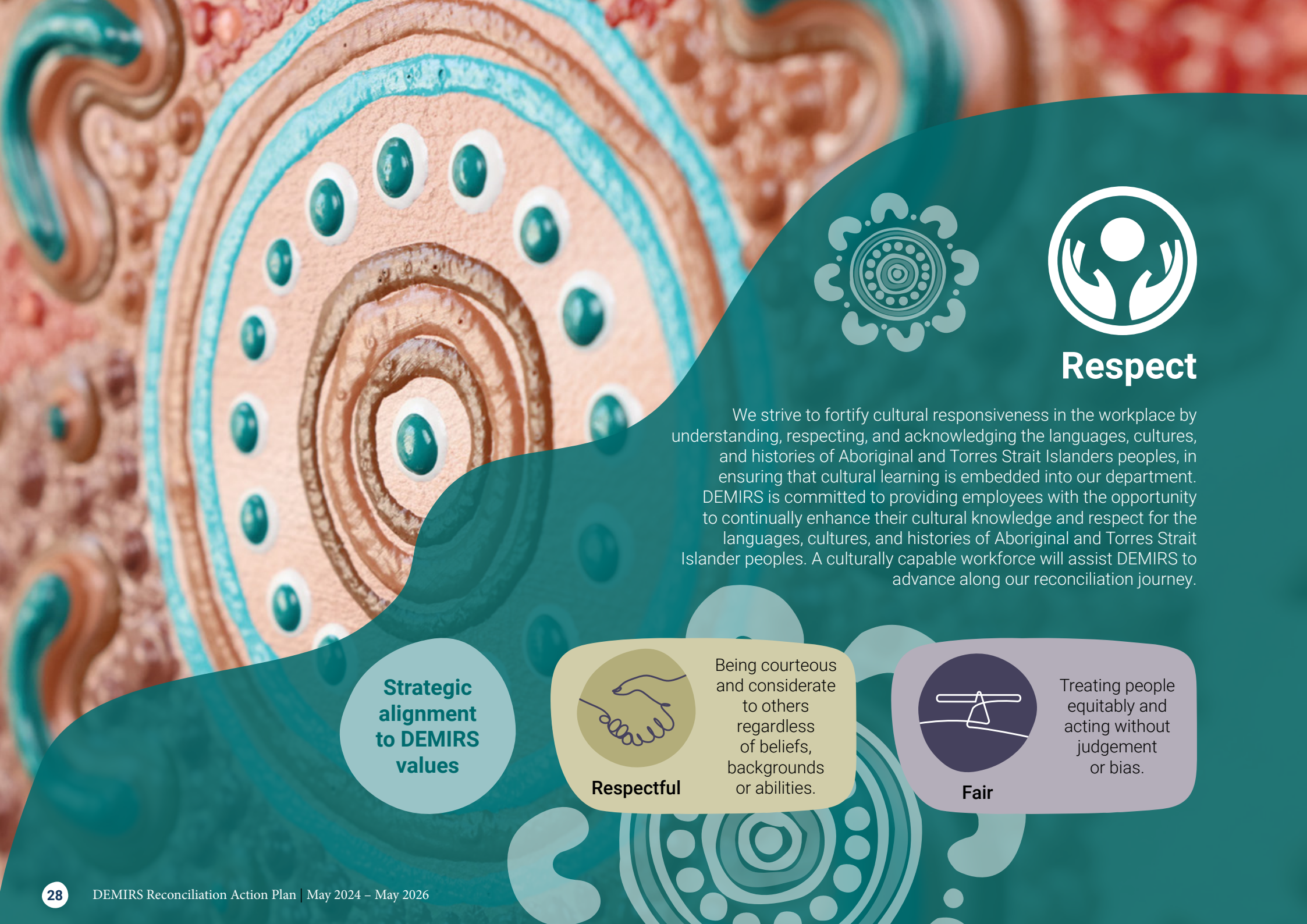


We achieve stronger  
outcomes when we  
work collaboratively  
and respectfully.

**Richard Sellers**  
Director General







## Respect

We strive to fortify cultural responsiveness in the workplace by understanding, respecting, and acknowledging the languages, cultures, and histories of Aboriginal and Torres Strait Islanders peoples, in ensuring that cultural learning is embedded into our department. DEMIRS is committed to providing employees with the opportunity to continually enhance their cultural knowledge and respect for the languages, cultures, and histories of Aboriginal and Torres Strait Islander peoples. A culturally capable workforce will assist DEMIRS to advance along our reconciliation journey.

**Strategic alignment to DEMIRS values**



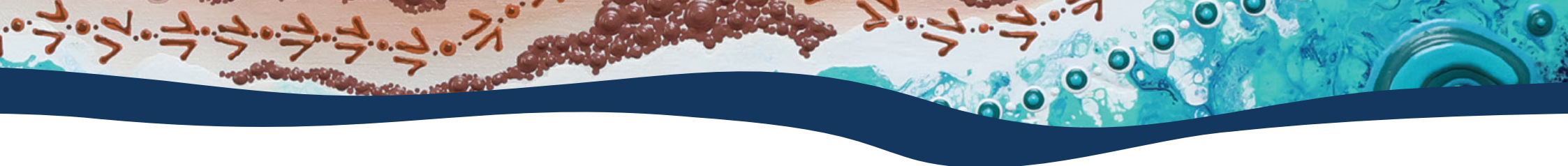
### Respectful

Being courteous and considerate to others regardless of beliefs, backgrounds or abilities.

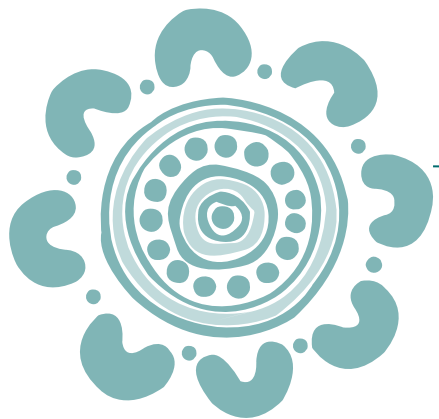


### Fair

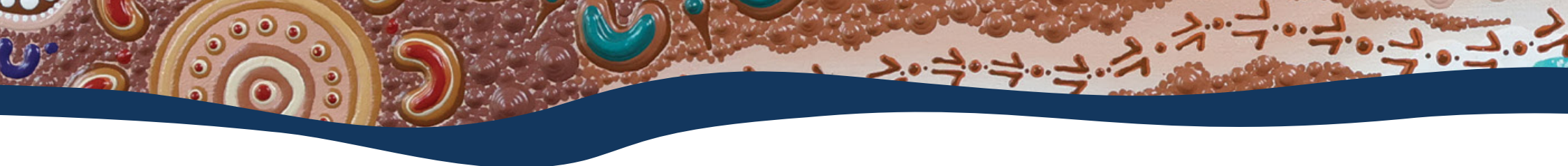
Treating people equitably and acting without judgement or bias.



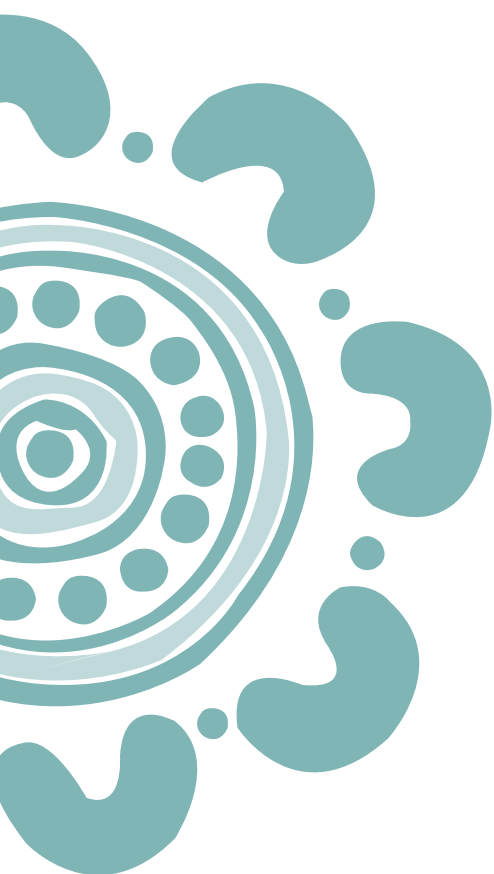
Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	a) All staff are to undertake the essential online Aboriginal and Torres Strait Islander cultural awareness training.	Ongoing	Manager Aboriginal Strategy  Manager Recruitment and Engagement  Manager Capability and Culture
	b) Promote the essential online Aboriginal and Torres Strait Islander cultural awareness training online cultural awareness training.	June 2024 October 2024  January 2025 June 2025 October 2025  January 2026	Manager Aboriginal Strategy
	c) Develop a cultural learning strategy document or similar cultural capability guide for our staff.	July 2025	Manager Aboriginal Strategy  Manager Capability and Culture  General Manager Aboriginal Empowerment Unit  Organisational Development Consultant





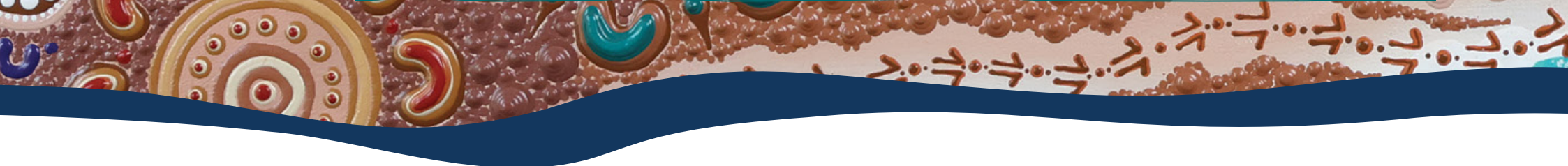


Action	Deliverable	Timeline	Responsibility
	d) Provide in-person cultural awareness training, encouraging and supporting all staff to attend through effective promotion channels throughout the department.	May 2024 July 2024 September 2024 November 2024  March 2025 May 2025 July 2025 September 2025 November 2025  March 2026 May 2026	Manager Aboriginal Strategy
	e) Provide on-Country cultural awareness training to staff who work directly with Aboriginal people on Country.	December 2024	General Manager Aboriginal Empowerment Unit
	f) Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers to inform our cultural awareness training.	Ongoing	Manager Aboriginal Strategy  General Manager Aboriginal Empowerment Unit



Action	Deliverable	Timeline	Responsibility
	g) Introduce a training module 'Management approaches to supporting Aboriginal and Torres Strait Islander staff' for managers and supervisors of Aboriginal and Torres Strait Islander employees.	November 2025	Manager Aboriginal Strategy
	h) Develop guidance documentation for internal use on ethically procuring and utilising Aboriginal artwork and design: to ensure that Aboriginal artworks are sourced, stored and used appropriately, and that artists are acknowledged throughout the process.	July 2025	Manager Aboriginal Strategy Office of the Director General General Manager Procurement Manager Assets
	i) Through design, create spaces that incorporate Aboriginal artwork and design elements within DEMIRS office spaces that recognise and celebrate the local history and culture of traditional peoples.	Ongoing	Manager Aboriginal Strategy General Manager Assets
	j) Prioritise culturally appropriate design and engagement opportunities to support the design and operations of future Strategic Accommodation initiatives.	Ongoing	Manager Aboriginal Strategy General Manager Assets





Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	a) Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country. Communicate protocols to all staff.	Ongoing	Manager Aboriginal Strategy Gnalla Committee RAP Committee Corporate Communications
	b) Review and implement improvements to Welcome to Country and Acknowledgement of Country protocols.	July 2025	Manager Aboriginal Strategy Corporate Communications
	c) Review and update the written Acknowledgement of Country on public facing online DEMIRS information sources (e.g. internet, social media, email signatures) to ensure alignment with revised protocols.	January 2025	Manager Aboriginal Strategy Corporate Communications
	d) Engage local Traditional Owners to provide Welcome to Country and other cultural protocols at significant departmental events.	Ongoing	Executive Leadership Group Manager Aboriginal Strategy General Manager Aboriginal Empowerment Unit
	e) Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Inclusion also encouraged at the commencement of any internal or external meeting.	Ongoing	Executive Leadership Group Manager Aboriginal Strategy All managers and employees
	f) Commit to ensuring we reflect diversity in the images we use to both internal and external audiences and to ensure Acknowledgement in our publications.	Ongoing	Corporate Communications

Action	Deliverable	Timeline	Responsibility
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	a) Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Ongoing	Manager Aboriginal Strategies General Manager People Services and Capability
	b) Circulate NAIDOC Week resources and materials to all employees and encourage participation in events.	First week of July Annually	Manager Aboriginal Strategy
	c) Organise at least one departmental NAIDOC Week event each year including consideration of a collaborative joint agency event with other state Government agencies.	First week of July Annually	Manager Aboriginal Strategy RAP Committee Chair
	d) Senior leadership, RAP Committee and Gnalla Network supported to participate in at least one internal or external NAIDOC Week event.	First week of July Annually	Manager Aboriginal Strategy Gnalla Chair RAP Chair
	e) Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2024	General Manager People Services and Capability General Manager People Consulting, Health and Safety





## Opportunities

We have unique opportunities to work with Aboriginal and Torres Strait Islander industry, business, and community through our role as a regulator, policy maker and service provider.

DEMIRS will also continue to develop and implement Aboriginal and Torres Strait Islander inclusive employment practices, to increase the workforce representation of Aboriginal and Torres Strait Islander employees. We endeavour to be recognised among Aboriginal and Torres Strait Islander peoples within Western Australia as an employer of choice.

**Strategic alignment to DEMIRS values**



**Forward thinking**

Fostering innovative thinking to plan for the future and actively embrace change.

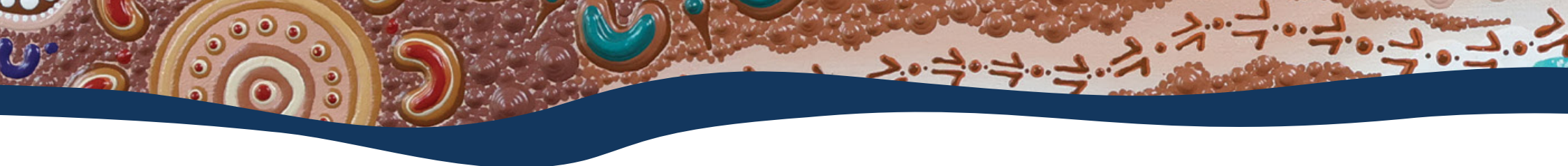


**Responsive**

Adapting to change, acting on concerns and providing information in a timely manner.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	a) Continue to support the growth and success of the Gnalla Network. Ensure that all Aboriginal or Torres Strait Islander staff members are informed of and encouraged to participate.	May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	Manager Aboriginal Strategies  Gnalla Committee Chairperson  General Manager People Services and Capability  General Manager Aboriginal Empowerment
	b) Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	Manager Aboriginal Strategy  General Manager People Services and Capability  General Manager Aboriginal Empowerment Unit

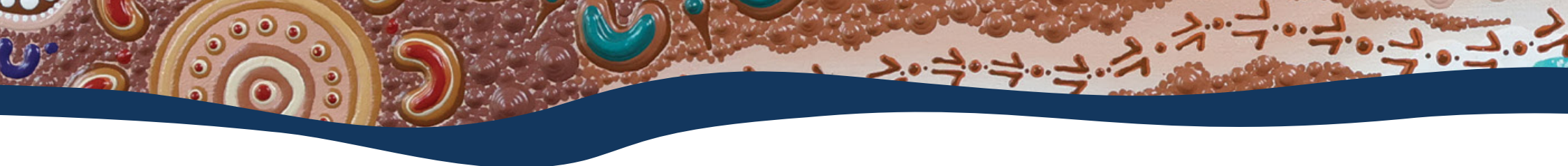




Action	Deliverable	Timeline	Responsibility
	c) Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	January 2026	General Manager People Services and Capability General Manager Aboriginal Empowerment Unit  Manager Aboriginal Strategy  Manager Capability and Culture
	d) Continue to provide and continuously improve the Aboriginal Employment Program, focusing on recruitment, retention, and professional development opportunities for participants.	July 2024 Annually	General Manager People Services and Capability Manager Aboriginal Strategy  Manager Capability and Culture
	e) Advertise a minimum of six job vacancies through the Aboriginal Employment Program, utilising Section 51 of the <i>Equal Opportunity Act 1984</i> to recruit Aboriginal and Torres Strait Islander peoples.	November 2024 November 2025	Executive Leadership Group  General Manager People Services and Capability Manager Aboriginal Strategy  Manager Recruitment and Engagement
	f) Review and continually improve recruitment processes to remove barriers for Aboriginal and Torres Strait Islander applicants.	August 2024 August 2025 August 2026	Manager Aboriginal Strategy  Manager Recruitment and Engagement

Action	Deliverable	Timeline	Responsibility
	g) Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing	General Manager People Services and Capability Manager Recruitment and Engagement  Manager Aboriginal Strategy
	h) Continued commitment to the Public Sector Commission's Solid Futures Aboriginal Traineeship Program, requesting at least one placement within DEMIRS each year.	August 2024 August 2025	Manager Aboriginal Strategy
	i) Engage with local high schools to make connections and discuss any opportunities for work experience for school age students.	May 2026	Manager Aboriginal Strategy
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	a) Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Manager Procurement and Contract Management  General Manager Aboriginal Empowerment Unit
	b) Continue Supply Nation membership, build on relationship, and promote across the department.	December 2024 December 2025	Manager Procurement and Contract Management  Manager Aboriginal Strategy
	c) Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, including Supply Nation.	Ongoing	Manager Procurement and Contract Management  General Manager Aboriginal Empowerment Unit





Action	Deliverable	Timeline	Responsibility
	d) Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing	Manager Aboriginal Strategies General Manager Aboriginal Empowerment Unit General Manager Assets Manager Procurement and Contracts
	e) Provide guidance on procurement and display of Aboriginal and Torres Strait Islander artwork.	Ongoing consultations in alignment with Gnalla and RAP Committee meetings May 2024 August 2024 November 2024 February 2025 May 2025 August 2025 November 2025 February 2026 May 2026	Gnalla Committee RAP Committee Manager Aboriginal Strategy General Manager Aboriginal Empowerment Unit General Manager Assets Manager Procurement and Contract Management

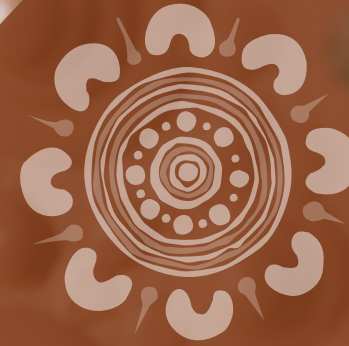


Action	Deliverable	Timeline	Responsibility
<b>Promote Aboriginal and Torres Strait Islander success stories in relation to core activities DEMIRS undertakes with Aboriginal and Torres Strait Islander communities and suppliers.</b>	a) Regularly internally newsflash the Abandoned Mines Program and provide updates on the success of initiatives being undertaken by procured Aboriginal and Torres Strait Islander contractors such as the Bunuba Trainee Program in the West Kimberley.	Ongoing	Corporate Communications General Manager Aboriginal Empowerment Unit
	b) Promote regionally based good news stories featuring successful initiatives being undertaken by procured Aboriginal and Torres Strait Islander contractors via DEMIRS social media and LinkedIn pages.	Ongoing	Corporate Communications General Manager Aboriginal Empowerment Unit

We continue to strive to embed the values of reconciliation throughout our business.







## Governance

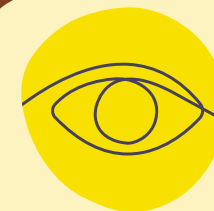
DEMIRS commits to tracking our progress and accurately and effectively reporting on our successes, and areas for improvement.

**Strategic alignment to DEMIRS values**



**Ethical**

Acting with honesty and integrity.

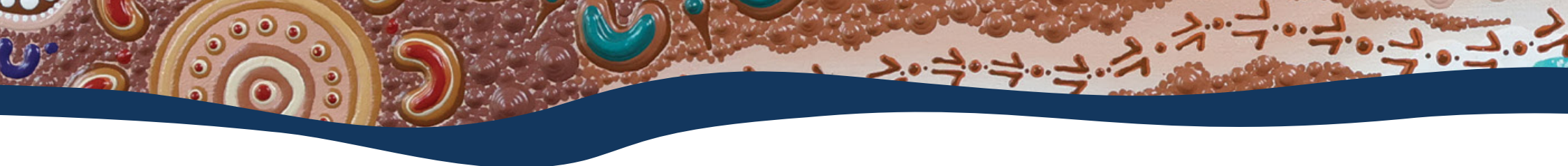


**Transparent**

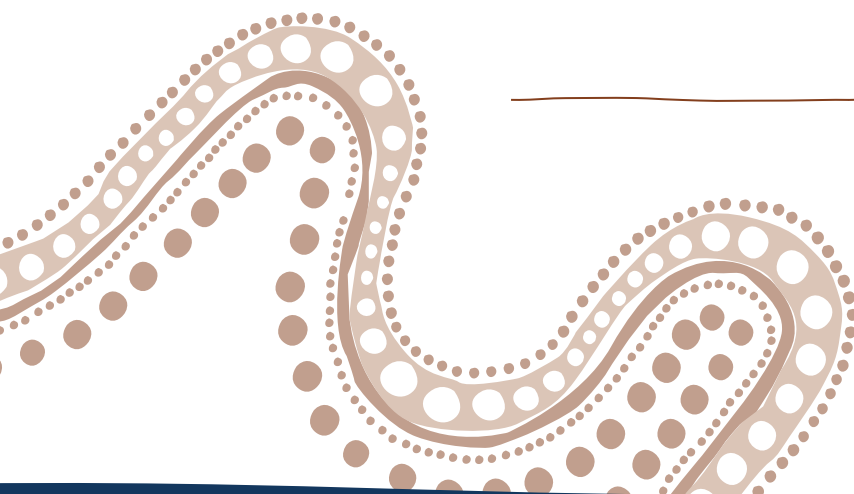
Open and accountable in what we do.

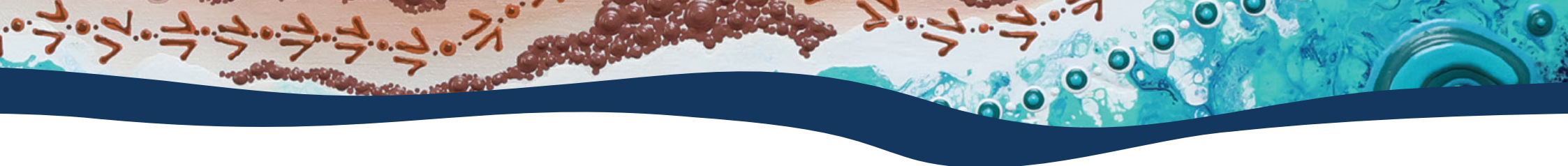
Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Committee to drive governance of the RAP.</b>	a) Maintain at least 50 per cent Aboriginal and Torres Strait Islander representation on the RAP Committee through promotion of the committee and an EOI process to the Gnalla network.	January 2025 January 2026	RAP Chair Manager Aboriginal Strategy
	b) Review and update the Terms of Reference for the RAP Committee.	June 2024 then bi-annually	RAP Chair Manager Aboriginal Strategy
	c) Meet at least four times per year to drive and monitor RAP implementation. Provide relevant updates to Executive Leadership group via the Diversity and Inclusion Subcommittee.	May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	RAP Chair Manager Aboriginal Strategy  Aboriginal and or Torres Strait Islander representative on the Diversity and Inclusion Sub-Committee



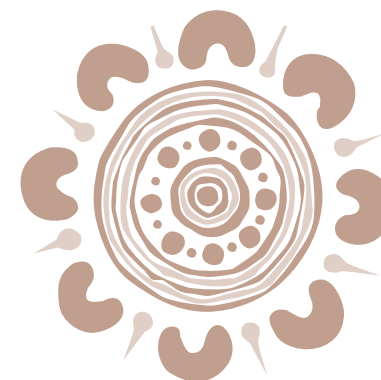


Action	Deliverable	Timeline	Responsibility
<b>Provide appropriate support for the effective implementation of RAP commitments.</b>	a) Each year, define resources needed to implement scheduled RAP initiatives and submit resource requirements to General Manager People Services and Capability.	April 2025 April 2026	General Manager People Services and Capability Manager Aboriginal Strategy
	b) Engage our senior leaders and other staff in the delivery of RAP commitments.	In line with RAP Committee meetings and Diversity and Inclusion Sub-Committee Meetings  May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	RAP Chair Manager Aboriginal Strategy

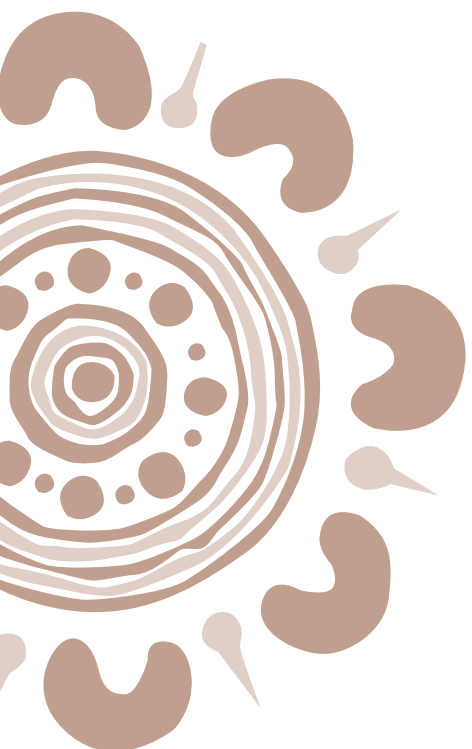
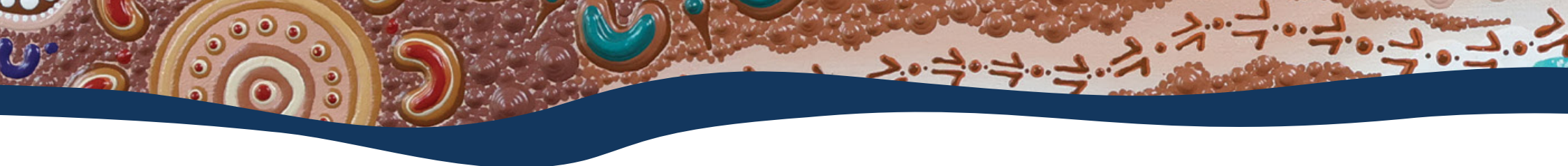




Action	Deliverable	Timeline	Responsibility
	c) Define and maintain appropriate systems to track, measure and report on RAP commitments, and explore innovative reporting software options to improve RAP reporting.	July 2025	RAP Chair Manager Aboriginal Strategy
	d) Appoint and maintain an internal RAP Chair from senior management to Champion the RAP and Chair the RAP Committee.	January 2025 then bi-annually	Director General
<b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	a) Maintain a strong working relationship with Reconciliation Australia to continue productive dialogue.	Ongoing throughout the life of the RAP	Manager Aboriginal Strategy
	b) Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date and to request our unique link, to access the online RAP Impact Survey.	August 2024 August 2025	Manager Aboriginal Strategy
	c) Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024 September 2025	Manager Aboriginal Strategy







Action	Deliverable	Timeline	Responsibility
	d) Report RAP progress to all staff and senior leaders quarterly.	Quarterly in alignment with RAP Committee meetings May 2024 August 2024 November 2024  February 2025 May 2025 August 2025 November 2025  February 2026 May 2026	RAP Chair Diversity and Inclusion Sub-Committee
	e) Publicly report our RAP achievements, challenges, and learnings, in the department's annual report.	July 2024 July 2025 July 2026	General Manager Strategic Planning, Performance, Risk and Reform (SPPRR)
	f) Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Manager Aboriginal Strategy
	g) Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Manager Aboriginal Strategy
<b>Continue our reconciliation journey by developing our next RAP.</b>	a) Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	July 2026	Manager Aboriginal Strategy

By recognising the value, insight and experience Aboriginal peoples provide, we stand in a position of change making impact when we stand in solidarity, together.



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### Contact details

**Name:** Shona Ngeru

**Position:** Manager Aboriginal Strategy

**Phone:** 08 9222 3733

**Email:** [Shona.Ngeru@dmirs.wa.gov.au](mailto:Shona.Ngeru@dmirs.wa.gov.au)



**Department of Energy, Mines, Industry Regulation and Safety**

Mineral House, 100 Plain Street, East Perth

Whadjuk Noongar Country

Western Australia 6004

Telephone: 1300 136 237

National Relay Service: 13 36 77

[online@demirs.wa.gov.au](mailto:online@demirs.wa.gov.au)



[www.demirs.wa.gov.au](http://www.demirs.wa.gov.au)