



Government of Western Australia
Department of Justice



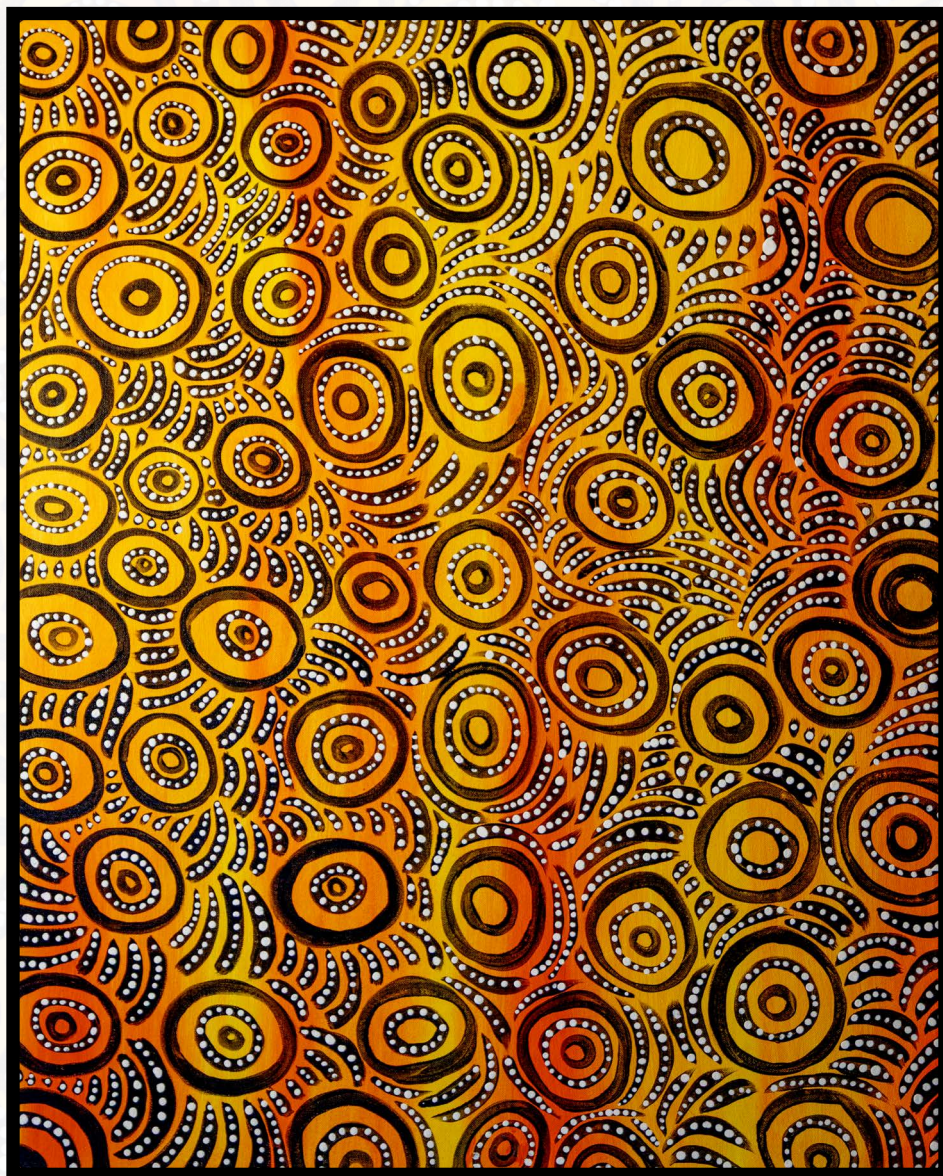
Innovate Reconciliation Action Plan

June 2025 to June 2027



The Department of Justice respectfully acknowledges the Traditional Custodians of the land as being the First Peoples of this country. We embrace the vast Aboriginal cultural diversity throughout Western Australia and recognise their continuing connection to Country, water and sky. We pay our respects to Elders past and present.

Terminology Statement: The Department uses the term 'Aboriginal people' throughout this document to refer to both Aboriginal and Torres Strait Islander peoples.



“This artwork represents the ashes rising from the burning bushfires.”

The Fire is by a Ngaanyatjarra artist in the care of the Department of Justice.

Contents

Foreword from the Director General	4
Message from the Leadership Team	5
Statement from CEO of Reconciliation Australia	6
Our Vision for Reconciliation	7
Our Work	8
Our Reconciliation Journey	11
Cultural Safety – a critical new deliverable	16
RAP Steering Committee	18
Deliverables	20
Relationships	21
Respect	24
Opportunities	28
Governance	33



Foreword from the Director General

It is my pleasure to present the Department of Justice's Innovate Reconciliation Action Plan 2025-2027 (RAP). This is our third RAP and one that I hope demonstrates our ongoing dedication and commitment to be better, and do better, when it comes to reconciliation. The development of a new RAP provides an opportunity to not only reflect on the work that has been done since 2017, but also to consider what work we still need to do, not alone but in partnership with Aboriginal communities.

We cannot underestimate the importance reconciliation has in underpinning the work we do at the Department. Reconciliation is imperative as we continually work towards addressing issues within our sphere of influence.

While continuing our crucial work towards Closing the Gap targets, we are simultaneously focusing on embedding cultural safety for staff in an organisation that spans across the State. I cannot stress enough that we will listen and be guided by those around us, as we seek to work in a culturally safe and supported way. This may require us to rethink the way we have traditionally approached our work.

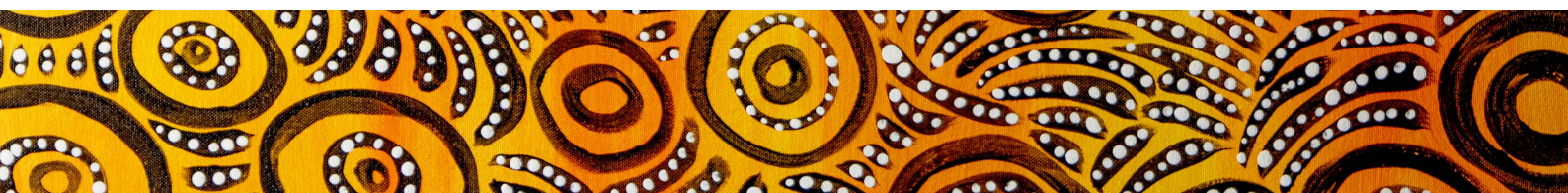
I would like to personally thank those who have shared their experiences and truths with the team to inform the development of this plan. The RAP's deliverables are a testament to the work and commitment of all our divisions.

Establishing Priority Reform Areas is a new approach for us, and acknowledges that transformation requires us to be braver in our work.

This RAP is a call to action and its implementation is vital. The deliverables come in response to consultation and the deep listening that occurred through this process. The continuation of the Cultural Symposia series remains a great example of commitment to truth-telling and our work in this space needs to grow if we are to progress as an organisation.

This RAP reflects our journey, outlines the steps we need to take to evolve and acknowledges our shared responsibility to address the wrongs of the past to build a better future.

Kylie Maj
Director General
Department of Justice



Message from the Leadership Team

As members of the Department's Corporate Executive Committee, we are directly responsible for the deliverables of each RAP and for helping promote its objectives. We requested to continue with a RAP to recognise that, while we are eight years down the road on our reconciliation journey, we still have work to do.

We would like to thank those who have provided frank and honest feedback during the consultation process to create a plan that can reflect our genuine commitment to positive and meaningful change.

We have listened to and will continue to learn from our colleagues as we proceed with our reconciliation journey. This process has enabled us to take our efforts beyond just improving targets to redefining the way we work to bring purposeful change.

As a result, and for the first time, our RAP will be underpinned by sensitive, but necessary conversations on cultural safety and what that means for Aboriginal employees. We acknowledge there are many interpretations of cultural safety and that it holds a variety of meanings in different places. The way we embed culturally safe and capable practices throughout the Department may also change as the workforce implements the plan's deliverables.

This RAP also focuses on embedding the Aboriginal Justice Advisory Committee's Strategic Priorities. These challenge us to think about how we can do better every day, whether that be through activities to promote truth-telling, tackling racism or by helping each other to understand the historical impacts on those around us.

Truth-telling is vital to the healing of Aboriginal people¹ and over the years we have had a strong focus on this through the development of initiatives such as the Cultural Symposia series. The practice will continue, and it is our expectation that all staff participate and join this journey. We reaffirm our commitment in this RAP to embed truth-telling to support healing and advance reconciliation.

It is also important to remember that reconciliation was borne out of the Royal Commission into Aboriginal Deaths in Custody. The key recommendations arising from that inquiry remain a primary driver for a range of projects and initiatives across the Department. We are committed to Closing the Gap and delivering on the Western Australian Aboriginal Empowerment Strategy by implementing initiatives to achieve positive justice outcomes for Aboriginal people. That includes addressing the intergenerational trauma and disadvantage experienced by Aboriginal people who come into contact with the justice system. We have collectively developed a greater appreciation for the context surrounding current outcomes for Aboriginal people, acknowledging the wrongs of the past and the pain this has caused Aboriginal people.

Reconciliation belongs to everyone, whether that be calling out racism when you see it, supporting initiatives of significance or learning about the place where you work.

We are proud to endorse this RAP and are committed to advancing reconciliation through action.

¹ Aboriginal Cultural Protocol Guidelines, Terminology Statement - In Western Australia the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia.





Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Western Australia's Department of Justice on the formal endorsement of its third 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. The Department 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.

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

These learnings extend to the Department 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 RAP is an opportunity for the Department 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, the Department will ensure shared and cooperative success in the long-term.

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

Congratulations to the Department on your third RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Our vision for reconciliation is to provide and deliver services in a manner that is culturally responsive, safe and promotes equitable outcomes. The Department is mindful of how historical injustices have impacted the involvement of Aboriginal people with the justice system. We continue to recognise the unique and diverse cultures within Western Australia's Aboriginal communities. Reconciliation for the Department also means acknowledging the past through truth-telling practices that support this vision and importantly ensures that Aboriginal staff feel safe, supported and understood.

The Truth-telling Symposium Report (2018) reminds us that reconciliation requires brave leadership, trust building, accountability, transparency and dedicated resources². It also requires us to enable healing through listening and learning from past wrongs to build a strong path forward. We acknowledge the strength of those who share these truths with us, those who do not have the strength to tell their stories and those who are still hurting.

This RAP is guided by this vision, and we acknowledge the dedication of all of the staff who have worked with us to develop this RAP which is supported by the Department's overarching Strategic Framework³. The Workplace RAP Barometer Survey, a biennial survey that measures attitudes and perceptions, was undertaken in September 2022 and 2024 and the findings have also inspired the development of this RAP. Overwhelmingly, 88 per cent of respondents agree we must maintain and increase our current commitment to reconciliation and 81 per cent of respondents say it's important to acknowledge the past and undertake truth-telling processes. There is an increased desire for on-demand resources (self-learning) and on-Country face-to-face/in-person seminars and/or workshops. This has shown that ongoing cultural learning increases understanding of and support for truth-telling over time. The path forward is clear, we need to continue to adapt our processes in partnership to create a culturally responsive workforce to support us to deliver on these commitments.

The Department's commitment to reconciliation is demonstrated through these key principles:

- **Engagement of all staff** is essential, achieved through active listening and opportunities for meaningful participation.
- Reconciliation efforts should build upon existing work, aligning with **State and National Strategic Priorities** such as the Western Australian Aboriginal Empowerment Strategy and the National Agreement on Closing the Gap.
- The **Western Australian Aboriginal Empowerment Strategy will be embedded in our work**, focusing on improving cultural responsiveness and increasing Aboriginal representation and shared decision-making and equal partnerships.
- Reconciliation requires a commitment to **continuing the cultural learning journey**.
- **Collaboration** with RAP partner agencies is essential to support a broader sphere of influence underpinned by the seven action areas outlined in the State of Reconciliation in Australia Report⁴. The Department will build relationships across the sector to collectively improve outcomes for Aboriginal people, including engaging through relevant Reconciliation Industry Network Groups (RINGS).
- Initiatives within the **five dimensions of reconciliation**⁵ should be supported and promoted.
- Progress should be guided by an **implementation framework** that supports the Department's activities and enables regular progress reviews.

² [Truth telling symposium report 2018](#)

³ Department of Justice Strategic Plan (Annual Report 2023/24) including the Corrective Services Strategic Framework.

⁴ [State of Reconciliation in Australia Report](#)

⁵ [Five dimensions of reconciliation – Reconciliation Australia](#)

Our Work

The Department provides judicial, legal, custodial, guardianship, administration, victim support and other essential services for the State Government and Western Australia's Parliament, courts and community and supports the Attorney General and Minister for Corrective Services.

The Department is always striving to deliver better outcomes for vulnerable people, including those experiencing family violence, disability, health and mental health challenges, or substance misuse. The Department's directorates include:

- Corporate Services
- Corrective Services
- Court and Tribunal Services
- Equal Opportunity Commission
- Office of the Commissioner for Victims of Crime
- Office of the Public Advocate
- Parliamentary Counsel's Office
- People, Culture and Standards
- Public Trustee
- Registry of Births, Deaths and Marriages
- Strategic Reform
- Strategy and Organisational Performance
- Western Australian Office of Crime Statistics and Research.

In June 2024, the total number of Aboriginal employees across the Department was 362 (recognising that choosing to identify is voluntary), with 90 percent in permanent positions, and 72 percent in senior and middle management positions.

The Department manages more than 3,000 Aboriginal people in custody and more than 3,200 Aboriginal people on community-based supervision or youth justice orders⁶. The Department was responsible for 693 Aboriginal adults with a decision-making disability for whom the Public Advocate was appointed guardian, representing 19 per cent of all guardianship appointments of the Public Advocate as at 30 June 2024⁷.

With operational locations across the State, a workforce of more than 7,500 employees and a budget exceeding \$2.2 billion in 2024/25, the Department is well positioned to positively influence and further advance reconciliation. Aboriginal people make up four per cent of the Western Australian population, yet account for approximately 44 per cent of the adult prisoner population and 38 per cent of the adult community offender population. The number of incarcerated Aboriginal people increased in 2023/24 and Western Australia continues to have the highest rate of Aboriginal imprisonment nationally.

Despite a decline in the number of young people held in detention, the significant over-representation of Aboriginal young people in the criminal justice system continues. The average daily population of Aboriginal young people held in detention decreased from 67 (72 per cent of total detainees) in 2022/23 to 55 in 2023/24 (67 per cent of total detainees).

The Department acknowledges the significant overrepresentation of Aboriginal people in the Western Australian criminal justice system and is aware there is significant work still to occur to reverse this trend. The Department recognises Aboriginal peoples as the First Peoples of Australia and acknowledges that intergenerational disadvantage, stemming from previous government policies and discriminatory past practices, has contributed to ongoing inequalities.

The Department operates in 113 locations⁸ across Western Australia highlighting the importance of how we acknowledge local diversity, including developing an understanding of each area's unique language, cultural protocols and longstanding history. Understanding each location and the communities⁹ within them will build trust and enable deeper connections. The Department acknowledges that there is no one size fits all approach to engagement. We are committed to actively taking steps to understand, listen and learn in order to build better relationships with the communities we work in throughout the State.

⁶ Sourced from Department of Justice – Annual Report 2023/2024

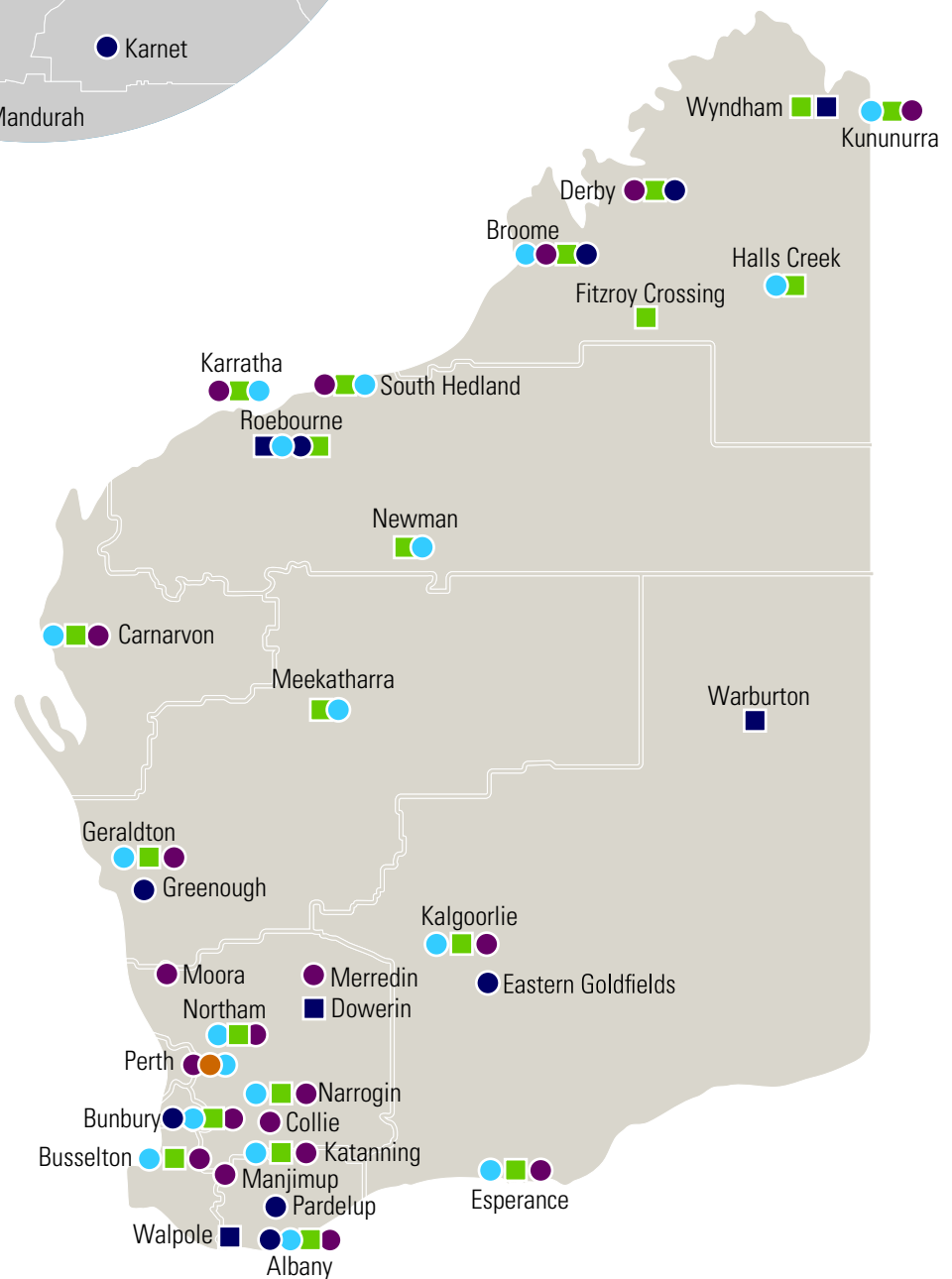
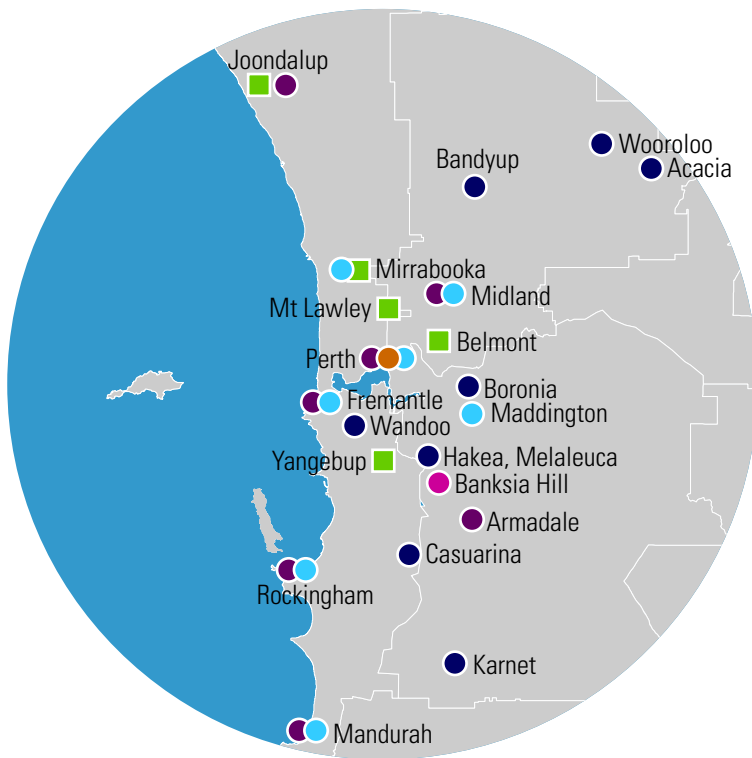
⁷ Sourced from the Office of the Public Advocate – Annual Report 2023/2024

⁸ Sourced from Department of Justice – Annual Report 2023/2024 (Image below).

⁹ There are many different types of Aboriginal Communities (Location based, Membership Based, Traditional Owner based) *Essential Aboriginal Insights A Guide for Anyone Involved in Closing the Gap in Australia, 2020.*

Operating Locations

- Head Office Buildings
- Courthouses
- Prisons
- Work Camps
- Youth Detention Centres
- Youth Justice Services
- Adult Community Corrections



Wadjemup

Case Study

In October 2024, the Department's Corporate Executive Committee (CEC) and senior staff undertook a profound journey to Wadjemup (Rottnest Island), led by the Reconciliation and Policy team, in partnership with Curtin University's Cultural Capability experts. This visit was a powerful step towards understanding and acknowledging the painful history and ongoing impact of this place.

From 1838 to 1931, Wadjemup was used as a prison for Aboriginal men and boys, with over 3,700 individuals detained. Tragically, at least 373 lost their lives in custody, and today they lie in unmarked burial grounds on the island. Men, often the leaders of their communities, were taken from their families, forcing others to fill their roles through survival and resilience. The chance to walk around these grounds was an experience that will stay with the staff who participated in the day.

Through powerful rituals on the shores of Thomson Bay—stomping to tapping sticks, leaving traces of themselves in the sand, and acknowledging the spirits of those who once walked the paths—participants connected with the spirit of Wadjemup. They listened to the island's history, bringing to life the stories of those as young as seven who endured the trauma of forced imprisonment. The stories were overwhelming but essential, giving participants a painful but necessary glimpse into the experiences of those men and boys.

Participants then followed the prisoners' footsteps, from the small holding cell to the settlement they built under prison labour. They visited the Quod, where thousands were held. Finally, they gathered at the burial grounds—a place where many now lie, and where precise numbers remain unknown. This space evoked a collective silence that carried significant weight and built a shared understanding that the work of the Department of Justice is woven into a larger, complex narrative.

One key aspect of the visit was learning about the Aboriginal-led Wadjemup Project, one of the largest acts of reconciliation in Western Australia. The Wadjemup Wirin Bidi Commemorative Ceremony, held on 9 November 2024, also offered a profound opportunity to gather in the spirit of healing and remembrance. Wadjemup Wirin Bidi, meaning 'Spirit Trail', was a cultural Ceremony for Aboriginal

Ngalak noongka kadjij

We may never know

Wadjemup is recognised as the largest Aboriginal deaths in custody site in Australia.

Aboriginal men and boys were often escorted long distances in chains before ever setting foot on Wadjemup. Many died or drowned. Many never made it home after their release.

With gaps in official committal and death records, we may never know the true number of Aboriginal deaths.



Ngalak noongka kadjij (We May Never Know) ¹⁰



CEC Cultural Immersion Truth-Telling in action at Wadjemup.

and non-Aboriginal people to facilitate healing and commemorate those affected by the past.

"We are sorry for the incarcerations, we are sorry for the injustice, and we are deeply, deeply sorry for those who lost their lives and were never able to return to their people" (WA Premier Roger Cook, 2024).

The Department staff who participated came away with a renewed commitment to support this project and to further embed truth-telling within the RAP. The journey reminded staff that **reconciliation is about much more than words, it is about actions that honour and respect the layers of history that shape the present.**

At the end of the immersion experience, participants gathered in a yarning circle to reflect. Each staff member shared their thoughts on how they can carry forward these learnings in their roles and embody the responsibility Departmental staff have to support genuine and meaningful change. As the Department moves forward, these key staff members will keep this experience close to their work, building new pathways of trust and hope for the future.

¹⁰ Picture: Ngalak Noongka Kadjij –Picture taken on site at the Wadjemup Aboriginal Burial Ground October 2024.

Our Reconciliation Journey

The Department's RAP journey has moved beyond incremental steps. We have built a RAP that not only deepens the role of the Department, it deepens the responsibility to create and develop policies and programs that transform the way we work and don't repeat the mistakes of the past. We need to acknowledge and respond to historical injustices and continue to support truth-telling initiatives. The dedicated Reconciliation and Policy team is responsible for implementing the RAP and associated activities in partnership with Divisions of the Department. Their work is underpinned by principles that ensure projects have cultural safety mechanisms built in. These include breakout spaces for calm reflection, access to critical supports, providing advice or offering a listening ear.

The Department recognises that acknowledging the painful truths of the past are an important step in demonstrating meaningful change and educating staff through truth-telling initiatives¹¹.

The 2022-24 Innovate RAP included 119 deliverables and faced staffing and geographical challenges in implementation. The 2025-27 RAP deliverables were designed to:

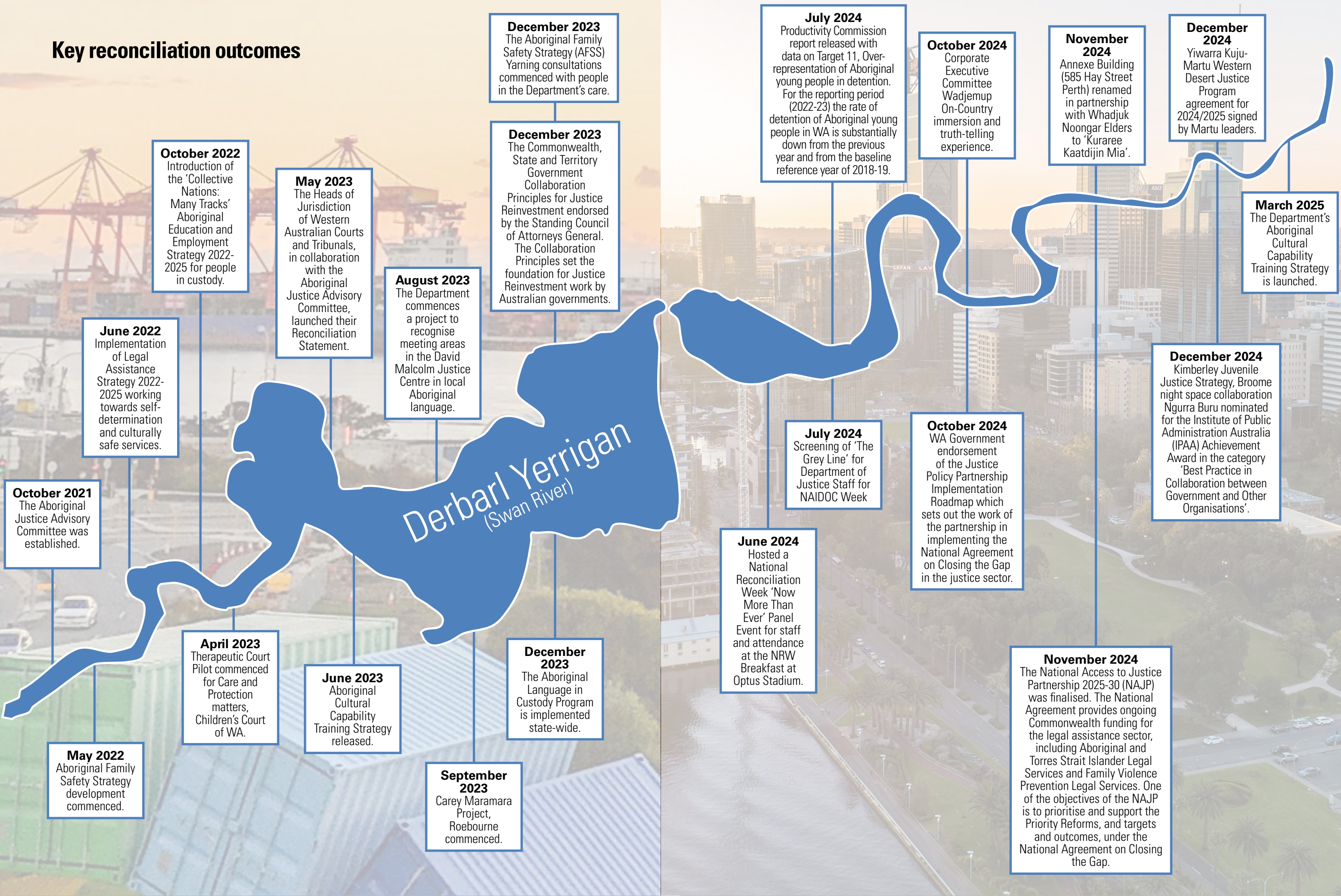
- build the profile of the Reconciliation Team and reinforce the importance of the RAP across the Department.
- incorporate insights into the RAP Impact and Workplace RAP Barometer surveys, highlighting areas for improvement.
- promote cross-divisional collaboration and foster a Department-wide understanding of the RAP implementation framework.
- ensure equitable justice outcomes by building relationships and creating systems that empower Aboriginal people to make decisions regarding their lives and their rights, with a focus on family, culture, Country, history and language.

Some initiatives have been carried over to the 2025-27 RAP. These initiatives are considered essential to the process of reconciliation. It is also important to note that deliverables that were considered 'closed' in the last RAP have been embedded in Departmental activities and are now considered business as usual.

The 2025-27 RAP was developed through inclusive consultation with the Aboriginal Justice Advisory Committee, the RAP Steering Committee, young people and employees, including a private platform for Aboriginal staff to share input. These discussions opened an important and necessary conversation around cultural safety and now drives the RAP's foundation. The Department recognises the bravery of Aboriginal staff and young people who have shared their experiences. Without their input this would not have been possible. Each new deliverable was developed in consultation with relevant business areas and the RAP will be championed by the Corporate Executive Committee, chaired by the Director General. Since the delivery of the RAP, the Department has undertaken some significant initiatives which are showcased below.

¹¹ [Barriers and Enablers to Truth-telling Report 2024](#)

Key reconciliation outcomes



Kimberley Juvenile Justice Strategy

Case Study

Interactions

3857 young people

Physical night space

1121 young people

2925 meals provided

Immediate Response Partnership – Priority Reform Areas One and Two in Action

For years, the Kimberley community, along with service providers and the Western Australian Police Force, have recognised the need for a safe space for street-present young people in Broome. A safe space provides a place that is intended to be free from bias, conflict, criticism, or potentially threatening actions, ideas or conversations. This initiative provides a safe space for street-present young people to attend to keep them from exhibiting anti-social behaviours and coming into contact with the criminal justice system. The main aim of this initiative is to divert young people from coming into contact with the criminal justice system by providing them with a safe space at night when anti-social behaviours tend to be heightened.

Ngurra Buru (meaning 'Night Space' in traditional Yawuru language) is the outcome of the Kimberley Juvenile Justice Strategy Collaborative Design Project (KJJS-Collab Project). Taking place over two years, the first phase of the KJJS-Collab Project involved the co-design of an Immediate Response Night Space concept with State Government agencies, local organisations, and Aboriginal community members, facilitated by Aboriginal backbone community partner, West Kimberley Futures – Empowered Communities (EC-West). EC-West is the Empowered Communities body for the West Kimberley. For this project they provided the co-design committee coordination and secretariat functions, ensuring appropriate local Aboriginal representation throughout the decision-making processes of the committee and support to Kullarri Regional Communities Indigenous Corporation (KRCIC) in implementation. The second phase involved the same co-design team working to operationalise the concept and guide implementation of a two-year pilot.

Ngurra Buru includes a physical safe space location for young people, outreach services (including a night patrol function), food provision, next day family follow-up, assessment, advocacy, and service coordination. The Department engaged KRCIC to run the service, which launched on 2 May 2024.

The Department continues to work on this project, supporting KRCIC through pilot implementation, evaluation and monitoring. This partnership commenced formally in January 2024.

Ngurra Buru and the KJJS-Collab Project are examples of the way of working with Aboriginal communities as outlined in the Productivity Commission's 2024 Closing the Gap Review. Decision-making power is shared and government and community work together to co-design a preferred solution in a place-based and locally led manner. This is a good example of Priority Reform Area One and Two in action. The project was also recognised and nominated in December 2024 at the Institute of Public Administration Australia Western Australia (IPAA WA) Achievement Awards for Best Practice in collaboration across Government Agencies which demonstrates the commitment of the KJJS team to work in genuine partnership with community organisations.

The Department will be looking to establish similar relationships with Aboriginal Community Controlled Organisations, including backbone agencies, over the life of this RAP.



Kullarri Regional Communities Indigenous Corporation members, Kimberley Juvenile Justice Strategy team and local community members.

Aboriginal Cultural Capability Training Strategy

Case Study

The Aboriginal Cultural Capability Training Strategy, released in 2023, was a critical component of the last RAP, and an enabler of other deliverables related to improving Aboriginal engagement, employment or cultural responsiveness.

Some of the key learning outcomes were developed following a baseline survey 'training needs analysis' that was sent to all Justice staff and with external Aboriginal representative organisations to establish a baseline of the Department's Cultural capability. Then, during development of the Strategy, there were internal and external communications to refine and develop the following learning outcomes:

- Develop knowledge of key topics related to Aboriginal cultures in Western Australia.
- Introduce Aboriginal linguistic diversity, and Aboriginal kinship systems, Anglo-Australian kinship and the implications for the work of the Department of Justice.
- Introduce the basic elements of Aboriginal relationships to land; spiritual beliefs and the key ceremonies common to many Aboriginal people and what it means in the workplace today.
- Introduce how intergenerational trauma works through truth-telling¹², the policies and practices that lead to repeated trauma and what it means for the work of the Department.
- Personal stories of experiences in the workplace to help build connections.

Aboriginal Justice Advisory Committee

Case Study

"Reconciliation is a journey we walk every day; we know that cultural safety means different things in different places - we need to also remember the people who made reconciliation possible".¹³

The Aboriginal Justice Advisory Committee was established in October 2021 to provide independent cultural advice and guidance to the Department on justice matters relevant to the WA Aboriginal community, and to ensure that Departmental programs, policies and strategies are developed with the meaningful involvement of Aboriginal people. The Committee comprises a diverse membership of Aboriginal people connected to ten regions across Western Australia.

The Aboriginal Justice Advisory Committee have identified five strategic priority areas:

1. Young People.
2. Safe Housing and Homelessness.
3. Aboriginal Workforce Development and Employment.
4. Procurement and Aboriginal Community Controlled Organisations.
5. Prevention of Deaths in Custody.

These priority areas have been embedded within this plan to ensure that collectively we work together to provide meaningful and sustainable change.

¹² [Many Truths Six Seasons Process for a guiding Truth Telling Framework](#)

¹³ Aboriginal Justice Advisory Committee Members 2024.

Cultural Safety – a critical new deliverable

The need to provide a culturally safe workplace for Aboriginal employees at the Department of Justice is clear. Led by the Reconciliation and Policy team, consultations with Aboriginal employees sought to understand more deeply what ‘cultural safety’ meant in terms of being employed in the Department.

Learnings from the consultation will be further developed and refined into a Cultural Safety Framework for the Department, which forms an important new deliverable in this RAP. This will demonstrate an ongoing commitment to provide a better support network and continue to build on the Aboriginal Cultural Capability Strategy¹⁴ (a commitment in the last RAP) and enhance the two-way understanding that is required to make the Department a culturally safe workplace.

The Reconciliation and Policy team collaborated with the Department’s Aboriginal Workforce Development team to organise the workshops. The original intent of this consultation was to create a statement for the RAP and in the first session the group developed the following statement:

What we started with:

“Cultural safety means equipping managers and staff with the tools and understanding to support us to be able to manage our ongoing cultural responsibilities including managing cultural load.”

During this process, it became clear there are different experiences and interpretations of cultural safety. This deep, reflective conversation informed the work which has now become the developing Cultural Safety Framework.

Permission has been granted by Aboriginal staff to share quotes from these discussions. We thank those who shared their journey to inform this RAP, and we look forward to working on the next steps for this deliverable.

“Aboriginal employees must be supported in their social and emotional wellbeing to be able to support people in the Department’s care to help others to manage their wellbeing.”

“When organisations do not do this well it tends to lead to conflict and lateral violence amongst Aboriginal people. Aboriginal people feeling powerless against the status quo will often turn on each other.”

New themes of **Cultural Sensitivity, Cultural Responsibility, Cultural Security** and **Cultural Load** have since informed the foundations of this developing framework as well as enabling Aboriginal employees to better explain behaviours and assumptions that may compromise their cultural safety.

We learned the importance of social and emotional wellbeing underpinning the work we do as a “foundation of understanding” that recognises Aboriginal people’s connection to land, sea, identity, culture and spirituality all influence wellbeing.

It reminds us to apply a cultural lens over the work we are doing.

It is also important to acknowledge that this was a conversation at one point in time during 2024, and the Reconciliation and Policy team in partnership with Aboriginal Workforce Development are committed to continuing to listen and refine this learning as we continue to build Cultural Safety here at the Department.

Other themes in these discussions included but were not limited to:

- Social and emotional wellbeing being a critical component to any form of wellbeing and must be considered.
- What restoration and healing may look like.
- Walking together.
- The centrality of family and kinship.

¹⁴ Aboriginal Cultural Capability Training Strategy published June 2023.

Cultural Sensitivity

Refers to the knowledge, awareness and acceptance of cultural differences of Aboriginal people.

Cultural Responsibility

A set of expectations experienced by Aboriginal people, imposed by Aboriginal Community, which includes things like showing up for family, community and Country, and advocating for rights as Aboriginal people to self-determine health, wellbeing and healing needs.

Cultural Security

Is about creating an environment that is safe for Aboriginal people. This means there is no discrimination, challenge or denial of Aboriginal people's identity and experiences.

Cultural Load

Is the additional workload carried by Aboriginal people in the workplace.

Cultural load can be much more than just being asked by the workplace to contribute to, or lead culturally focussed activities, such as being asked to educate the workforce on Aboriginal history or systemic racism. It is also about the many responsibilities and obligations Aboriginal people have in their lives that they balance every day. This includes:

- Cultural responsibilities in relation to caring for family members and extended family.
- Being part of local advisory councils and boards.
- Balancing living and working in community.
- Living and working off Country.

Cultural load is highly visible to Aboriginal people, and when the burden to carry the load is placed on Aboriginal people it can cause harm.

The term '**colonial load**' is often used in conjunction with cultural load and refers to the expectation placed on Aboriginal people to assist in addressing systemic injustices caused by the legacy of colonisation, often through initiatives led by non-Aboriginal Australians.

The RAP is a living tool for the Department and further development of the terminology and the framework will be undertaken in the next phase of engagement.

What next? The Department is committed to further developing and refining this framework, which is now a key deliverable within this RAP. This is in alignment with the Banksia Hill model of care being developed in partnership with Aboriginal leaders and Aboriginal communities, to deliver improved welfare, health and rehabilitation services for young people.

RAP Steering Committee

The Department has a well-established RAP governance mechanism in the form of its RAP Steering Committee. The Department's RAP Steering Committee meets regularly to provide advice and oversee the development and implementation of the RAP. Overseen from 2022–2024 via a co-chair arrangement, the RAP Steering Committee comprises Aboriginal staff members and other senior representatives from areas throughout the Department.

Terms of Reference and membership are reviewed annually to ensure the Department remains responsive and innovative. All members are expected to champion the RAP and are personally committed to advancing reconciliation.

Membership of the RAP Steering Committee from 2022–2024 included:

- Deputy Director General, Strategic Reform (Co-Chair)
- Executive Director, Aboriginal Justice Transformation (Co-Chair)
- Assistant Director, Talent and Diversity
- Commissioner for Victims of Crime
- Commissioner, Equal Opportunity Commission
- Deputy Commissioner, Offender Services
- Deputy Director General, People Culture and Standards
- Director, Reconciliation
- Executive Director, Advisory Services
- Executive Director, Magistrates Court and Specialist Jurisdictions
- Executive Manager, Aboriginal Strategic Services, Courts and Tribunal Services
- Manager People Development, Public Trustee
- Manager, Aboriginal Justice Unit
- Public Advocate
- Registrar, Registry of Births, Deaths and Marriages.

The above membership will continue into 2025-2027, including Deputy Director General, Strategy and Organisational Performance.

The Reconciliation and Policy team, in partnership with business areas, will develop Divisional RAP implementation plans which will be critical for success. Individualised plans will be used to inform teams on RAP progress against initiatives.

RAP Steering Committee meetings will be centred around the pillars of reconciliation (Respect, Relationships and Opportunities) and be underpinned by key recommendations highlighted in the Productivity Commission's Closing the Gap Review 2024¹⁵, which has informed development of the new reporting framework. The National Agreement on Closing the Gap is built around four Priority Reforms to change the way governments work with Aboriginal communities, organisations, and people to accelerate improvements. It is important to note that the Priority Reforms arose from the partnership between Australian governments and the Coalition of Peaks. They respond to the voices and aspirations of Aboriginal people. Closing the Gap Priority Reform Areas have also been mapped against deliverables for greater accountability and oversight.¹⁶ The Western Australian Office of Crime Statistics and Research (WACSAR) is kindly supporting the Reconciliation and Policy team to develop appropriate evaluation measures for this RAP.

Strategic Context

The RAP Steering Committee and the Department's reconciliation agenda is embedded across several different working groups and committees that have remits to contribute uniquely to reconciliation and advancing the rights of Aboriginal people.

¹⁵ [Study Report - Closing the Gap review - Productivity Commission](#)

¹⁶ [Priority Reforms — Coalition of Peaks](#)

Aboriginal Justice Advisory Committee

The Aboriginal Justice Advisory Committee was established in October 2021 (a previous RAP Deliverable) to provide independent cultural advice and guidance to the Department on justice matters relevant to Aboriginal communities in Western Australia.

The Aboriginal Justice Advisory Committee membership comprises Aboriginal people from across the State, connected to one of the 10 regions: North Metropolitan, South Metropolitan, Great Southern, South West, Midwest/Gascoyne, Goldfields, Ngaanyatjarra Lands, Pilbara, East Kimberley and West Kimberley. The Aboriginal Justice Advisory Committee is chaired by the Department's Director General with secretariat support provided by Aboriginal Justice Transformation directorate.

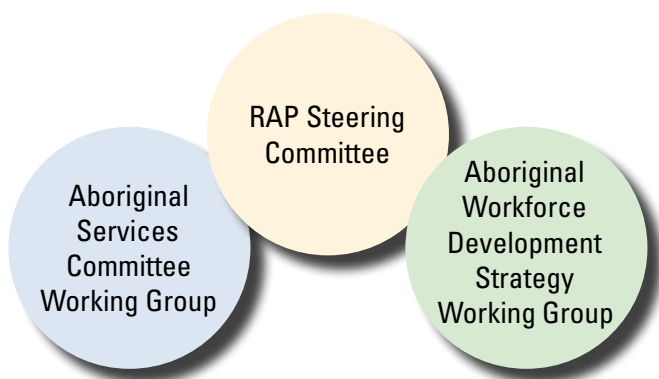


Figure 2: Decision making Committees and Working Groups across the Department working towards reconciliation¹⁷

Aboriginal Justice Open Days

Case Study

Open Days continue to be delivered in priority locations using a culturally safe, collaborative service model with partners (Departments of Transport and Communities, Registry of Births Deaths and Marriages, Sheriff's Office, Office of Criminal Injuries Compensation, Services Australia, Australian Electoral Commission, a range of local service providers and Aboriginal Community Controlled Organisations, reflecting service needs identified by the host community. This includes access to a range of services such as applying for birth certificates and registering births, setting up time to pay arrangements for outstanding fines and being referred to Work and Development Permit sponsors, applying for driver's licences, undertaking theory and practical driver testing, driver training and education, Centrelink services, accessing community development programs and accessing legal and financial assistance.

During the 2023/2024 financial year, the Aboriginal Justice team coordinated 141 Open Days, with 4,361 people attending from metropolitan, regional and remote Aboriginal communities achieving more than 14,800 individual outcomes.



141 Open Days delivered, assisting **4,361** community members to access essential identity, registration and licensing documents.

¹⁷ Aboriginal Services Committee initiative - this group is responsible for oversight and decision-making of the data and information gathered and reported on from the Local Aboriginal Service Committee reports.

Deliverables

The Department's Deliverables have been mapped against the National Agreement on Closing the Gap Priority Reform Areas. This ensures we are aligning our work with The National Agreement on Closing the Gap Study Report (2024, Productivity Commission)¹⁸ findings on what is still required when implementing the Priority Reforms.

Priority Reform 1

Formal partnerships
and shared
decision-making

Priority Reform 2

Building the
community-
controlled sector

Priority Reform 3

Transforming
government
organisations

Priority Reform 4

Shared access
to data and
information at a
regional level

¹⁸ [National Agreement on Closing the Gap Study Report \(2024, Productivity Commission\)](#)



Relationships

The Department will continue its pathway of collaboration with WA Aboriginal communities in a manner that continues to improve the outcomes for Aboriginal people who are involved with the Department in Western Australia. This also includes a commitment to ensuring the workforce is strengthened to deliver services that are more receptive to the needs of the communities we serve.

Action 1: Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.

Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
1.1 Implement the Department's Aboriginal Engagement Plan to facilitate effective engagement and promote partnerships with Aboriginal stakeholders including developing guiding principles for future engagement.	PR1	December 2025	Aboriginal Justice Transformation
1.2 Build relationships with WA Aboriginal communities and Aboriginal Community Controlled Organisations through the collaborative development of relevant data and materials to support Aboriginal Victims of Crime.	PR4	August 2025, 2026	Commissioner for Victims of Crime
1.3 Develop an agreement between the Aboriginal Mediation Service and an Aboriginal Community Controlled Organisation to deliver complementary services to support Aboriginal communities in resolving conflict.	PR1 PR2	August 2025, 2026	Aboriginal Justice Transformation
1.4 Continue to partner with the <i>Yiwarra Kuju – Martu Western Desert Justice Program</i> to deliver on-Country diversionary programs for adults and youth to improve outcomes for Traditional Owners in the Pilbara Region.	PR1 PR2	October 2025, October 2026	Commissioner Corrective Services
1.5 Establish partnerships with relevant Aboriginal Land Councils and Prescribed Bodies Corporate to facilitate an exchange of information to support Aboriginal clients in accessing Native Title entitlements.	PR1	December 2025, 2026	Public Trustee
1.6 Engage with WA Aboriginal Community Controlled Health Organisations to establish positive working relationships and increase understanding of the role and services of the Office of the Public Advocate.	PR1	December 2025, 2026	Office of the Public Advocate

Action 2: Build relationships and awareness by celebrating National Reconciliation Week (NRW).

Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees to promote examination and discussions over the annual theme.	-	May 2025, 2026	Aboriginal Justice Transformation
2.2 RAP Steering Committee members to participate in at least one external NRW event.	-	27 May – 3 June 2025, 2026	RAP Steering Committee Chair

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
2.3	Encourage and support employees, particularly Corporate Executive Committee and senior leaders, to participate in at least one external event to recognise and celebrate NRW.	-	27 May – 3 June 2025, 2026	Director General
2.4	Organise at least one NRW event each year.	-	27 May – 3 June 2025, 2026	Aboriginal Justice Transformation
2.5	Register the Department's NRW events on Reconciliation Australia's NRW website.	-	May 2025, 2026	Aboriginal Justice Transformation

Action 3: Promote reconciliation through our sphere of influence by raising internal and external awareness of the RAP and the services the Department offers.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
3.1	Provide new employees with information about the RAP and the Department's expectations and commitment to reconciliation and Closing the Gap.	-	December 2025, 2026	Deputy Director General, Corporate Services
3.2	Develop and implement strategies to engage Departmental employees in reconciliation.	-	April 2025, December 2026	Aboriginal Justice Transformation
3.3	Communicate our commitment to reconciliation publicly.	-	June 2025, 2026	Aboriginal Justice Transformation
3.4	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	-	October 2025, 2026	Aboriginal Justice Transformation
3.5	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	-	December 2025, 2026	Aboriginal Justice Transformation
3.6	Use the Department's social media platforms to promote reconciliation initiatives and events.	-	December 2025, 2026	Director, Strategic Communications
3.7	Support and create opportunities to positively influence senior executive to drive reconciliation outcomes and champion reconciliation in the Department.	-	December 2025, 2026	Director General
3.8	Maintain the Department's corporate membership with Reconciliation WA and share and communicate success stories externally via Reconciliation WA Newsletter.	-	June 2025, 2026	Aboriginal Justice Transformation
3.9	Establish and maintain a partnership with the Wadjemup Project and share data with the Elders Working Group to address gaps in historical records.	PR1 PR4	December 2025	Registrar, Registry of Births, Deaths and Marriages
3.10	Increase the visibility of reconciliation related initiatives, policy and awareness on the Department's internal and external platforms.	-	December 2025, 2026	Deputy Director General, Strategy and Organisational Performance
3.11	Provide opportunities for staff to learn about the RAP and associated activities.	-	March, June, September, December 2025, 2026	Aboriginal Justice Transformation

Action 4: Promote positive race relations through anti-discrimination policies.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
4.1	Continue to review HR policies and procedures to identify existing anti-discrimination provisions, and to support future needs.	-	October 2025	Deputy Director General, Corporate Services
4.2	Continue to engage Aboriginal staff and/or Aboriginal advisors (appropriately remunerated) to consult on the Department's anti-discrimination policy.	PR1	September 2025	Deputy Director General, Corporate Services
4.3	Develop, implement, and communicate an anti-discrimination policy for the Department, which includes a mechanism for employees and external stakeholders to report culturally unsafe practises.	-	December 2025, 2026	Deputy Director General, Corporate Services
4.4	Review and implement policies and procedures to promote cultural safety and substantive equality provisions.	PR3	December 2025, 2026	Deputy Director General, Strategy and Organisational Performance
4.5	Collaborate with Aboriginal Community Controlled Organisations to build a model of implementation for cultural safety that is embedded at all levels in the Department. (Cultural Safety Framework).	PR1 PR3	December 2025, 2026	Deputy Director General, Corporate Services Aboriginal Justice Transformation
4.6	Continue to build capability amongst senior leaders on the impacts of racism, including its systemic, interpersonal, and cultural dimensions, to promote accountability and drive meaningful change within the Department.	PR3	October 2025, 2026	Deputy Director General, Corporate Services

Action 5: Promote positive partnership-building between Aboriginal and non-Aboriginal stakeholders, including Aboriginal Community Controlled Organisations.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
5.1	Ensure Aboriginal Justice Advisory Committee advice is embedded in the development and delivery of RAP deliverables.	PR1	April 2026	Aboriginal Justice Transformation RAP Steering Committee
5.2	Lead discussions about formal partnership-building and opportunities for inter-agency support for partnership building with Aboriginal stakeholders, at Reconciliation Industry Network Group (RING) meetings annually.	-	October 2025, 2026	Aboriginal Justice Transformation
5.3	Develop guiding principles for consultation practices to engage Aboriginal Communities through shared decision-making, adhering to relevant Cultural Authority processes.	PR1	October 2025, 2026	Aboriginal Justice Transformation

The Department will continue to collaborate with Aboriginal communities in WA to improve the outcomes for Aboriginal people who are involved with the Department. This also includes a commitment to building and enhancing relationships with Aboriginal staff, ensuring the workforce is strengthened to deliver services that are more receptive to the needs of the communities we serve.¹⁹

¹⁹ Aboriginal Workforce Development Strategic Commitment & Workforce Diversification and Inclusion Strategy and Action Plan 2021-2025.



Respect

Action 6: Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning, truth-telling and building a culturally safe environment.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
6.1	Conduct a review of cultural learning needs within the Department.	-	December 2025	Aboriginal Justice Transformation
6.2	Consult local Traditional Owners and/or Aboriginal Elders and Leaders review and to inform the Department's Aboriginal Cultural Capability Training Strategy.	-	March 2026	Aboriginal Justice Transformation
6.3	Conduct an independent culturally secure evaluation of the Aboriginal Cultural Capability Training Strategy and its implementation with outcomes to be measured using competency and responsiveness data across the Department and over time.	-	June 2026	Aboriginal Justice Transformation
6.4	Develop and implement a continuous cultural learning framework that sets professional standards for staff participation in face-to-face activities to enhance cultural competency across the Department.	PR3	June 2026	Deputy Director General, Corporate Services Supported by Aboriginal Justice Transformation.
6.5	Provide opportunities for RAP Steering Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	-	June 2026	Aboriginal Justice Transformation
6.6	Provide opportunities for CEC members to participate in formal and structured cultural immersion activities no less than 1.5 days, at a location of Cultural significance.	-	December 2025, 2026	Aboriginal Justice Transformation
6.7	Continue to implement the Cultural Symposia series (up to 4 each year) and increase number of staff viewing past sessions.	-	March 2026, 2027	Aboriginal Justice Transformation
6.8	Work with local Aboriginal communities, organisations and stakeholders to explore opportunities to acknowledge historical injustice in locations across WA.	-	March 2027	Aboriginal Justice Transformation
6.9	Adapt relevant Departmental templates to require business areas to demonstrate Closing the Gap principles have been considered.	-	Dec 2025, 2026	Aboriginal Justice Transformation Aboriginal Outcomes
6.10	Provide opportunities for on-Country cultural truth-telling immersion experiences for Directors, including leadership staff and those who deliver on successful RAP outcomes.	-	December 2025, 2026	Aboriginal Justice Transformation
6.11	Develop and deliver Aboriginal-led place-based family and domestic violence training for Justice staff, to educate on the unique experiences and barriers facing Aboriginal victim-survivors engaging with the justice system.	PR3	December 2025, 2026	Commissioner for Victims of Crime
6.12	Explore opportunities to develop culturally appropriate support services addressing cultural/colonial load and trauma experienced by staff.	PR3	December 2025	Deputy Director General, Corporate Services

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
6.13	Provide an annual session for Parliamentary Counsel's Office (PCO) staff focusing on Aboriginal customary law or Aboriginal customary practices, and how they interact with the WA legal system.	PR3	December 2025, 2026	Parliamentary Counsel's Office

Action 7: Demonstrate respect to Aboriginal people by observing cultural protocols.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
7.1	Increase employees' understanding of the purpose and significance behind cultural protocols, including the development of aids to assist in Acknowledgement of Country and Welcome to Country protocols.	-	December 2025, 2026	Aboriginal Justice Transformation
7.2	Review and update the Department's Cultural Protocols document to consider place-based protocols for Welcome to Country and Acknowledgement of Country.	-	December 2025, 2026	Aboriginal Justice Transformation Strategic Communications
7.3	Continue to invite a recognised local Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	-	June 2025, 2026	Corporate Executive Committee
7.4	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and significant events.	-	June 2025, 2026	Corporate Executive Committee
7.5	Develop a permanent Acknowledgement of Country plaque with Whadjuk Noongar Elders for the David Malcolm Justice Centre.	-	June 2026	Supreme Court
7.6	Establish initiatives within the Department to improve understanding of Aboriginal cross-cultural communication.	-	October 2025, 2026	Deputy Director General, Strategic Reform Director Strategic Policy Corporate Services/ Learning and Development
7.7	Continue to develop programs with Aboriginal Community Controlled Organisations for Aboriginal people in the Department's care to increase understanding and promote the preservation of traditional Aboriginal cultures and languages. (Including ensuring assessment tools are culturally responsive).	PR1	December 2025, 2026	Commissioner Corrective Services
7.8	Facilitate consultations with Aboriginal stakeholders for the development of a style guide for the appropriate and practical use of language when writing with, for and about Aboriginal people, including place-based Acknowledgements.	PR1	December 2025, 2026	Deputy Director General, Strategy and Organisational Performance Supported by Strategic Communications

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
7.9	Investigate how the Department could incorporate both English and local languages for signage within the Department's locations or sites in partnership and with Local Aboriginal Elders to contribute to the strengthening of language in practical, everyday use.	-	December 2025, 2026	Commissioner Corrective Services Supported by Strategy and Organisational Performance and Director General's Office

Action 8: Build respect for Aboriginal cultures and histories by celebrating NAIDOC Week.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
8.1	RAP Steering Committee members to participate in an external NAIDOC Week event.	-	First week July 2025, 2026	RAP Steering Committee
8.2	Continue to review HR policies and procedures and increase staff and managers' awareness to remove barriers to staff participating in NAIDOC Week.	-	December 2025, 2026	Deputy Director General Corporate Services
8.3	Promote and encourage all employees, particularly Corporate Executive Committee members and senior leaders, to participate in external NAIDOC events.	-	First week July 2025, 2026	Aboriginal Justice Transformation
8.4	Organise at least one major Departmental NAIDOC week event each year.	-	First week July 2025, 2026	Aboriginal Justice Transformation

Action 9: Provide opportunities for Aboriginal people in the Department's care to display their artworks²⁰.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
9.1	Ensure artwork produced by Aboriginal people in the Department's care is professionally and lawfully managed, with due regard to legal, professional and Cultural considerations.	-	June 2025, 2026	Commissioner Corrective Services
9.2	Ensure artwork acquired by the Department from Aboriginal people in the Department's care is done ethically and lawfully and is professionally and lawfully managed and displayed throughout the State in locations managed by the Department.	-	June 2025, 2026	Commissioner Corrective Services
9.3	Explore options for Aboriginal artwork for commemorative Birth Certificates in Western Australia.	-	December 2025, 2026	Registrar, Registry of Births, Deaths and Marriages

Action 10: Build a network of trauma informed services to support Aboriginal people who interact with the Department.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
10.1	Create a centralised resource of Departmental services contact listings to support and refer Aboriginal clients when they need information that falls outside the authority of the Public Trustee.	-	December 2025, 2026	Public Trustee
10.2	Develop a centralised resource of verified details of trauma informed service delivery for the Department to refer services that can assist community and Aboriginal people in the Department's care.	-	December 2025, 2026	Commissioner Corrective Services

²⁰ Artwork is managed under the Commissioner's Operating Policies and Procedures.



Opportunities

The Department acknowledges that allowing for diversity and inclusivity among employees develops a workplace that is more representative of the Department's clients and the greater WA community. The Department is committed to working with current staff to promote and develop pathways for leadership and ensuring we are embedding the learnings from the Cultural Safety Framework. A key focus area for the Department is improving the employment and retention rate of Aboriginal employees.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
11.1	Continue to build understanding of current Aboriginal staffing within the Department to inform future employment and professional development opportunities.	-	September 2025, 2026	Deputy Director General, Corporate Services
11.2	Continue to engage with Aboriginal staff to consult on the Department's recruitment, retention and professional development strategy.	-	October 2025, 2026	Deputy Director General, Corporate Services
11.3	Continue to develop and implement an Aboriginal recruitment, retention and professional development strategy.	-	December 2025, 2026	Deputy Director General, Corporate Services
11.4	Continue to advertise job vacancies to effectively reach Aboriginal stakeholders.	-	December 2025, 2026	Deputy Director General, Corporate Services
11.5	Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal participation in the Department.	-	December 2025, 2026	Deputy Director General, Corporate Services
11.6	Set and work towards achieving tailored Aboriginal workforce development commitments and aspirational targets at a divisional level to increase representation and satisfaction of Aboriginal staff.	-	August 2026, 2027	Deputy Director General, Corporate Services
11.7	Establish streamlined processes to remove barriers when appointing Aboriginal employees into mid to high salary groupings (to improve the Department's Equity Index measures).	-	October 2025, 2026	Deputy Director General, Corporate Services
11.8	Develop and implement a comprehensive Aboriginal Leadership Development Program to support the career progression of Aboriginal Employees. Including exploration of partnerships with organisations such as the Western Australian Aboriginal Leadership Institute (WAALI) to offer placements in the Yorga Djenna Bidi and or other emerging leadership programs.	-	October 2025, 2026	Deputy Director General, Corporate Services Commissioner Corrective Services
11.9	Establish and fill a full-time equivalent (FTE) senior Aboriginal officer position within Office of the Public Advocate (OPA) in 2025 to better inform OPA's policies and practices to improve the cultural safety of OPA's services, within the confines of the legislation.	PR3	December 2025, 2026	Office of the Public Advocate
11.10	Tailor initiatives for Courts and Tribunal Services to support Aboriginal employees' career progression and leadership development.	-	December 2025, 2026	Deputy Director General, Courts and Tribunal Services

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
11.11	Establish relationships with Aboriginal employment and support networks, including those within WA Universities, to improve the representation of students and current staff participating in employment pathways.	PR1	December 2025, 2026	Deputy Director General, Corporate Services
11.12	Explore Aboriginal representation on the Employment Screening Review Committee to ensure employment screening is culturally informed and does not unfairly preclude Aboriginal applicants from employment in the Department.	PR1	December 2025	Deputy Director General, People Culture and Standards
11.13	Consult with Aboriginal Justice Transformation on legislation that may affect predominantly Aboriginal people or communities.	-	December 2025, June 2026	Executive Director Legislative Services

Action 12: Increase Aboriginal supplier diversity to support improved economic and social outcomes.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
12.1	Develop and implement a Departmental Aboriginal procurement strategy which embeds the Whole of Government Aboriginal Community Controlled Organisations Strategy.	-	December 2025, 2026	Deputy Director General, Corporate Services
12.2	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	-	July 2026	Deputy Director General, Corporate Services
12.3	Review and update procurement practices to remove barriers, including a review of large work packages to provide opportunities for smaller business.	-	December 2026	Deputy Director General, Corporate Services
12.4	Investigate opportunities to develop commercial relationships with Aboriginal-owned businesses.	PR1	December 2025, 2026	Deputy Director General, Corporate Services
12.5	Achieve a grant agreement target of 100% directed to Aboriginal Community Controlled Organisations under the Kimberley Juvenile Justice Strategy (KJJS).	PR2	July 2025	Aboriginal Justice Transformation
12.6	Establish specific processes to build capacity and a culture of continuous improvement with KJJS funded Aboriginal organisations in the Kimberley.	PR2	December 2025, 2026	Aboriginal Justice Transformation

Action 13: Implement strategies to improve justice outcomes for Aboriginal people including strengthening the Department's relationships with Aboriginal Community Controlled Organisations.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
13.1	Continue to deliver on the Department's commitment to Closing the Gap as set out in Western Australia's Jurisdictional Implementation Plan by: Continuing to implement and report on initiatives to achieve outcomes for which the Department is responsible (specifically Outcomes 10 and 11 to reduce the overrepresentation of Aboriginal people incarcerated or in detention) including Priority Reforms; and Continuing collaboration with other agencies to support the delivery of outcomes.	PR1 PR2 PR3 PR4	December 2025, 2026	Corporate Executive Committee
13.2	Continue to strengthen the role of Aboriginal Services Committee Initiative (ASC) including strengthening reporting to ensure any gaps, trends or opportunities for improvement can be expedited relating to regional service delivery for Aboriginal people.	PR1	March, June, September, December 2025, 2026	Commissioner Corrective Services
13.3	Explore opportunities to partner with Peak Bodies on youth justice reform.	PR1	December 2025	Commissioner Corrective Services
13.4	Consult with relevant Aboriginal Community Controlled Organisations when preparing the Open Day Program schedule.	PR1	March 2026, 2027	Aboriginal Justice Transformation
13.5	Finalise the Aboriginal Family Safety Strategy and consider opportunities for implementation.	PR1	June 2026	Aboriginal Justice Transformation
13.6	Explore opportunities to develop a hybrid model where Justice and Aboriginal Community Controlled Organisations are working together and providing services to victims of crime in remote and regional areas of WA.	PR2	December 2025, 2026	Commissioner Victims of Crime
13.7	Consult with Aboriginal Community Controlled Organisations and identify a minimum of four new priority locations for targeted Open Days in addition to the financial year Open Day schedule.	PR2	December 2025, 2026, and March 2027	Aboriginal Justice Transformation
13.8	Establish and lead a Working Group to compile guiding principles for culturally safe practices to be utilised across the Department, based on the effectiveness and practice at Open Days.	PR3	December 2025, June 2026	Aboriginal Justice Transformation
13.9	Provide promotional material to Aboriginal Community Controlled Organisations, peak bodies and networks to promote awareness and improve attendance at Open Days.	PR3	December 2025	Aboriginal Justice Transformation
13.10	Develop culturally appropriate material to improve the promotion and advertising of Open Days.	PR3	December 2025	Aboriginal Justice Transformation Strategy and Organisational Performance

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
13.11	Explore partnership with Curtin University's Centre for Aboriginal Studies for pathway planning opportunities for young people in the Department's care.	-	August 2026	Commissioner Corrective Services
13.12	Review and update both youth and adult At Risk Management System (ARMS) manuals to embed the Cultural Social and Emotional Wellbeing Framework relating to risk management.	-	June 2026	Commissioner Corrective Services
13.13	Develop and implement a Corrective Services Aboriginal Suicide Prevention Strategy.	-	December 2025, 2026	Commissioner Corrective Services
13.14	Consult and consider feedback from Peer Support in prisons and develop guiding principles or framework to assist the Peer Support Team in supporting young people in the Department's care.	-	October 2025, 2026	Commissioner Corrective Services
13.15	Consult with regional prisoners to establish improvements to access to services, transport, returning to the community, bail conditions that allow safe return to community and in a timely manner.	-	October 2025, 2026	Commissioner Corrective Services
13.16	Increase the number of partnerships that provide tertiary education/apprenticeship opportunities for individuals in custody to enhance post release work opportunities and reduce the chances of recidivism.	-	December 2025, 2026	Commissioner Corrective Services
13.17	Increase awareness and explore opportunities to increase the number of Aboriginal people in the Department's care using and receiving support for Family and Domestic Violence.	-	December 2025, 2026	Commissioner for Victims of Crime
13.18	Allocate dedicated resources to support the delivery of major initiatives, including an Aboriginal Employee Conference.	-	September 2026	Deputy Director General, Corporate Services
13.19	Explore opportunities to address and educate Departmental staff on the effects of Lateral Violence.	-	October 2025, 2026	Deputy Director General, Corporate Services Workforce Services Directorate
13.20	Continue to expand the Senior Aboriginal Liaison Program.	-	October 2025, 2026	Deputy Director General, Courts and Tribunal Services
13.21	Develop a plan to support the translation of key court and tribunal related resources into various Aboriginal languages, similar to other Australian jurisdictions.	-	October 2025	Deputy Director General, Courts and Tribunal Services
13.22	Explore vicarious trauma training opportunities to develop and support the Department's operational employees and Senior Aboriginal Liaison Officers in the Courts and explore opportunities to expand this across the Department.	-	October 2025, 2026	Deputy Director General, Courts and Tribunal Services
13.23	Review and update the Criminal Property Confiscations Grants Program to identify ongoing improvements and address barriers for applicants.	-	December 2025, 2026	Deputy Director General, Strategic Reform

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
13.24	Identify intra and/or interstate conferences that focus on improving justice and social economic outcomes to promote greater awareness of the best practice principles of the Open Days Program.	-	December 2025, March 2026	Aboriginal Justice Transformation
13.25	Lead the development of a cost benefit analysis on the Open Days Program that captures the social and economic benefits of the program in consultation with the Open Days Working Group and its partners.	-	June 2026	Aboriginal Justice Transformation
13.26	Utilise community engagement opportunities to promote awareness and provide information sessions to Aboriginal Community Controlled Organisations, peak bodies and government and non-government agencies about the Open Days Program and what individuals can achieve during the Open Days.	-	October 2025, 2026 and March 2026	Aboriginal Justice Transformation
13.27	Continue to connect with agency partners via the RAP RING (Reconciliation Industry Network Group) to support better outcomes for those in the Justice system.	-	December 2025, 2026	Aboriginal Justice Transformation
13.28	Review and update, as business needs allow, public facing OPA information to ensure accessibility and relevance to Aboriginal clients, their family members and service providers.	-	December 2025	Office of the Public Advocate
13.29	Publish easy to read material on the Public Trustee website ensuring clients and community stakeholders can understand the Public Trustee's role and responsibilities.	-	December 2025, 2026	Public Trustee



Governance

The assessment of the RAP will focus on the following priorities:

- Governance and leadership: Demonstrating commitment and monitoring deliverable implementation.
- Cultural awareness and respect: Participation rates and outcomes of cultural competency training.
- Employment and opportunities: Progress toward Aboriginal employment targets and procurement with Aboriginal-owned businesses.
- Community engagement: Strength and quality of partnerships with Aboriginal stakeholders.
- Communication: Effectiveness of internal and external communication in promoting reconciliation internally and externally.
- Accountability: Continually monitor progress and review areas for improvement.

Action 14: Maintain an effective RAP Steering Committee to drive governance of the RAP.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
14.1	Maintain Aboriginal representation on the Steering Committee.	-	April, June, August, October, December 2025, 2026	RAP Steering Committee Chair
14.2	Review and amend the Department's Terms of Reference for the RAP Steering Committee annually.	-	April 2025, 2026	Aboriginal Justice Transformation
14.3	Meet up to six times per year to drive and monitor RAP implementation.	-	Feb, April, June, August, October, December 2025, 2026, 2027	Aboriginal Justice Transformation
14.4	Continue to support the Aboriginal Justice Advisory Committee, to provide culturally based advice to the Director General, and deliver on their Aboriginal Justice Advisory Committee identified strategic priorities.	PR1	August 2025, 2026	Aboriginal Justice Transformation

Action 15: Provide appropriate support for effective implementation of RAP commitments.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
15.1	Continue to define and provide adequate resourcing to oversee RAP implementation, monitoring and review to the Aboriginal Justice Transformation directorate.	-	June 2025, 2026	Director General
15.2	Engage and report to senior leaders and other staff on the delivery of RAP commitments.	-	April, July, October 2025, April, July, October 2026	Aboriginal Justice Transformation
15.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	-	Dec 2025	Aboriginal Justice Transformation
15.4	Corporate Executive Committee members to be active RAP Champions, demonstrating their commitment to all RAP actions and deliverables, to advance reconciliation in the Department.	-	April, July, October 2025, April, July, October 2026	Director General

Action 16: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
16.1	Embed AJAC Priority Areas within actions of the RAP for greater accountability.	PR1	May 2025	Aboriginal Justice Transformation
16.2	Contact Reconciliation Australia to verify that the Department's primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	-	May 2025, 2026	Aboriginal Justice Transformation
16.3	Contact Reconciliation Australia to request the Department's unique link, to access the online RAP Impact Measurement Survey.	-	August 2025, 2026	Aboriginal Justice Transformation
16.4	Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	-	September 2025, 2026	Aboriginal Justice Transformation
16.5	Report RAP progress to all staff and senior leaders after each steering committee meeting via a communique.	-	April, June, August, October Dec 2025, 2026	Aboriginal Justice Transformation
16.6	Publicly report the Department's RAP achievements, challenges and learnings, annually.	-	September 2025, 2026	Deputy Director General, Strategy and Organisational Performance
	Including reporting on the Closing the Gap commitments in the Annual report.			
	Increasing understanding of the Department's work towards Priority Reforms.			Aboriginal Justice Transformation
16.7	Undertake an environmental scan of RAP deliverables and publish findings with recommendations that address gaps.	-	March 2026	Aboriginal Justice Transformation
16.8	Continue participating in Reconciliation Australia's biennial Workplace RAP Barometer and apply RAP barometer learnings to the RAP lifecycle.	-	May 2026	Aboriginal Justice Transformation
16.9	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	-	January 2027	Aboriginal Justice Transformation

Action 17: Continue the Department's reconciliation journey by developing the next RAP.

	Deliverable	Priority Reform Area	Reporting Timeline	Responsibility
17.1	Register via Reconciliation Australia's website to begin developing the Department's next RAP.	-	September 2026	Aboriginal Justice Transformation

Please direct all enquiries to
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