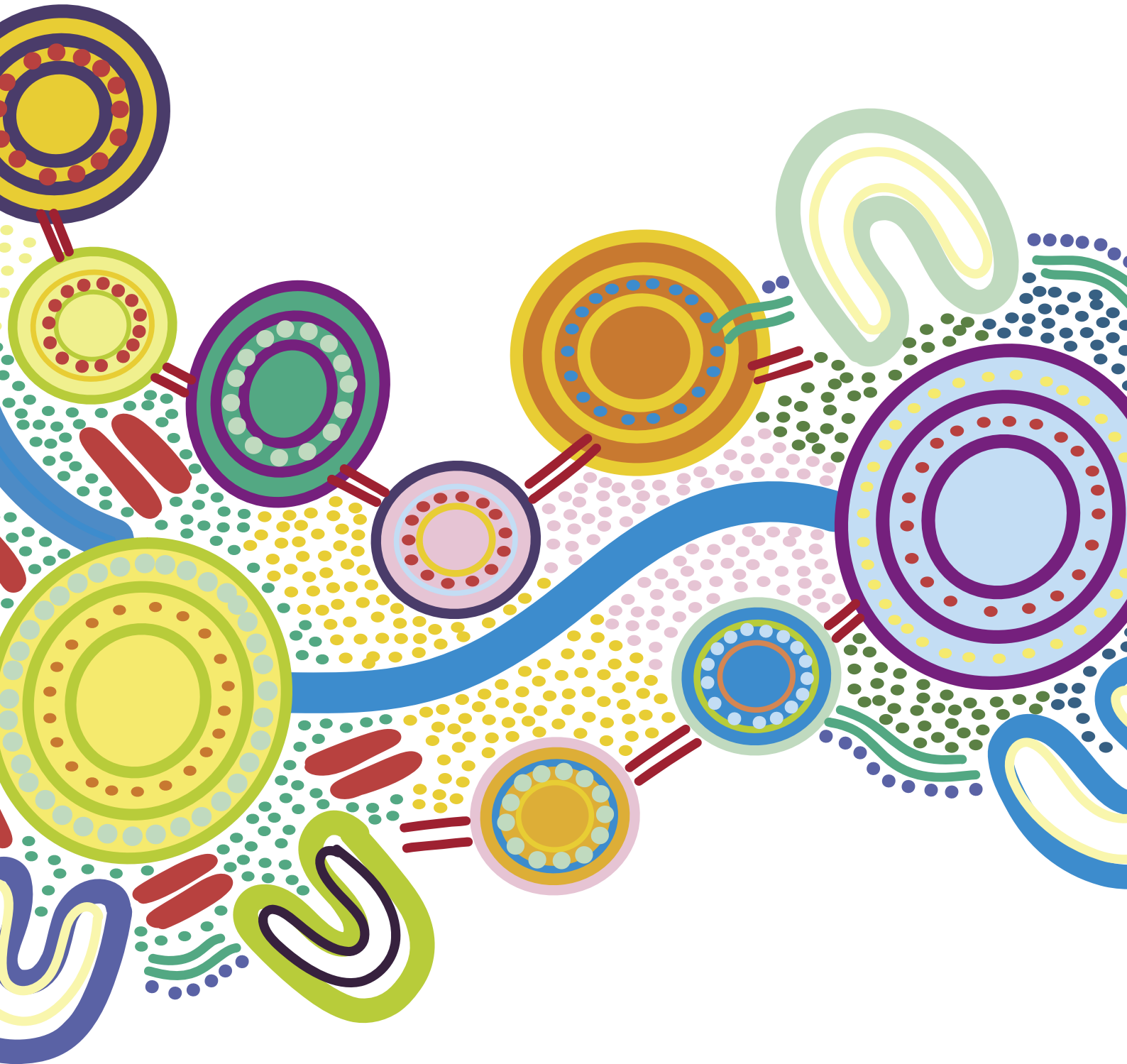




Department of
**Local Government, Sport
and Cultural Industries**

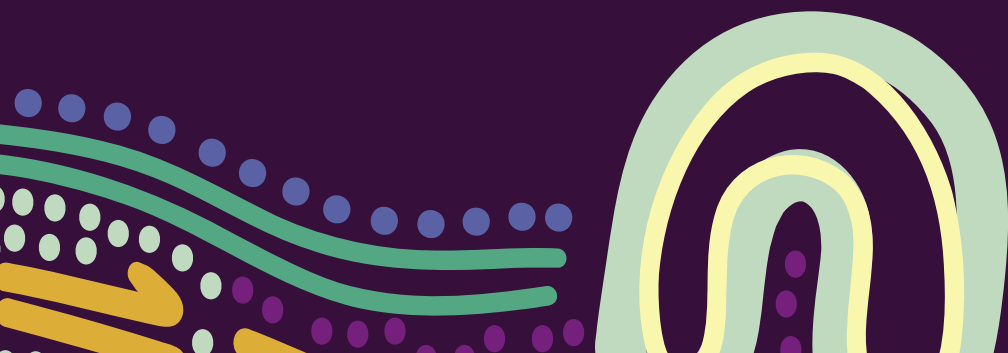


Reflect
Reconciliation Action Plan
May 2024 - April 2025



Acknowledgement of Country

The Department of Local Government, Sport and Cultural Industries (DLGSC) acknowledges the Aboriginal peoples of Western Australia as the Traditional Owners and Custodians of the land, waters and communities in which we operate, and we pay our respects to their Elders past and present. The DLGSC also acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and community.



Reconciliation Australia

CEO Message

Reconciliation Australia welcomes WA Department of Local Government, Sport and Cultural Industries to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

WA Department of Local Government, Sport and Cultural Industries joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations WA Department of Local Government, Sport and Cultural Industries, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Director General message

The Department of Local Government, Sport and Cultural Industries has a unique contribution to make to national reconciliation.

Australia is home to the world's oldest continuing cultures, and we have the great privilege of supporting Aboriginal and Torres Strait Islander Western Australians to grow, share and celebrate those cultures and associated languages.

As an agency we work hard to maintain Western Australia's reputation as a producer of some of the nation's – and the world's – most accomplished artists, performers and athletes.

We also help to facilitate one of the most diverse and inclusive societies on the planet. We are proud to welcome people from all corners of the globe who choose to call Western Australia home, and to provide important pathways for sharing our state's cultural heritage. We also help provide culturally safe, thriving communities in which all Western Australians can participate.

In the context of these responsibilities, we pay our respects to Australia's First Peoples and Traditional Custodians – whose ancestral connections to this land extend across many generations and tens of thousands of years – and to their Elders, past and present.

I am proud we have officially begun DLGSC's reconciliation journey with this Reflect Reconciliation Action Plan (Reflect RAP). The Reflect RAP brings together commitments from across the agency's portfolio and corporate responsibilities, which include:

- Specialist Aboriginal Projects and Engagement
- Aboriginal History WA
- Culture and the Arts
- Local Government
- Office of Multicultural Interests
- Racing, Gaming and Liquor
- Sport and Recreation
- State Records Office.

This Reflect RAP is the outcome of several months of robust, heartfelt reflections and discussions by DLGSC staff and stakeholders. It represents a genuine commitment to mutual understanding, allyship and improved cultural safety for Aboriginal and Torres Strait Islander colleagues within our organisation.

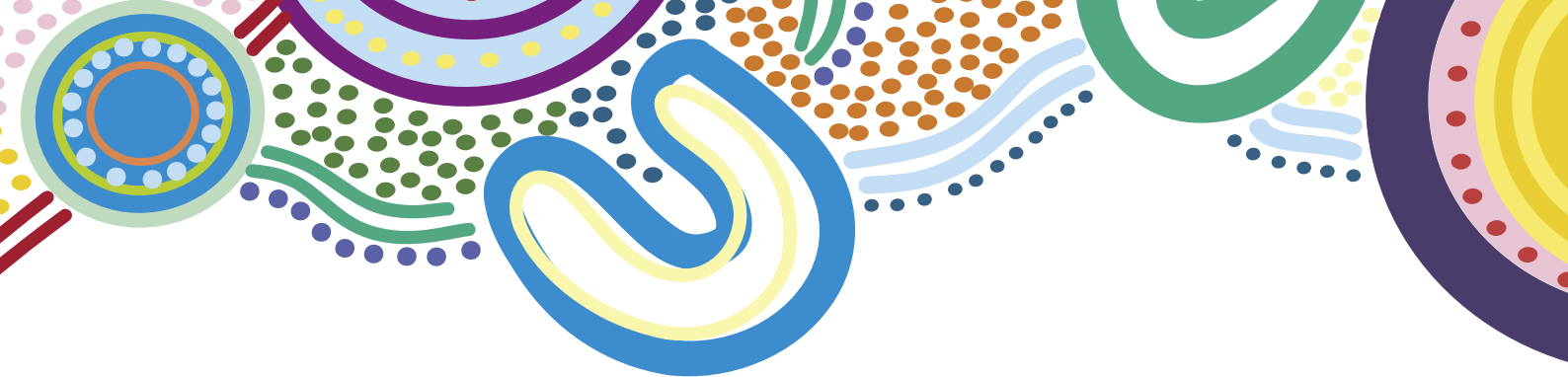
In launching the Reflect RAP, I would like to thank all DLGSC staff for their time and contributions to this process. I would also like to convey my special appreciation to those who committed their time and effort in an official capacity, including:

- members of the DLGSC Aboriginal and Torres Strait Islander Employee Committee, who have contributed valuable insights from their own personal experiences, and for their enthusiastic participation in the interests of a more inclusive and culturally knowledgeable agency
- members of the RAP Working Group, representing each of the agency's key portfolio and corporate business areas, including our regional offices, who have worked so hard in drafting this document and who will continue to be its champions as we implement our commitments over the next 12 months.

I look forward to seeing these commitments turned into action, and I encourage each and every one of us to be accountable for, and embody, our goal of reconciliation both in the workplace and in our everyday lives.

Lanie Chopping
Director General
Department of Local Government,
Sport and Cultural Industries





Our business

The DLGSC works collaboratively across government, and partners with community organisations, peak bodies and other diverse stakeholders to enliven the WA community and economy.

This is achieved through the provision of policy, programs and activities for sport and recreation, multicultural interests and culture and the arts to support the local community and visitors to the state.

The DLGSC provides regulation and support to local governments and the racing, gaming and liquor industries to maintain quality and compliance with relevant legislation, for the benefit of all Western Australians.

Our values

Respectful

We are respectful and inclusive

Accountable

We take responsibility and deliver quality

Responsive

We meet the needs and expectations of our stakeholders

Open-minded

We challenge the status quo with open minds

Integrity

We build trust through responsible actions

The DLGSC was established on 1 July 2017 under the *Public Sector Management Act 1994*. The DLGSC is responsible to the following Ministers:

Hon David Templeman MLA

Minister for Culture and the Arts;
Sport and Recreation

Hon Dr Tony Buti MLA

Minister for Aboriginal Affairs;
Citizenship and Multicultural Interests

Hon Paul Papalia MLA

Minister for Racing and Gaming

Hon Hannah Beazley MLA

Minister for Local Government

The DLGSC consists of two divisions – Management and Coordination and Capability and Performance – and four directorates: Infrastructure; Specialist Aboriginal Projects and Engagement; Office of the Director General; and Integrity.

Management and Coordination includes local government, sport and recreation, culture and the arts, racing, gaming and liquor, the Office of Multicultural Interests, and regulatory reform.

Capability and Performance supports all DLGSC business areas and cultural statutory authorities through the operational areas of corporate services, finance, legal services, corporate communications, and strategy and performance accountability. This includes the State Records Office.



What we do:

- contribute to the wellbeing of the community
- improve capability and outcomes across the local government, sport and recreation, and culture and the arts sectors
- enable equitable participation of culturally and linguistically diverse (CaLD) communities across all aspects of society, and promote, support and celebrate the state's cultural diversity
- encourage and enable understanding of WA's history, including Aboriginal cultures, as context for contemporary society
- facilitate public engagement with highly valued sporting, cultural and recreational spaces and places.

The DLGSC is also the lead WA Government agency for Outcome 16 of the National Agreement on Closing the Gap: Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing. We are committed to embedding key reconciliation strategies in the way we work, including the WA Aboriginal Empowerment Strategy 2021 - 2029, which sets out how the State Government will direct its efforts towards 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.

As at 1 November 2023, DLGSC had 818 employees, including 27 people that identified as Aboriginal and/or Torres Strait Islander.

The DLGSC provides services to communities across the state, with offices in Perth, and the Gascoyne, Goldfields, Great Southern, Kimberley (Broome and Kununurra), Mid West, Peel, Pilbara, South West and Wheatbelt regions. The DLGSC also has recreation camps in Orange Grove, Vancouver Peninsula, Hillarys, Bicton and Coogee.



Our RAP

This Reflect RAP marks the beginning of an agency-wide journey to advance reconciliation with Aboriginal and Torres Strait Islander people and communities. The agreed actions and deliverables lay the foundation for our reconciliation journey, to challenge internal biases and strengthen our organisational culture, and will build awareness, acknowledgement and appreciation of Aboriginal and Torres Strait Islander peoples' cultures and heritage across our DLGSC workforce.



Our Reconciliation Vision Statement

The Department of Local Government, Sport and Cultural Industries' vision for reconciliation is for an Australia that is committed to understanding, respect and inclusion. Through individual and collective efforts, we undertake to educate ourselves, taking clear and meaningful actions, and to be accountable for the commitments outlined in this Reconciliation Action Plan.

Acknowledging more than 60,000 years of Aboriginal and Torres Strait Islander peoples' continuous and unbroken connection to land, waters and community across Australia, the Department of Local Government, Sport and Cultural Industries:

- **Recognises the past and its ongoing impacts**, acknowledging its unique position to provide a platform for truth-telling, and supporting Aboriginal and Torres Strait Islander peoples to share their stories, languages and cultures across the generations.
- **Acknowledges the challenges of the present**, and will seek opportunities to listen to and partner with Aboriginal and Torres Strait Islander peoples in decision-making and in developing policies and frameworks – to identify and make improvements as a workplace, as individuals, and for the people of Western Australia.
- **Celebrates our collective achievements**, and will identify opportunities to empower Aboriginal and Torres Strait Islander peoples to express themselves through language, art, culture, sport and service in the community.
- **Embraces the opportunity to travel together** on equal footing as Western Australians, in understanding, recognition and partnership, walking collaboratively on a journey with many different tracks but one destination.

Future aspirations

Throughout the development of this Reflect RAP, DLGSC staff put forward a range of meaningful proposals in relation to future priorities for DLGSC that will be explored as part of the ensuing RAP processes. These future aspirations are detailed in the 'Desired deliverables' section of this Reflect RAP.



Our RAP Working Group

The RAP Working Group, which includes members of the Aboriginal and Torres Strait Islander Employee Committee, has been critical in the development of the Reflect RAP. Their considered and genuine engagement has been the driving force on this important reconciliation step for DLGSC.

The DLGSC RAP Working Group members are:

Alizanne Cheetham

General Manager Strategic Regulation,
Racing Gaming and Liquor

Corelee Heesemans

Director Governance and Aboriginal
Relations, Specialist Aboriginal Projects
and Engagement

Courtney Symonds

Community Engagement Officer,
Specialist Aboriginal Projects and
Engagement

Duane Kelly

Community Education Officer,
Specialist Aboriginal Projects and
Engagement

Erin Bond

A/Director Strategy and Investment,
Sport and Recreation

Kate Rowlands

A/Executive Director
Office of Multicultural Interests

Katrina Hernandez

Principal Consultant to the Deputy
Director General, Capability and
Performance

Mae Sta Maria

Policy Officer, Child Safeguarding
Implementation Team

Melissa Maxfield

Human Resources Strategy and
Development Team Lead,
Corporate Services

Nicole Ades

Executive Director, Workforce Strategy
and Transformation, Capability and
Performance

Robyn Ninyette

Principal Policy Officer, Aboriginal
Affairs, Strategic Policy, Strategy and
Performance Accountability

Sarah Tompkin

Manager Industry Partnerships and
Development, Culture and the Arts





Stewart Lee
Senior Legislation and Strategy Officer,
Local Government

Tiffany Blurton
Research and Administration Officer,
Specialist Aboriginal Projects and
Engagement

Toby Cotterell
Regional Manager Pilbara,
Sport and Recreation

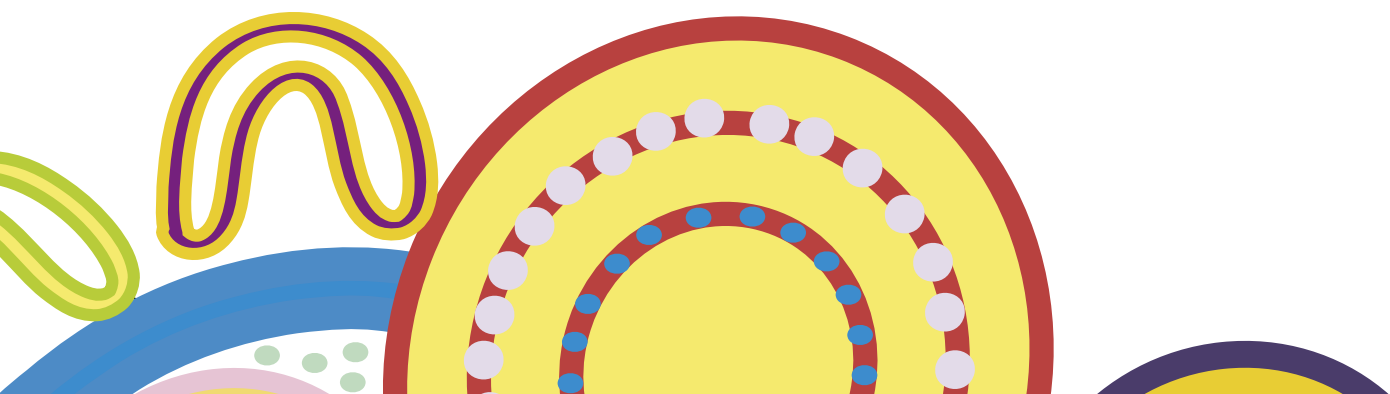
Tom Chapman
Regional Manager Kimberley,
Sport and Recreation

Tracey Sturges
Director Infrastructure Strategy and
Governance, Infrastructure

Five of our RAP Working Group members identify as Aboriginal or Torres Strait Islander people.

Our RAP Working Group will meet regularly to monitor and supervise the Reflect RAP implementation process. Similar to the RAP Working Group, which was responsible for driving the development of this Reflect RAP, an Implementation Working Group will comprise representatives from across DLGSC, with strong support from our Corporate Executive.

The Deputy Director General, Capability and Performance is our DLGSC RAP Champion. The RAP Champion will be responsible for the overall delivery of the RAP commitments, supported by the RAP Implementation Working Group. Most importantly, all DLGSC staff have a part to play in embracing the RAP's principles and values, and will be encouraged to have an active role in our reconciliation journey.





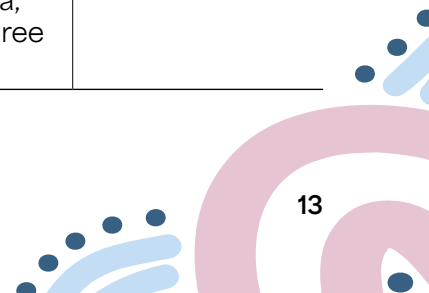
Our partnerships /current activities

The DLGSC is committed to developing strong working relationships with Aboriginal and Torres Strait Islander peoples, is proud to celebrate their cultural diversity, strength and resilience, and is deeply grateful for the ongoing contributions they make to the State of Western Australia. The DLGSC has a range of activities and partnerships with Aboriginal and Torres Strait Islander peoples and organisations, some of which are detailed in the table below.

Partnership / Activity	Description	Timeframe
Partnership Acceptance Learning Sharing (PALS)	<p>A grants program available to all WA primary and secondary schools to promote and advance reconciliation in their local community. PALS is based on the core attributes of:</p> <p>Partnership between Aboriginal and non-Aboriginal people based on trust, mutual respect and understanding.</p> <p>Acceptance of and respect for diversity and valuing Aboriginal perspectives.</p> <p>Learning more about each other, Aboriginal histories, languages and cultures; and how we can build strong partnerships with Aboriginal people.</p> <p>Sharing a common journey towards healing and reconciliation.</p>	Annual program, established in 2004 - ongoing
Reconciliation Week Street Banners Project	The Reconciliation Week Street Banners Project displays hundreds of banners, sponsored by organisations in prominent locations across WA, during Reconciliation Week in July each year. DLGSC partners with Reconciliation WA to provide funding to deliver this project with the support of a growing number of organisations and local governments. As part of its formal partnership with Reconciliation WA, DLGSC also sponsors a number of Reconciliation Week banners.	Annual program, established in 2011
Community engagement - Sport and Recreation	The DLGSC engages with communities and service providers to enhance participation in sport and recreation for Aboriginal and Torres Strait Islander peoples across the state. The directorate provides a variety of funding opportunities, including co-designed programs through the Community Place Based Grants program and Inclusive Participation Grants program, KidSport and investment into State Sporting Associations to support initiatives for Aboriginal and Torres Strait Islander peoples. Key stakeholders across the state include Koya Aboriginal Corporation, Stephen Michael Foundation, Binar Futures and regionally based Aboriginal Community Controlled Organisations.	Ongoing



Partnership / Activity	Description	Timeframe
<p>Community education and engagement - Aboriginal History WA (AHWA)</p>	<p>The DLGSC’s AHWA team provides dedicated research services to help Aboriginal Western Australians trace their personal and family histories. AHWA also partners with Aboriginal organisations and community members to deliver important historical truth-telling projects to build a shared understanding of our state’s history. AHWA’s services are built around engagement with Aboriginal communities and culturally secure ways of working.</p> <p>AHWA partners with Yorgum Healing Services, Kimberley Stolen Generation Aboriginal Corporation, collecting institutions and government agencies to provide family history records and information to Aboriginal people.</p> <p>In partnership with the State Library of WA (SLWA) Storylines program, AHWA provides monthly family history information sessions for the community. AHWA and SLWA also partner with the Department of Justice to conduct family history sessions for Aboriginal people in detention.</p> <p>AHWA regularly presents and shares information about its services and truth-telling projects at a range of community forums. In 2023, this included presenting at the:</p> <ul style="list-style-type: none"> • Australian Institute of Aboriginal and Torres Strait Islander Studies Summit 2023 (6-9 June 2023) • joint SLWA/AHWA/State Records Office of WA, Elders Morning Tea (29 September 2023) • Wangka Kanyilku Wangkawa: Decolonising First Nations Languages Conference 2023 at Kalgoorlie (24-26 October 2023). 	<p>Ongoing</p>
<p>Engagement of Aboriginal community members for the business case and project definition plan phases of the Aboriginal Cultural Centre project</p>	<p>From January 2021 to March 2023, DLGSC engaged six Whadjuk Cultural Authority representatives to sit on the Aboriginal Cultural Centre Steering Committee during its business case phase. These members were elected by community at a gathering in December 2021, with 80 Whadjuk male and female Elders and provided critical cultural knowledge, guidance and direction for the business planning phase of the project.</p> <p>From July 2023, the Steering Committee expanded to comprise eight Aboriginal community members during the project definition plan phase - including regional representation. The members were appointed and recognised by Cabinet, following a wide-reaching expression of interest process, for their experience working in a partnership approach with government and Aboriginal communities on major projects.</p> <p>The committee includes two members from the Pilbara, two from the Kimberley, one from the Mid West and three Whadjuk representatives.</p>	<p>January 2021 - current</p>



Partnership / Activity	Description	Timeframe
Aboriginal Cultural Centre Aboriginal Engagement Strategy	The DLGSC partnered with Aboriginal Productions and Promotions to co-deliver the Aboriginal Engagement Strategy for the Aboriginal Cultural Centre project, guiding meaningful engagement with Aboriginal people. The strategy includes a Cultural Authority Framework which embeds Aboriginal-led community engagement and cultural decision-making processes in the development and ongoing operation of the Centre.	January 2021 - current
Tarruru Pre-Feasibility Concept Report for the proposed Aboriginal Cultural Centre	The DLGSC engaged Tarruru to prepare a Concept Proposal, which informed the scope and direction of the Aboriginal Cultural Centre; proposing possibilities for refinement through business case development.	March 2022 - June 2022
Interim Brand Identity for the Aboriginal Cultural Centre by Nani Creative	The DLGSC engaged Nani Creative to develop an interim brand identity and creative design services for the Aboriginal Cultural Centre, including the development of materials and processes for engaging with stakeholders and the community.	August 2022 - current
Partnership approach between the Aboriginal Art Centre Hub of WA and Aboriginal Cultural Centre project to coordinate two community engagement sessions with members of the WA Aboriginal Art Centre sector	The DLGSC's Aboriginal Cultural Centre project team engaged the Aboriginal Art Centre Hub of WA to coordinate the planning and delivery of two half-day community engagement sessions in 2022 and 2023 with members of the WA Aboriginal Art Centre sector.	October 2022 - October 2023
Partnership approach between Nyamba Buru Yawuru and the Aboriginal Cultural Centre project to coordinate three consultation meetings with Yawuru community members	The DLGSC's Aboriginal Cultural Centre project team engaged Nyamba Buru Yawuru to coordinate the planning and delivery of three consultation meetings in Broome, including the Yawuru Cultural Reference Group, Yawuru Native Title Holders and wider Yawuru community.	October 2022



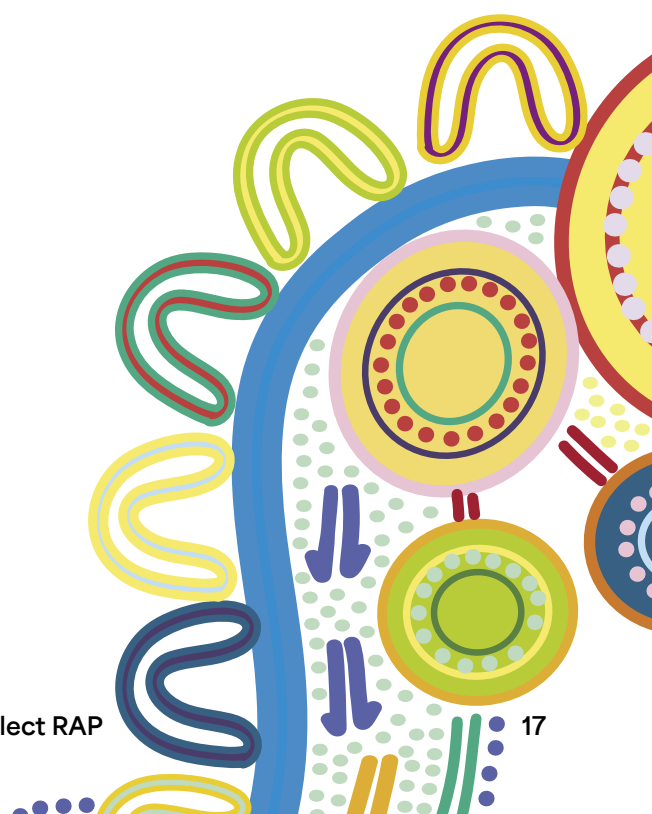
Partnership / Activity	Description	Timeframe
Engagement of an Aboriginal Elders Reference Group through Perth Cultural Centre, and engagement of a cultural advisor	The DLGSC engaged a Noongar Aboriginal Elder Reference Group to guide direction of the Perth Cultural Centre project, especially the Aboriginal representation that will be seen in the built infrastructure. The DLGSC continues to work with Aboriginal cultural consultants Karrda, to ensure that work on this project is carried out in a manner that considers cultural sensitivities, and with appropriate Elder engagement.	October 2022 - March 2024
Closing the Gap Outcome 16 partnership agreement - under development	The DLGSC is in the process of developing a partnership with the WA Aboriginal Language Centres to work toward achieving targets set under Outcome 16 of the National Agreement on Closing the Gap: Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.	March 2023 - ongoing
Language lessons for the Aboriginal Cultural Centre Steering Committee, facilitated by Koort-kadak Consultancy, an independent Noongar consultant	The DLGSC's Aboriginal Cultural Centre project team engaged Koort-kadak Consultancy to provide a learning experience of Noongar language to the Aboriginal Cultural Centre Steering Committee and develop cultural awareness in understanding Noongar culture better.	March 2023 - current
Engagement of Kaala Barna to facilitate a team planning workshop for Aboriginal staff in the Specialist Aboriginal Projects and Engagement directorate	Kaala Barna facilitated a team planning workshop for Aboriginal staff in Specialist Aboriginal Projects and Engagement to explore how cultural safety can be embedded in the work environment. This also includes the development of a cultural safety policy for DLGSC more broadly.	June 2023 - current
IPS Management Consultants on the development of the DLGSC Reflect RAP	The DLGSC partnered with IPS Management Consultants to help coordinate, draft and deliver the DLGSC Reflect RAP and provide cultural competency training.	June 2023 - June 2024
Nani Creative on the graphic design and artwork for the DLGSC Reflect RAP	The DLGSC partnered with Nani Creative for this Reflect RAP's graphic design and artwork.	November 2023 - May 2024

Relationships

Building strong relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	October 2024	Lead: Director, Industry Partnerships, Culture and the Arts Supported by: Director, Human Resources
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2024	Lead: Director, Industry Partnerships, Culture and the Arts Supported by: Director, Human Resources
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024	Lead: Director, Corporate Communications and Executive Director, Specialist Aboriginal Projects and Engagement
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2024	Lead: RAP Champion Supported by: Director, Corporate Communications and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore opportunities for metro staff to attend regional NRW events and assess their impact on strengthening relationships. 	27 May - 3 June 2024	Lead: Director, Regional Services, Sport and Recreation Supported by: Director, Recreation and Camps, Sport and Recreation
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	May 2024	Lead: Director General Supported by: Director, Corporate Communications

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Director, Human Resources
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	June 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Director, Human Resources
	<ul style="list-style-type: none"> Explore initiatives that facilitate greater understanding among Western Australians from CALD backgrounds of the unique heritage and experiences of Aboriginal people. 	April 2025	Lead: Executive Director, Office of Multicultural Interests Supported by: DLGSC RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	October 2024	Lead: Director, Human Resources Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions and future needs. 	October 2024	Lead: Director, Human Resources Supported by: DLGSC RAP Working Group



Respect

Strengthening respect for histories, cultures, and peoples.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	October 2024	Lead: Director, Human Resources Supported by: Executive Director, Specialist Aboriginal Projects and Engagement and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	October 2024	Lead: Director, Human Resources Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Deliver a Cultural Competency Program for key decision makers including the Corporate Executive and relevant Level 7 and Level 8 staff, as well as RAP Working Group and Aboriginal and Torres Strait Islander Employee Committee, covering unconscious bias, cultural competency, cultural protocols, cultural safety in the workplace, and 'Walking Together'. 	August 2024	Lead: Director, Human Resources Supported by: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore cultural awareness (place-based) training programs for all staff, which are tailored to the specific regional operational footprint areas. 	April 2025	Lead: Director, Human Resources Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore approaches to increase awareness and understanding of key strategies, such as the WA Aboriginal Empowerment Strategy 2021 - 2029, Closing the Gap initiatives, and co-design principles aimed at improving overall cultural education within the department. 	October 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Director, Human Resources
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our operational areas. 	July 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: DLGSC RAP Working Group



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	January 2025	Lead: Director, Human Resources Supported by: Director, Corporate Communications and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore appropriate opportunities for staff to personalise and incorporate appropriate language and Acknowledgment of Country into formal contexts, including email signatures, meetings and other relevant communications. 	April 2025	Lead: Director, Corporate Communications Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Investigate the appropriate use of terminology and greetings specific to different regions. 	April 2025	Lead: Director, Human Resources and Director, Corporate Communications Supported by: Director, Regional Services, Sport and Recreation and DLGSC RAP Working Group
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	Lead: Director, Corporate Communications and Executive Director, Specialist Aboriginal Projects and Engagement Supported by: Director, Human Resources and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	Lead: Director, Corporate Communications and Executive Director, Specialist Aboriginal Projects and Engagement Supported by: Director, Human Resources and DLGSC RAP Working Group
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2024	Lead: RAP Champion Supported by: Director, Corporate Communications and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore opportunities for metropolitan staff to actively engage in regional NAIDOC Week activities. 	First week in July, 2024	Lead: Director, Human Resources Supported by: Director, Corporate Communications and DLGSC RAP Working Group

Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander employment and increasing supplier diversity.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	October 2024	Lead: Director, Human Resources
	<ul style="list-style-type: none"> Research best practice approaches for increasing Aboriginal and Torres Strait Islander employment within our organisation. 	April 2025	Lead: Director, Human Resources Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore working with local governments to promote more Aboriginal and Torres Strait Islander employment within local government authorities and on local councils. 	April 2025	Lead: Executive Director, Local Government Supported by: Director, Human Resources and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore working with the sporting sector to promote more Aboriginal and Torres Strait Islander employment and representation within sporting organisations. 	April 2025	Lead: Executive Director, Sport and Recreation Supported by: Director, Human Resources and DLGSC RAP Working Group

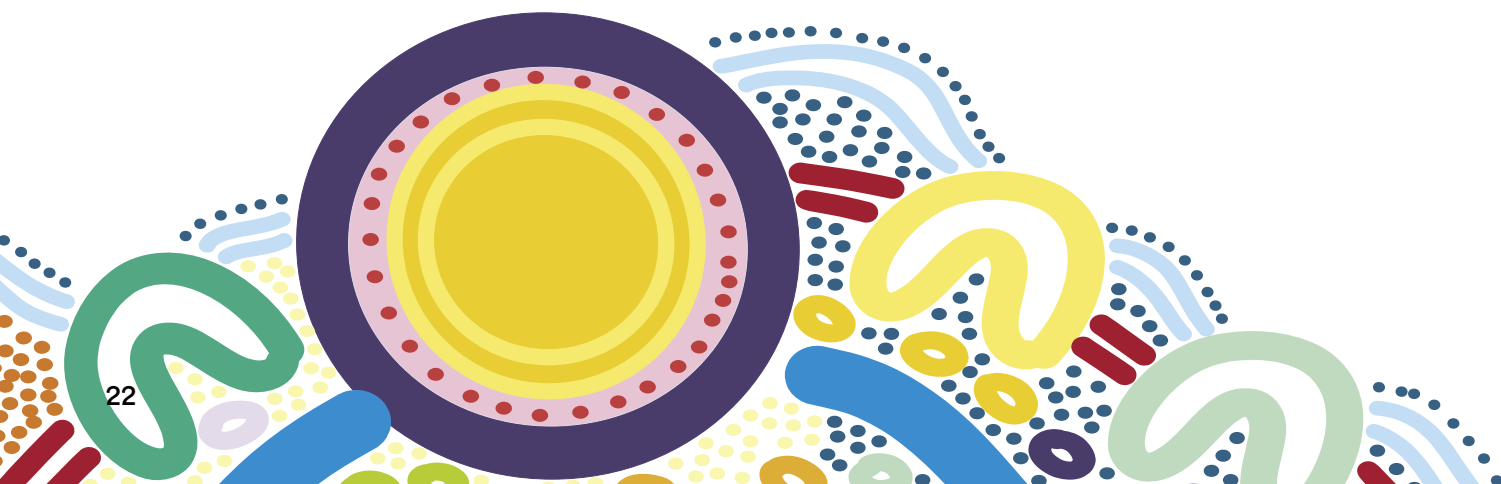


Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Improve business and employment opportunities for Aboriginal and Torres Strait Islander people by continuing to exceed the target for contracts being awarded to Aboriginal businesses and Aboriginal community-controlled organisations under the Government of Western Australia's Aboriginal Procurement Policy (4 percent for 2023-24). The 2022-23 target of 3.5% was exceeded. 	January 2025	Lead: Director, Procurement Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	October 2024	Lead: Director, Procurement DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore the potential for establishing an artwork commissioning policy focused on engaging Aboriginal and Torres Strait Islander artists. 	April 2025	Lead: Director, Procurement Supported by: Executive Director, Culture and the Arts and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Explore the current level and proportion of Aboriginal and Torres Strait Islander organisations receiving DLGSC-administered grants, identifying any gaps. 	October 2024	Lead: Executive Director, Culture and the Arts and Executive Director, Sport and Recreation Supported by: Deputy Director General, Management and Coordination and DLGSC RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of current procurement practices to identify gaps in Aboriginal and Torres Strait Islander supplier diversity to determine whether the existing procurement policies lack a cultural component and assess any necessary enhancements or modifications. 	April 2025	Lead: Director, Procurement Supported by: Deputy Director General, Management and Coordination and DLGSC RAP Working Group

Governance

Embedding accountability into all our actions and deliverables.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	November 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Review and update the terms of reference for the RWG. 	November 2024	Lead: Executive Director, Strategy and Performance Accountability
	<ul style="list-style-type: none"> Maintain Aboriginal and/or Torres Strait Islander representation on the RWG. 	November 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Manager, Human Resources Strategy and Development and DLGSC RAP Working Group
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	June 2024	Lead: Director Strategic Policy Supported by: RAP Steering Committee
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	May 2024	Lead: RAP Champion Supported by: Executive Director, Strategy and Performance Accountability (Aboriginal Unit)
	<ul style="list-style-type: none"> Maintain a senior leader in the role of RAP Champion, to champion our RAP internally. 	November 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: DLGSC RAP Working Group



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage our RAP Champion in the delivery of RAP commitments. 	May 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: DLGSC RAP Working Group
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	July 2024	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Director, Human Resources; Director Digital and Technology Services; and Human Resources Systems Administrator (Payroll)
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Deputy Director General, Capability and Performance
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August annually	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: RAP Champion
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: Director, Human Resources
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2025	Lead: Executive Director, Strategy and Performance Accountability (Aboriginal Unit) Supported by: RAP Champion

Future aspirations

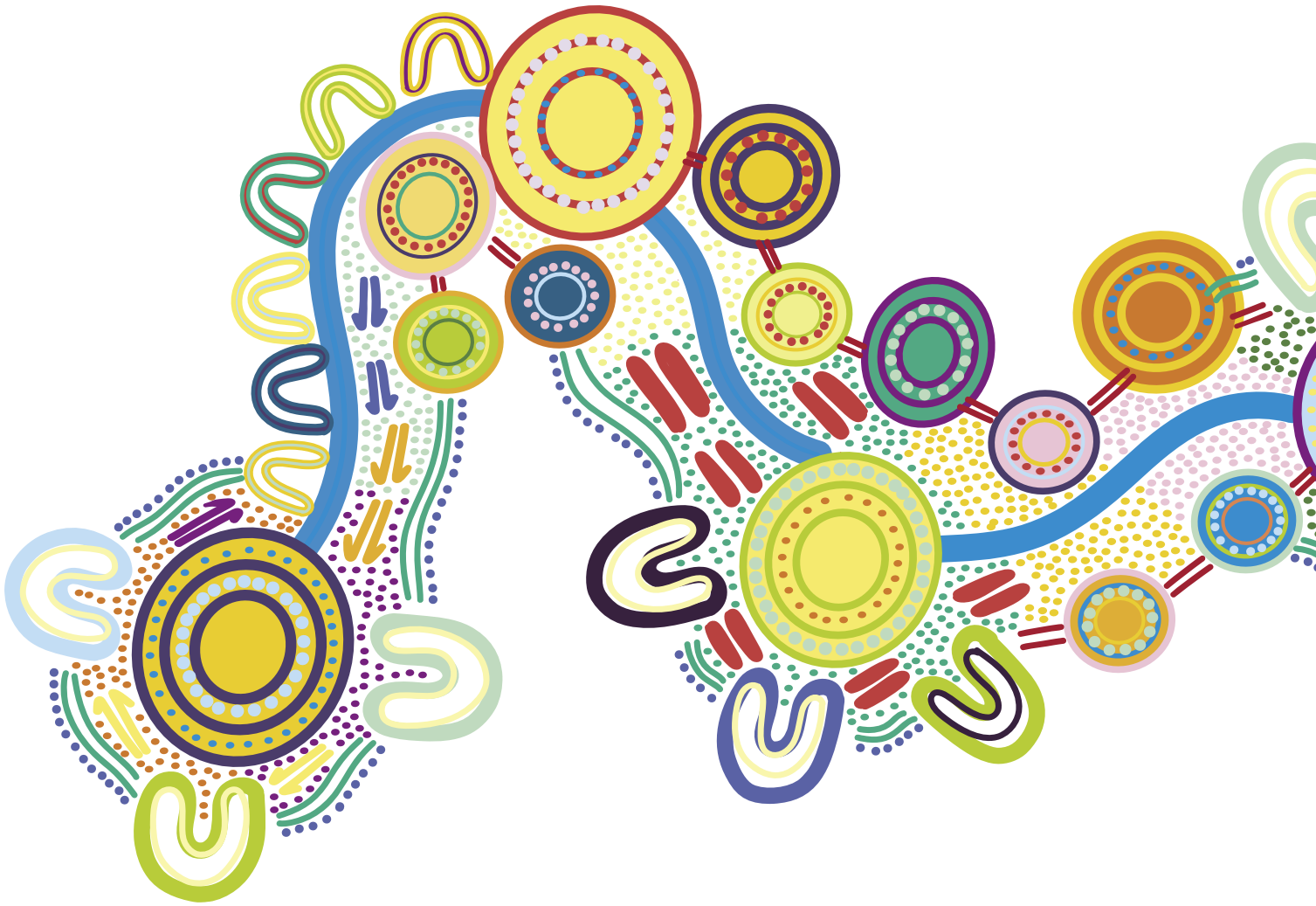
Throughout the development of DLGSC's Reflect RAP, a range of useful and meaningful feedback was received from the RAP Working Group, the DLGSC Aboriginal and Torres Strait Islander Employee Committee, DLGSC's Corporate Executive and other DLGSC staff in relation to future priorities for the department. These will be explored as our reconciliation journey matures.



Desired deliverables

- Create awareness and understanding of key strategies, such as the WA Aboriginal Empowerment Strategy 2021 - 2029, Closing the Gap initiatives, and co-design principles aimed at improving overall cultural education within DLGSC.
- Create a communications strategy to increase awareness and understanding of key strategies, such as the WA Aboriginal Empowerment Strategy 2021 - 2029, Closing the Gap initiatives, and co-design principles aimed at improving overall cultural education within DLGSC.
- Explore a best practice framework for establishing culturally secure partnerships with external stakeholders that DLGSC can engage with on our reconciliation journey.
- Research best practice, policies and principles of organisations operating in a culturally secure way for the purpose of making DLGSC a culturally informed and culturally secure workplace.
- Deliver place-based cultural awareness training programs for all staff which are tailored to specific regional operational footprint areas.
- Explore guiding principles for respectfully consulting with Aboriginal and Torres Strait Islander peoples to ensure that any changes to policy or legislation thoroughly considers potential impacts and takes into account their cultures, histories, knowledge and rights.
- Enhance internal cultural awareness around the application and effects of DLGSC's current and future legislation, regulation and policy, with a specific focus on better supporting those with responsibility for amending, administering and implementing them.
- Develop opportunities for metropolitan staff to actively engage in regional NAIDOC Week activities.
- Promote the learning and use of Aboriginal language and place names by staff.
- Develop and maintain a yearly calendar of significant Aboriginal and Torres Strait Islander cultural events, extending beyond NAIDOC Week and NRW.
- Develop a strategy for increasing Aboriginal and Torres Strait Islander employment within our organisation.
- Develop guidance and policy that supports greater Aboriginal and Torres Strait Islander representation on councils and in local governments, working with stakeholders to implement this.

Artwork and Artist





About the Artwork

'Connection' by Connie Clinch

This story shows the journey of how a strong healthy community is formed. With time, many achievements are made, strong relationships are created and better changes happen. A river runs through the centre of the artwork, bringing together people from all walks of life and who hold this thriving state together.

About the Artist

Connie grew up in Perth, on Whadjuk Nyoongar Boodjar. She loved the river life and Nyoongar Country. She moved to Broome on Yawuru Country with her husband and young family of four early in 2023, joining her mother's family. Connie practised digital art design and acrylic on canvas and wall murals whilst living in Perth. Since moving to Broome, Connie has expressed an interest in printmaking. She is new to this medium and is enjoying learning more about it and expressing her ideas in a different form.



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