



Department of  
**Primary Industries and  
Regional Development**



# Reconciliation Action Plan July 2019–December 2020 Reflect



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Cover image: Emu's Feeding by Robert Joseph Kickett. See appendix for artist's biography.

## Director General's message

It is my pleasure to present the Department of Primary Industries and Regional Development's (DPIRD) inaugural Reconciliation Action Plan (RAP).

Our RAP, which also encompasses the State's nine Regional Development Commissions (RDCs), outlines our commitment to reconciliation, and how we aim to improve economic and social outcomes for Aboriginal and Torres Strait Islander peoples over the next 18 months.

Our department was formed on 1 July 2017 through the amalgamation of the former departments of Agriculture and Food, Fisheries and Regional Development and the staff of our RDCs.

This RAP forms part of our work to create an integrated and unified department that can provide a strong and cohesive service to Western Australia's primary industries and regions, enabling them to grow and prosper.

We will continue to support WA businesses, industry groups and communities to capitalise on opportunities, and ensure Aboriginal and Torres Strait Islander peoples are recognised, supported and share in the success.

Our commitment includes the creation of job opportunities for Aboriginal and Torres Strait Islander people within our primary industries and regions, and ensuring that Traditional Owners are able to successfully manage and utilise our State's resources.

We will also ensure our staff learn and develop an awareness of Aboriginal and Torres Strait Islander cultures in order to effectively implement strategies and programs that will build relationships with and boost the capabilities of Aboriginal and Torres Strait Islander landholders and communities.

Importantly, our RAP forms part of DPIRD's broader commitment to substantive equality. We strive to provide goods, services, facilities and employment opportunities in such a way that different needs and aspirations of communities are met.

We are committed to implementing the actions outlined in the RAP and look forward to reporting the progress we make.

Regards



Ralph Addis  
Director General

30 June 2019

## Our department

The Department of Primary Industries and Regional Development (DPIRD) is charged with protecting, managing and growing Western Australia's agricultural, fisheries, aquaculture and food industries and our regional economies.

Our purpose, role and priorities are outlined in the [DPIRD Strategic Intent 2018–21](#).

### Our purpose

To create enduring prosperity for all Western Australians.

### Our role

Our department ensures that primary industries and regions are key contributors to the Government's agenda for economic growth and diversification, job creation, strong communities and better places.

### Our values

Our values underpin how we operate:

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

### Our goals

#### Protect

To manage and provide for sustainable use of our natural resources and soils, and to protect Western Australia's brand and reputation as a reliable producer of premium, clean and safe food, products and services.

#### Grow

To enable the primary industries sector and regions to increase international competitiveness, and grow in value and social amenity, strengthening these key pillars of the State's economy.

#### Innovate

To support a culture of scientific inquiry, innovation and adaptation across primary industries and regions to boost industry transformation, economic growth and employment

## **Our structure**

DPIRD's organisational structure is based on an office of the Director General and three pillars: Sustainability and Biosecurity, Industry and Economic Development, and Capability and Performance.

### **Sustainability and Biosecurity**

The pillar is largely regulatory and market access focused with staff providing the technical and expert knowledge in driving legislation reform, policy, compliance, laboratories and on-ground presence to ensure WA maintains its enviable reputation as a producer of safe, sustainable and biosecure agricultural and aquatic products.

### **Industry and Economic Development**

Staff in this pillar drive a pipeline of high-impact, regional development initiatives, identify new market opportunities, facilitate trade and investment, oversee the Royalties for Regions (RfR) Fund and provide services to the Rural Business Development Corporation.

Our Research, Development and Innovation (RDI) directorate is located within this pillar. RDI leads the department's work in undertaking and investing in commercially relevant research and development in areas that will drive innovation and advance productivity and value creation at any point along the value chain.

### **Capability and Performance**

This pillar provides the foundations for DPIRD to operate as a high-performing organisation, with an innovative and collaborative workforce. It provides integrated, specialist services such as finance, human resources, information technology, asset management, procurement and corporate strategy.

### **Regional Development Commissions**

DPIRD's work is undertaken in partnership and collaboration with the nine RDCs:

- [Gascoyne Development Commission](#)
- [Goldfields-Esperance Development Commission](#)
- [Great Southern Development Commission](#)
- [Kimberley Development Commission](#)
- [Mid West Development Commission](#)
- [Peel Development Commission](#)
- [Pilbara Development Commission](#)
- [South West Development Commission](#)
- [Wheatbelt Development Commission](#)

The objectives of the RDCs are to:

- maximise job creation and improve career opportunities in the region
- develop and broaden the economic base of the region
- identify infrastructure services needed to promote economic and social development within the region
- provide information and advice to promote business development within the region
- seek to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area
- take steps to encourage, promote, facilitate and monitor the economic development in the region.

DPIRD has 58 metropolitan and regional offices throughout WA. Of the department's 1640 employees, 24 have identified as Aboriginal or Torres Strait Islander peoples. Employees located in regional locations represent 38% of the department's workforce.

## **Our vision for reconciliation**

DPIRD is committed to upholding the recognition, respect and celebration of our Aboriginal and Torres Strait Islander peoples, their cultures and connections to the land. The department recognises that its core business – to generate prosperity across our regional economies and primary industries – may have a significant impact on Aboriginal and Torres Strait Islander peoples and their communities, particularly in regional areas.

Our objectives for reconciliation are to:

- create an environment that builds effective relationships between Aboriginal and Torres Strait Islander peoples and other Western Australians based on mutual respect and understanding
- establish linkages and partnerships with Aboriginal and Torres Strait Islander communities, individuals, government and non-government agencies to maximise our department's capacity to ensure economic prosperity for Aboriginal and Torres Strait Islander peoples and communities, through participation with our services and initiatives
- actively engage our staff to improve their understanding of the needs of people from diverse cultural backgrounds, particularly Aboriginal and Torres Strait Islander peoples, to ensure we provide professional, responsible services to all clients
- increase Aboriginal and Torres Strait Islander employment, development and management opportunities within our department.

## Our RAP

DPIRD's inaugural RAP is a Reflect RAP — which clearly sets out the steps DPIRD will take to prepare the new department for reconciliation initiatives.

It formalises existing strategies and builds on existing successful partnerships with Aboriginal and Torres Strait Islander communities and individuals.

This RAP was developed through consultation with internal and external stakeholders (including Aboriginal and Torres Strait Islander employees and associated partner organisations) and the DPIRD RAP Reference Group.

The RAP Reference Group comprises volunteer representatives from across the department and RDCs, including two Aboriginal employees.

External consultant Jahna Cedar of IPS Management Consultants was engaged to assist with the RAP's development and stakeholder consultation. Jahna is a Nyiyaparli/Yindjibarndi woman from the Pilbara region, and is recognised as a strong Aboriginal community leader.

DPIRD will take a whole-of-organisation approach to the implementation of the RAP. Our executive leaders and pillar representatives are responsible for driving the implementation, with the RAP Reference Group helping to ensure all areas of the department actively contribute. DPIRD's Aboriginal Economic Development Team also attends reference group meetings, providing practical support and advice.

DPIRD's website, intranet, staff newsletter, and Yammer (internal social media platform) will be used to raise awareness of specific Aboriginal and Torres Strait Islander programs, events and RAP progress.

In this RAP, our proposed actions are listed in tables under four themes:

1. Relationships
2. Respect
3. Opportunities
4. Tracking progress and reporting

Each action listed includes the:

- people responsible for implementation
- associated deliverable
- timeframe for implementation.

## Our partnerships

DPIRD is proud of our long-standing partnerships with Aboriginal and Torres Strait Islander businesses. These partnerships help to deliver core business needs.

### Partnerships

Our department works closely with a range of partners to deliver Aboriginal and Torres Strait Islander economic development outcomes across regional WA. We work with a range of entities such as:

- Traditional Owners in the implementation of commitments with Native Title settlement agreements
- the Indigenous Land and Sea Corporation to support the Noongar Land Enterprises Group to build capacity as a grower group
- external agencies to deliver key strategic projects including the Dampier Peninsula Project.

## Current activities and achievements

The department is engaged in numerous initiatives that foster reconciliation and diversity within the workplace. More than \$320m was provided through the Royalties for Regions program (2017/18) for new and continuing initiatives for Aboriginal and Torres Strait Islander-focused projects. Examples of the department's efforts include:

- online cultural awareness training during induction of new employees
- promotion of reconciliation and NAIDOC Week events through internal communications
- creating a panel of 12 Aboriginal contractors to deliver the \$4.8m State Barrier Fence (SBF) project and training Aboriginal rangers in fence construction to build capacity for future contracts for the Esperance extension to the SBF
- funding and overseeing the delivery of Aboriginal and Torres Strait Islander procurement support across regional WA through its Aboriginal Procurement Advisory Service. This is delivered by not-for-profit, Aboriginal-run organisation Morrgul to support the implementation of the State's Aboriginal Procurement Policy
- providing specialist governance and business support to Aboriginal and Torres Strait Islander landowners, communities and pastoralists on pastoral land reform to drive new economic opportunities across the rangelands
- supporting the development of a successful funding submission and looking to create more WA public sector engagement projects with Jawun, a not-for profit organisation offering skills and resources to Aboriginal and Torres Strait Islander communities
- the Gascoyne Development Commission working with the Baiyungu Aboriginal Corporation to develop the Baiyungu Trail and partnering with Traditional Owners to deliver the Zuytdorp Cliffs track. The commission has created an Aboriginal Economic Development Officer position to work directly with Traditional Owners in supporting business development, developing tourism initiatives employment and training opportunities for Aboriginal people

- the Goldfields-Esperance Development Commission facilitating the Aboriginal Business Leadership Program where 16 Aboriginal businesses have participated in a tailored capacity-building and development program
- partnering with the Paupiyala Tjarutja Aboriginal Corporation to establish a community Wi-Fi network in Tjuntjuntjara, 686km north east of Kalgoorlie, in collaboration with NBNco's largest satellite services provider, Activ8me
- continuing to respect customary marine tenure through co-management of the commercial trochus fishery with the Bardi and Mayala peoples. The trochus fishery operates in the waters of the Buccanear Archipelago and for several decades has provided valuable revenue to the One Arm Point community. Co-management means DPIRD works directly with trochus fishers to jointly manage the trochus resource in a way that reflects the cultural and legislative responsibilities of both parties.

## RAP themes

### Relationships

DPIRD recognises that engagement with Aboriginal and Torres Strait Islander peoples strengthens the capacity of both sides to work toward positive outcomes. Strong relationships, built on trust and respect from working in partnership, are key to improving attitudes and behaviours and getting to know each other better.



### Respect

Understanding Aboriginal and Torres Strait Islander cultures, rights, experiences and contributions is an essential aspect of reconciliation, helping to build culturally inclusive outcomes. Respectful relationships and pride in Aboriginal and Torres Strait Islander cultures and heritage are key to building a shared national identity that recognises and addresses the wrongs of the past, while building a positive future.



### Opportunities

DPIRD is passionate about creating opportunities for Aboriginal and Torres Strait Islander peoples that contribute to increased Aboriginal and Torres Strait Islander economic participation and positive outcomes. The department recognises that equal participation in a range of opportunities is a vital part of forming respectful relationships, upholding the rights, and ensuring the wellbeing of Aboriginal and Torres Strait Islander peoples.



## RAP actions

| 1. Relationships   |  |                |   |
|--|--|----------------|---|
| Action   | Deliverables   | Timeline       | Responsibility  |
| 1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Identify on the DPIRD RAP intranet page a register of staff who have established networks and relationships with Aboriginal and Torres Strait Islander peoples that DPIRD can connect with for our reconciliation journey.   | March 2020     | Manager Aboriginal Economic Development                   |
|  | Strengthen existing relationships through: <ul style="list-style-type: none"> <li>developing a calendar of diversity events to engage more proactively with Aboriginal and Torres Strait Islander peoples and their communities</li> <li>promoting successful relationships through DPIRD social media channels.</li> </ul>      | February 2020  | Manager Aboriginal Economic Development and Manager Media |
|  | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations by: <ul style="list-style-type: none"> <li>reviewing success factors of two key DPIRD partnerships that highlight mutual benefits and promote through DPIRD media channels.</li> </ul> | September 2020 | Manager Aboriginal Economic Development and Manager Media |

## 1. Relationships

| Action   | Deliverables   | Timeline               | Responsibility   |
|--|--|------------------------|--|
| 1.2 Build relationships through celebrating National Reconciliation Week (NRW) 27 May–3 June | Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our employees through staff communication channels (e.g. DPIRD intranet, Yammer). | 27 May–<br>3 June 2020 | Manager Organisational Development in conjunction with Manager Media (Internal Communications) |
|  | Add NRW logo to email signature for awareness and promoting appreciation and support of the important event.   | 27 May–<br>3 June 2020 | Manager Organisational Development with Director Information Services                          |
|  | RAP working group members (in metro and regional offices) participate in at least one external NRW event.  | 27 May–<br>3 June 2020 | Manager Organisational Development in conjunction with Manager Media (Internal Communications) |

## 1. Relationships

| Action  | Deliverables  | Timeline               | Responsibility   |
|---|---|------------------------|--|
|   | Encourage and support staff and senior leaders (in metro and regional offices) to participate in at least one external NRW event.   | 27 May–<br>3 June 2020 | Manager Organisational Development in conjunction with Manager Media (Internal Communications) |
| 1.3 Promote reconciliation through our stakeholders | Communicate our commitment to reconciliation to all staff highlighting success stories as identified in the RAP consultation process in articles on DPIRD intranet and Yammer.  | Nov 2019<br>May 2020   | Manager Organisational Development in conjunction with Manager Media (Internal Communications) |
|   | Identify external stakeholders having project engagements with Aboriginal and Torres Strait Islander peoples, to build relationships with and explore future project opportunities.   | December 2020          | Manager Aboriginal Economic Development  |
|   | Identify other likeminded government and non-government organisations that we could collaborate with on our reconciliation journey (e.g. Yokai – an Aboriginal employment forum; organisations that have a stretch or elevate RAP). | December 2020          | RAP Working Group Sponsor  |

## 1. Relationships

| Action   | Deliverables  | Timeline   | Responsibility   |
|--|---|--|--|
| 1.4 Promote positive race relations through anti-discrimination strategies                           | Conduct desktop research in best practice and policies in areas of race relations and anti-discrimination.  | December 2020                                      | RAP Working Group Sponsor  |
|  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs as identified through the department's Workforce and Diversity Plan 2019–22.                 | As per policy review dates, up until December 2020 | Director People and Culture  |
| 1.5 Establish and improve feedback mechanisms on the RAP   | Launch an email address for staff feedback <a href="mailto:rap@dpiird.wa.gov.au">rap@dpiird.wa.gov.au</a> . Ensure feedback is received, collated, reviewed and responses are presented to the RAP Working Group. | December 2019                                      | Manager Organisational Development   |
| 1.6 Utilise the DPIRD website, social media channels and intranet, to provide information on the RAP | Ensure DPIRD internal and external social media channels contain RAP information and progress updates.  | July 2020  | RAP Working Group in conjunction with Manager Media (Internal Communications/Social Media) |

## 2. Respect

| Action  | Deliverables   | Timeline      | Responsibility  |
|---|--|---------------|---|
| 2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation through: <ul style="list-style-type: none"> <li>encouraging all staff to complete the Cultural Awareness online course within three to six months of commencement. Monitor through completion rates as per the Workforce and Diversity Plan 2019–22 (priority activity 3.1).</li> </ul> | June 2020     | Manager Organisational Development  |
|   | Identify and conduct a pilot cultural competency survey that will inform future learning and development needs.  | December 2019 | Manager Organisational Development (lead) in conjunction with Manager Aboriginal Economic Development |

## 2. Respect

| Action   | Deliverables   | Timeline               | Responsibility  |
|--|--|------------------------|---|
| 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | Develop a cultural protocols checklist for our staff for engaging with Aboriginal and Torres Strait Islander peoples and communities, to capture local operational areas. To include the meaning, significance and appropriate use of Welcome to Country and Acknowledgement of Country. | December 2020          | Manager Organisational Development (lead) in conjunction with Manager Aboriginal Economic Development |
|  | Identify who the local Traditional Owners or Custodians of the lands and waters are at our operational work sites. Information to inform cultural protocols checklist.   | October 2020           | Manager Aboriginal Economic Development in conjunction with local operational work sites              |
|  | Fly or display the Aboriginal and Torres Strait Islander flags all year round to demonstrate pride and respect for Australia's First Peoples.  | September 2019 onwards | Manager Assets  |

## 2. Respect

| Action  | Deliverables  | Timeline                     | Responsibility   |
|---|---|------------------------------|--|
| 2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | Raise awareness and share information among staff about the meaning of NAIDOC Week, with an internal event and flag raising ceremony.           | July 2019, yearly thereafter | Manager Organisational Development in conjunction with RAP Working Group and Manager Media (Internal Communications) |
|   | Introduce our staff to NAIDOC Week by promoting external events in our local area, via the DPIRD intranet, Yammer and email broadcast articles. | July 2019, yearly thereafter | Manager Organisational Development in conjunction with RAP Working Group and Manager Media (Internal Communications) |
|   | RAP Working Group to participate in an external NAIDOC Week event.  | July 2020                    | RAP Working Group Sponsor  |

### 3. Opportunities

| Action  | Deliverables   | Timeline                      | Responsibility  |
|---|--|-------------------------------|---|
| 3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities by: <ul style="list-style-type: none"> <li>encouraging staff to update their diversity profile to provide contemporary diversity data as per the Disability Access and Inclusion Plan 2018–23 and Workforce and Diversity Plan 2019–22</li> </ul> | April 2020, yearly thereafter | Manager Organisational Development  |
|   | Engage with the Department of Training and Workforce Development and TAFE Job Skills Centres to explore activities that may enhance recruitment processes to attract Aboriginal and Torres Strait Islander peoples (e.g. NAIDOC Deadly Jobs Expo)  | June 2020                     | Manager Business Partnering in conjunction with Manager Organisational Development  |
|   | Establish a pilot traineeship program in the regions for Aboriginal and Torres Strait Islander engagement and employment.  | December 2020                 | Manager Organisational Development in conjunction with Manager Business Partnering and identified regional location manager |

### 3. Opportunities

| Action   | Deliverables  | Timeline      | Responsibility   |
|--|---|---------------|--|
|  | Identify existing positions within DPIRD that specifically require service delivery by Aboriginal and Torres Strait Islander people (Section 50 (d) of the <i>Equal Opportunity Act 1984</i> )  | July 2020     | Manager Business Partnering  |
|  | Ensure recruitment policies make reference to the potential use of Section 51 of the <i>Equal Opportunity Act 1984</i> , to increase DPIRD's commitment to employing Aboriginal and Torres Strait Islander peoples where appropriate. | December 2020 | Manager Business Partnering in conjunction with Manager Organisational Development |
|  | Create an internal Aboriginal and Torres Strait Islander Yammer group for networking, mentoring, story sharing and support.   | December 2019 | Aboriginal and Torres Strait Islander representatives RAP Working Group            |
| 3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Consider Supply Nation membership for DPIRD.  | December 2019 | Manager Procurement  |
|  | Establish and communicate a procurement process to engage Aboriginal and Torres Strait Islander-owned businesses.   | December 2019 | Manager Procurement.   |

## 4. Governance

| Action  | Deliverables   | Timeline             | Responsibility                     |
|---|--|----------------------|------------------------------------|
| 4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP  | Transition the current RAP Reference Group to RWG to govern RAP implementation.                  | December 2019        | Manager Organisational Development |
|   | Review current Terms of Reference for the RWG.   | December 2019        | Manager Organisational Development |
|   | Maintain Aboriginal and Torres Strait Islander representation on the RWG.                        | December 2019        | Manager Organisational Development |
| 4.2 Provide appropriate support for effective implementation of RAP commitments   | Define resource needs for RAP implementation.  | December 2019        | RAP Working Group Sponsor          |
|   | Engage senior leaders in the delivery of RAP commitments   | September 2019       | Director People and Culture        |
|   | Define appropriate systems and capability to track, measure and report on RAP commitments.       | December 2019        | RAP Working Group Sponsor          |
| 4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2019, 2020 | Manager Organisational Development |

## 4. Governance

| Action   | Deliverables   | Timeline    | Responsibility            |
|--|--|-------------|---------------------------|
| 4.4 Continue our reconciliation journey by developing our next RAP | Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP. | August 2020 | RAP Working Group Sponsor |

## Contact us

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## Appendix – Biography of cover image artist



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**Robert Joseph Kickett**

### **Biography**

I was born in Perth at Subiaco Memorial hospital on October 2, 1956. We used to stay in Allawah Grove Native Settlement in South Guildford, used to be the old army barracks during the war time. It's connected to the Perth Airport, and was a stone's throw from the South Guildford Cemetery. There was a lot of families living there through the sixties.

I started learning how to paint from watching my mother do paper bark paintings at Allawah Grove. I was a salesperson for paperbark paintings at the age of six or seven! That's how I learned to do the scenery. We stayed at Allawah Grove until 1967 when it closed down. All the families that didn't get a house in the wider community had to move elsewhere. My family went to Beverley Reserve, along with other families already living there. In each country town there was a reserve for the Noongar community.

From Beverley my family moved to state housing in Coolbellup. At Coolbellup I went to Hamilton Hill Senior High School. I was pretty good at doing artwork by then. At Coolbellup all the Noongar women had formed a group, headed by Mrs Sonsee from the United Church of Christ. I went to the church and did some art, and the women's group set up a scholarship for me to go to Claremont Art School. Unfortunately my family had to move from Coolbellup right when I was getting really interested in art. The state housing kicked us out of Coolbellup then, and we had to move into tents at Widgee Road Camping Ground in Beechboro.

From there we formed a group called Fringe Dwellers. We protested for Aboriginal land rights and better housing conditions. That was in the late 1970's. We got a lot of support from all the different organisations - mainly different church groups. We went across to see Mr Viner - he was the Aboriginal Affairs Minister then. We ended up getting some land and that's how Lockridge Camp and Cullacabardee and Nangarra communities came to be. We ended up building houses there. They're almost all of them closed down now. Now I'm in Hedland it feels good to be painting again. I started with the men's group, but now I've been walking over here by myself. Nothing wrong with a bit of walking!