



Government of **Western Australia**
Department of **Finance**

Innovate

Reconciliation Action Plan

December 2022 – December 2024



RECONCILIATION
ACTION PLAN
INNOVATE

Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians of Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures; and to Elders both past and present.

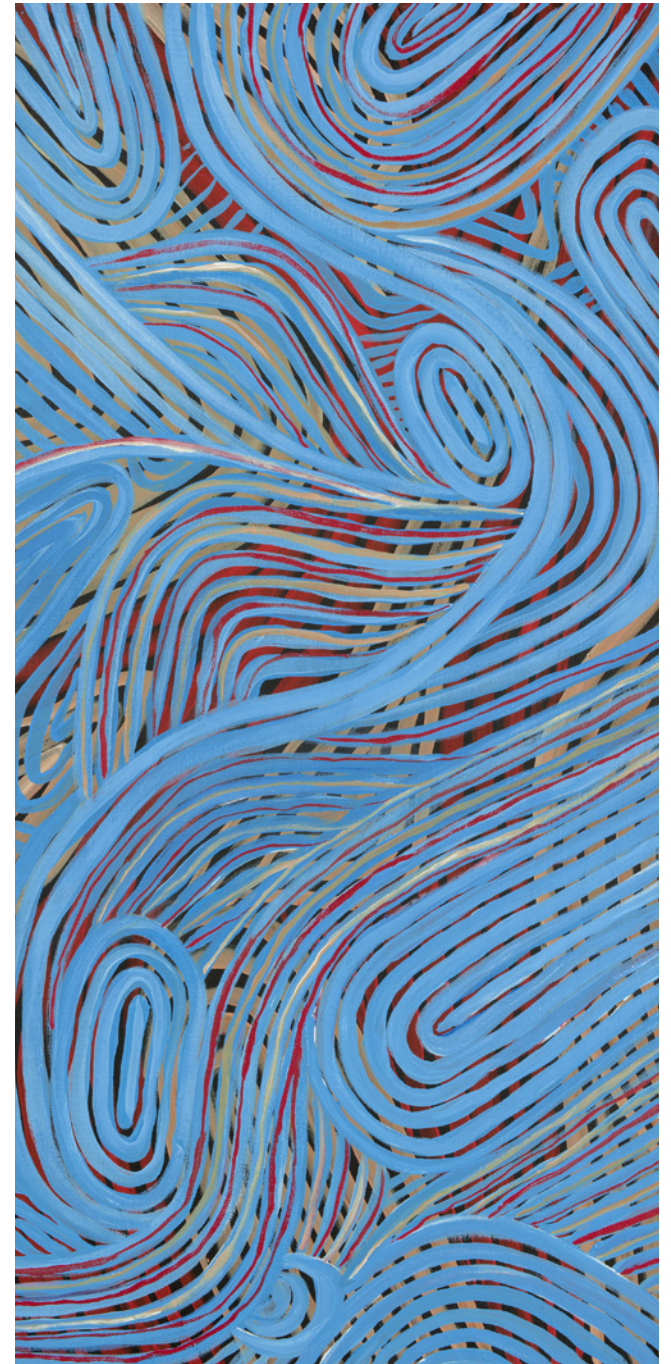
The Department of Finance works throughout the State and we acknowledge the traditional custodians of all the lands on which we operate.





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Our reconciliation vision through Aboriginal artwork

Barbara Bynder is a local Aboriginal artist whose artwork blends past culture and heritage of her people with today's Aboriginal lifestyle. She is passionate about educating the wider community on the richness and diversity of contemporary Aboriginal peoples using the universal living language of art.

In 2018, Barbara was commissioned to create artwork for the development of the Department of Finance's (Finance) Reflect RAP 2018 – 2019. It was to represent Aboriginal identity, culture and business and understanding synergies with non-Aboriginal business practices. This resulted in three paintings.

The first of the triptych series tells the story of Aboriginal culture; the second shows 'wadjela' (non-Aboriginal) culture; and a third piece shows the merging of Aboriginal and wadjela values as we work together in the future.

Barbara said, "the rationale for this artwork was informed by the vision of the Department of Finance to improve the economic footprint of Indigenous business, combined with the research of Max Jackson."

This artwork is equally representative and meaningful in demonstrating our Innovate RAP journey. It illustrates the commitment and dedication we share at Finance to ensure Aboriginal and Torres Strait Islander cultures, languages and interests are accurately represented and respected in everything we do.

We are active in building and developing relationships with Aboriginal peoples and communities which will also help protect and promote Aboriginal cultures and histories, as well as provide opportunities for social and economic benefit. Finance's aim and vision is successfully illustrated in Barbara's third of the triptych series, showing a blending of the two cultures and represents the transitional space of both Aboriginal and wadjela people working together.



Director General's foreword

I'm pleased to present the Department of Finance's (Finance) Innovate Reconciliation Action Plan (RAP) 2022 - 24, following on from our inaugural Reflect RAP 2018 - 19.

The Innovate RAP is aligned with our vision and values. Through our RAP, we will work together to create and harness local knowledge and skills, while continuing to develop an inclusive workplace of mutual respect and cultural understanding.

We recognise the Traditional Custodians of this State, and their practice of intergenerational care for Country and its relevance to our work. The wisdom and knowledge of Aboriginal people is so important to the resilience of the world around us. To achieve our vision, we seek to listen, learn, and build strong partnerships with Aboriginal people.

We aim to provide genuine opportunities within our workforce and through our business. Building and developing relationships with Aboriginal and Torres Strait Islander peoples and communities will also help protect and promote Aboriginal and Torres Strait Islander cultures and histories, as well as provide opportunities for social and economic benefits that help us all thrive.

We are passionate about ensuring this RAP is a meaningful document that guides and informs Finance by improving our governance, processes, work and decision making.

This plan identifies the actions and initiatives we have committed to implement over the coming two years.

I acknowledge and thank all those involved in developing this RAP and I look forward to continuing to be guided by our Aboriginal and Torres Strait Islander employees, partners and stakeholders as we continue our reconciliation journey.

It is my expectation that everyone in Finance will contribute to the implementation of this RAP by living our values – using our influence, passion, commitment, respect for diversity and drive for innovation, to achieve its objectives.

On behalf of our Corporate Executive I celebrate Finance's strong commitment to reconciliation through this Innovate RAP.



Jodi Cant
Director General
Department of Finance

CEO statement

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

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

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

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

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

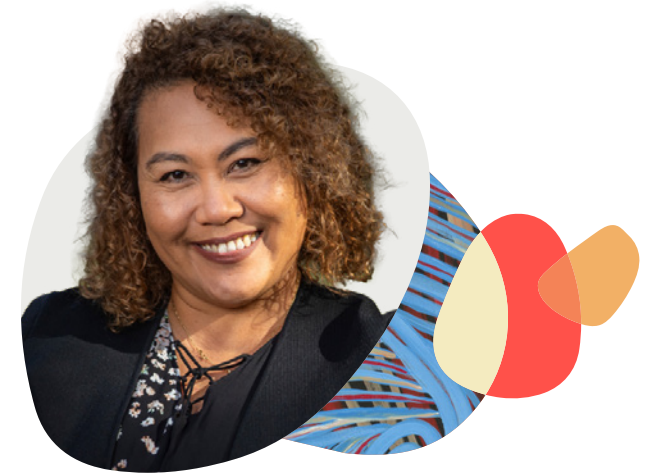
An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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 of Finance is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Department of Finance on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

Finance's central government agency role is unique, driving whole-of-government policy and influencing strategy, while also delivering practical outcomes for the community of Western Australia.

This unusual blend of focus on policy, as well as service delivery, provides the foundation for us to play a pivotal role in enabling the Government to deliver what is needed today, to achieve a better tomorrow for all Western Australians.

We successfully construct and maintain government buildings, we manage major State Government projects, we are a leader in government procurement, and administer revenue, grant and subsidy schemes.

Finance recognises workforce diversity as a key component to delivering services effectively to the community, industry and the sector.

We have seven business units: Advisory Services, Buildings and Contracts, Major Projects, Customer Experience and Strategy, Service and Invest, RevenueWA and the Office of the Director General.

There are two offices in the Perth metropolitan area, and we have a regional presence in Albany, Bunbury, Broome, Carnarvon, Kalgoorlie, Esperance, Geraldton, Northam, Merredin, Karratha, Kununurra and South Hedland.

Due to the unique nature of our business, Finance's sphere of influence impacts many Western Australians as well as the external stakeholders we collaborate with.

As of 30 June 2022, Finance employed approximately 1,094 Full Time Equivalents (FTE) with 12 employees identifying as Aboriginal and/or Torres Strait Islander people. This is an increase in the employment of Aboriginal peoples from 0.5 in 2018 to its current 1.1 per cent of total FTE.

Our vision and services

Our vision is to serve Western Australia to deliver what is needed today to achieve a better tomorrow.


We deliver more than 300 services that are reflected through five core areas:

- Advise
- Build
- Buy
- Collect
- Deliver

Our values

Our services are underpinned by our values which are at the core of everything we do.

We strive to emulate:

 **Empathy**

We listen, understand, and respect all perspectives.

 **Collaboration**

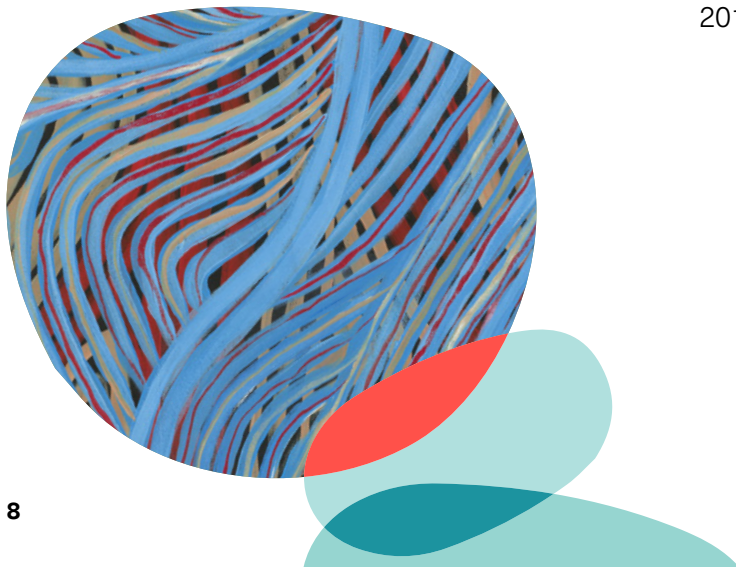
We value each other's contributions and create better outcomes when working together.

 **Growth**

We learn, develop, inspire and improve in a changing environment.

 **Clarity**

We are clear on our purpose, our role and how we support others.



Our vision for reconciliation

Our vision for reconciliation is to foster cultural respect within Finance and build on our relationships with Aboriginal and Torres Strait Islander peoples to ensure services and economic opportunities are inclusive and accessible to all Western Australians.

We will create an environment that is welcoming to the whole community, and we will continue to strive to ensure economic and employment opportunities are available to all.

Reconciliation is important to Finance:

- we value shared histories with unity and respect between Aboriginal and Torres Strait Islander peoples and non- Aboriginal and Torres Strait Islander peoples
- we recognise the diversity of Aboriginal and Torres Strait Islander peoples and cultures across Western Australia
- we acknowledge the Traditional Custodians of the land on which we conduct our business
- we work respectfully with Aboriginal and Torres Strait Islander peoples and value the unique skills and knowledge that Aboriginal and Torres Strait Islander staff bring to Finance
- we celebrate and appreciate the rich cultures and histories of Aboriginal and Torres Strait Islander peoples, both traditional and contemporary
- we build collaborative partnerships with Aboriginal and Torres Strait Islander peoples and communities
- we acknowledge the injustices imposed on Aboriginal and Torres Strait Islander peoples in the past that continue to impact today
- we create a unified future between Aboriginal and Torres Strait Islander and non-Aboriginal peoples based on mutual understanding and respect
- we ensure Aboriginal and Torres Strait Islander peoples have the same opportunities as non-Aboriginal and Torres Strait Islander peoples.

Our diverse and inclusive workforce share an understanding of, and respect for, Aboriginal and Torres Strait Islander histories, cultures, protocols and peoples.

Our central government agency role, which is under pinned by our values, is pivotal in enabling the Government to deliver what is needed today, to achieve a better tomorrow for all Western Australians.

Our reconciliation journey

Finance reaffirms its long-standing commitment to Aboriginal and Torres Strait Islander employment, arts, cultures and communities. We have been involved in the reconciliation sphere for more than 10 years and are committed to ensuring our RAP is aligned to Finance's strategic intent and fully integrated into our business.

We have shown our commitment by developing our Reflect RAP 2018 - 19, which was Finance's first endorsed RAP with Reconciliation Australia. We are committed to building on those foundations and proceeding to the Innovate RAP.

Our Innovate RAP outlines key actions we are undertaking towards achieving Finance's unique vision for reconciliation. Our commitments in this RAP enable us to be aspirational and innovative, allowing us to gain a deeper understanding of our sphere of influence and establish the best approach to advance reconciliation.

We are focused on developing and strengthening relations with Aboriginal and Torres Strait Islander peoples, engage staff and stakeholders in reconciliation, and develop innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Finance understands reconciliation is about building better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples for the benefit of all Australians.

We are committed to progressing reconciliation through innovative strategies such as the Aboriginal Procurement Policy and the Aboriginal Business Capability Building program, which enables and empowers Aboriginal and Torres Strait Islander peoples to increase their economic participation.

This Innovate RAP provides us with the opportunity to build on our existing commitments to reconciliation and to integrate it into the broader functions and responsibilities of Finance. It outlines actions we as a department are working towards in achieving our vision for reconciliation.



Reconciliation at Finance – Key achievements timeline

This timeline highlights achievements in our reconciliation journey 2018 to 2022. These events and activities assisted in fostering a culture of respect and understanding within our organisation.

13 July 2018

Sand mural at Reflect RAP launch

We launched our Reflect RAP 2018 - 19 during NAIDOC week with Vanessa Corunna, a Wadjuk Noongar woman, and former Finance Minister, Hon. Ben Wyatt MLA. Aboriginal artist Acacia Collard created a stunning sand mural that symbolised a woman at the centre, talking and sharing knowledge and combined cultures working towards reconciliation.



2019

NAIDOC Celebrations

Former Finance Minister, Hon. Ben Wyatt MLA, joined hundreds of staff from Finance and DTW) in acknowledge the theme – Voice, Treaty, Truth. The event included a Welcome to Country by Wadjuk Noongar elder May McGuire, speech by CEO of Reconciliation WA, James Bank and dances performed by Kwarbah Djookian, Noongar dance group. During the week Finance staff volunteered at the NAIDOC Family Day.



4 September 2019

Noongar language mural at Optima

On Indigenous Literacy Day we unveiled the permanent installation of a Noongar language mural in Optima's Keirp Nyinalungup meeting room. The mural features images of the local Herdsman plants (eucalyptus, swamp paperbark, rush) and eight Noongar words.

The mural was designed by Wrapped Creations, an Aboriginal business, following the authorisation of the language by a Noongar language teacher.



Reconciliation at Finance

– Key achievements timeline

2019 onwards

Aboriginal Traineeship Program

We participated in the Public Sector Commission's 2019 Aboriginal Traineeship Program by supporting two trainees, one school-based trainee (18-month program) and one Aboriginal trainee (12-month program). The rotation program aims to develop skills, capabilities and address the trainee's interests. Both trainees worked in a variety of areas, enabling a broader development of their skill sets.

Finance continues with this program and has welcomed new trainees in 2020 and 2021.

2020

NAIDOC Celebrations Aboriginal Business Expo

We hosted our second Aboriginal Business Expo in March to promote contracting opportunities for Aboriginal businesses across the public sector, and further support the desired outcomes of the Aboriginal Procurement Policy.

Around 280 representatives from the Aboriginal business sector attended the event to hear about the impact of the Aboriginal Procurement Policy's first 12 months and future contracting opportunities.

2021

NAIDOC Celebrations

Due to COVID-19 we celebrated the theme Heal Country in August. The event included a Welcome to Country by Shem Garlett and performance by Noongar hip hop artist Flewnt (Josh Eggington). Two workshops were presented by John Mogridge, a proud Whadjuk Bibbulmun man and award-winning Bibbulmun artist, Lea Taylor who shared their personal stories and knowledge of Country.



2021

Finance Indigenous Network (FIN)

In 2019, it was suggested that a networking group for employees of Aboriginal or Torres Strait Islander heritage be formed. The first meeting was held on 10 February 2021 with four staff members in attendance. Since then, the group has met several times. The group is led by Kimberley Leaker, Finance's first Aboriginal trainee.

2022

NAIDOC Celebrations

Finance Got Up, Stood Up and Showed Up during the 2022 NAIDOC Week events again partnering with DTWD. The week kicked off on with an opening event, with a Welcome to Country from Geri Hayden, and panel discussion on the theme, Get Up! Stand Up! Show Up facilitated by Marilyn Morgan and guests Geri, Narelle Henry and Tanya De Souza-Meally.

A series of events throughout the week including comedic talent, Fabian Woods and interactive art workshop led by artist Acacia Collard and dance performance by Wadumbah, a Noongar dance group.

Our RAP champions

Our Reconciliation Action Plan Committee (RAPC) is comprised of a strong, diverse, passionate membership which drives us to deliver on our commitment by engaging with the Corporate Executive and all staff. For Finance, this means representation from a cross section of both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff. Each business unit has representatives on the RAPC, including both senior executive management and staff which is divided into sub-committees to oversee the commitments made in the RAP. The RAPC are passionate about embedding reconciliation in Finance and have developed a terms of reference to guide the committee.

The Finance RAP Champion is our Director General, Jodi Cant. The Chair of the RAP Committee is Henrietta Farrell, Chief Customer Officer. The RAP committee also engages with all internal diversity and inclusion committees who work together to share and encourage reconciliation

Our RAP Committee Members

Name	Position	Role	Subcommittee
Jodi Cant	Director General	Champion	
Henrietta Farrell	Chief Customer Officer, Customer Experience and Strategy	Chair	Governance
Kate Ingham	Deputy Director General, Advisory Services		Governance
Mataele Nuku	Senior Procurement Officer, Buildings and Contracts	Coordinator	Governance
Leteisha Warner	Project Support Officer, Buildings and Contracts		Governance
Renae Woodhams	Assistant Director, Strategic Communications, Customer Experience and Strategy	Communications Representative	Governance
Cassandra Ryder	Senior Project Officer, Buildings and Contracts		Relationship
Keva Maher	Senior Procurement Manager, Advisory Services		Relationship
Eleanor Hopkins	Regional Governance and Risk Coordinator, Buildings and Contracts		Relationship
Alison Poole	Project Officer, Buildings and Contracts		Relationship
Emma Hunt	Senior Project Manager, Buildings and Contracts		Relationship
Carmen Wyndham	Senior Policy Officer, Advisory Services		Relationship
Kalonde Chalwe	Senior Revenue Officer, Revenue WA		Relationship
Claire Dodos	Graduate Officer		Relationship
Kylie Dahl	Senior Revenue Officer, Revenue WA		Respect
Elena Mikhaltsevitch	Senior Revenue Consultant, Revenue WA		Respect
Nicholas Durrant	Senior Project Officer, Buildings and Contracts		Respect
Elise Hodgkins	Senior Policy and Planning Officer, Advisory Services		Respect
Josephine Quealy	Assistant Director, Commercial Procurement Policy, Advisory Services		Opportunities
Diana Morellini	Senior Consultant, Service and Invest		Opportunities
Jane Azzopardi	Principal Policy Officer, Advisory Services		Opportunities
Kimberley Leaker	Training and Development Officer / FIN Leader, Service and Invest		Opportunities

Reconciliation Actions

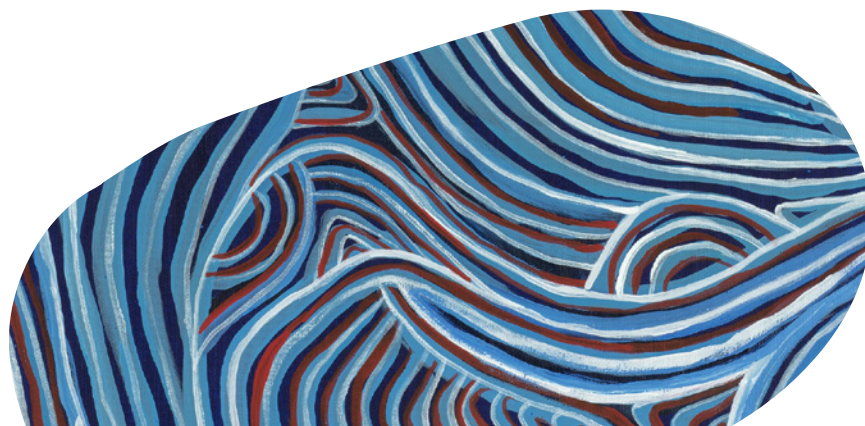
Relationships

Finance continues to build and harness strong relationships with Aboriginal and Torres Strait Islander peoples through cultural learning and stakeholder engagement. Shared understanding and mutual respect assists Finance staff to engage, contribute and maintain solid relationships with Aboriginal and Torres Strait Islander peoples allowing us to work collaboratively, while being adaptable and flexible to service design and delivery.

Focus area: Honest and Respectful

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Mar 2023	Chief Customer Officer, Customer Experience and Strategy
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	RAPC Chair
Collaborate with Aboriginal and Torres Strait Islander stakeholders/communities and organisations within our local area or sphere of influence to develop an engagement plan to support our reconciliation journey.	April 2023	Chief Customer Officer, Customer Experience and Strategy
Review community engagement resources and identify opportunities to improve future engagement with Aboriginal and Torres Strait Islander stakeholders.	December 2023	Chief Customer Officer, Customer Experience and Strategy
Work with other agencies or organisations' RAP committees to share experiences and further develop Finance's reconciliation strategies and actions.	January, April, July, October 2023, 2024	RAPC Chair



Relationships

2. Build relationships by celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Register all Finance NRW events that are open to the public on Reconciliation Australia's NRW website.	27 May - 3 June 2023, 2024	RAPC Coordinator
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	27 May - 3 June, 2023, 2024	Assistant Director, Strategic Communications
Organise at least one NRW event each year.	27 May - 3 June, 2023, 2024	RAPC Chair
RAP Committee members to participate in an external NRW event such as: <ul style="list-style-type: none"> • Attending the Reconciliation WA breakfast • Participating in a Reconciliation Walk 	27 May - 3 June 2023, 2024	RAPC Chair
Collaborate with the Department of Training and Workforce Development (DTWD) to hold a joint event (open to staff at both departments) during NRW.	27 May - 3 June 2023, 2024	RAPC Chair
Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	Assistant Director, Strategic Communications
Invite Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories during NRW events.	27 May - 3 June 2023, 2024	RAPC Chair

Relationships

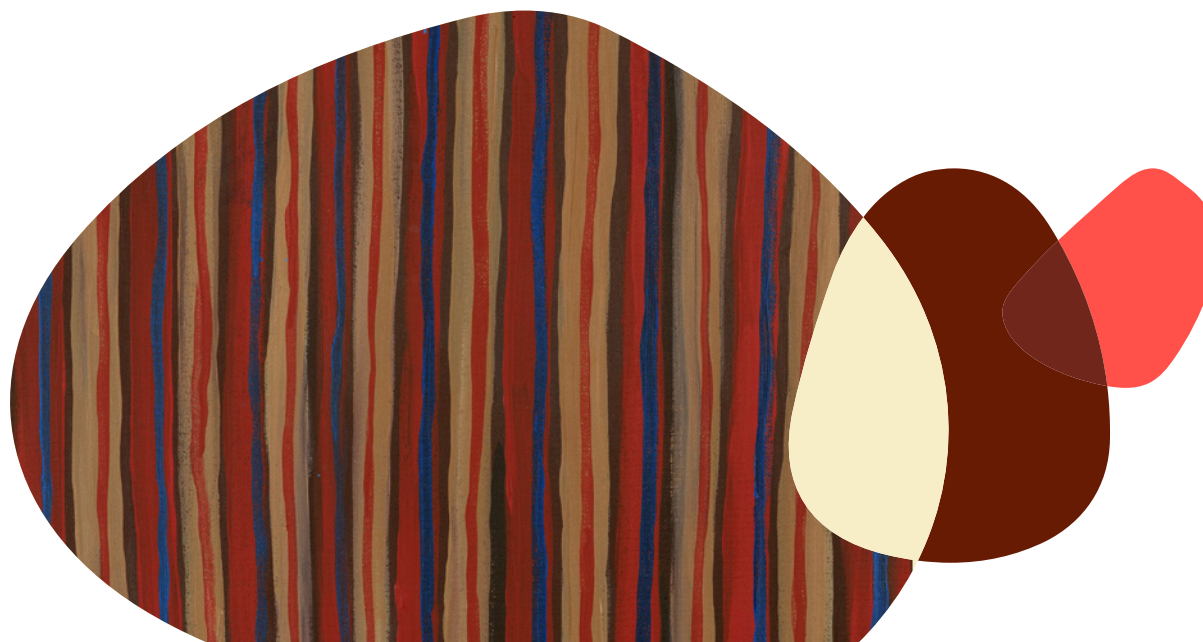
3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Explore opportunities to positively influence our internal and external stakeholders to drive reconciliation outcomes.	April 2023	Director General
Incorporate Finance's Reconciliation Journey into the Finance induction program.	June 2023	Assistant Director Training & Development
Incorporate the story of the Finance's Reconciliation Journey into the Finance Induction program and ensure that it is continuously updated and accurate.	June 2024	Assistant Director Training & Development
Develop an online library of reconciliation resources for staff to access via the intranet.	January 2023	Assistant Director, Strategic Communications
Collaborate with RAP and like-minded organisations within our local area or sphere of influence to develop an engagement plan to support our reconciliation journey.	June 2024	RAPC Chair
Champion the RAP and promote at relevant internal events, corporate training sessions and external forums, and roadshows.	June 2023, 2024	Director General
Implement one or more of the below strategies to engage our staff in reconciliation (quarterly): <ul style="list-style-type: none"> Lunch & learn sessions Finance e-newsletter Intranet articles 	March and September 2023, 2024 April and October 2023, 2024	RAPC Chair
Communicate our commitment to reconciliation publicly.	June 2023, 2024	Director General
Work with RAP committees from other agencies or organisations to further develop reconciliation strategies and actions and share experiences.	February, April, August, November 2022, 2023, 2024,	RAPC Chair
Publicly launch Finance's Innovate RAP 2022- 24 and communicate the vision and key RAP objectives to internal staff and external stakeholders.	November 2022	RAPC Chair
Regularly review and update internal intranet (iFind) pages	January 2023, 2024	Assistant Director, Strategic Communications
Establish and run focus groups to create opportunities for staff to listen and implement reconciliation actions.	March 2023	RAPC Chair

Relationships

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2022	Assistant Director, Workforce Services
Develop, implement, and communicate an anti-discrimination policy for Finance.	December 2023	Assistant Director, Workforce Services
Engage with Aboriginal and Torres Strait Islander advisors to consult on Finance's anti-discrimination policy.	December 2023	Assistant Director, Workforce Services
Educate senior leaders on the effects of racism.	December 2023	Assistant Director, Workforce Services
Implement the following actions from Finance's Diversity and Inclusion Strategy to improve representation from Aboriginal and Torres Strait Islander peoples.	December 2022	People & Culture Officer
1) Invest in a Diversity HR Officer to assist to attract and recruit diverse people.	June 2023	
2) Scrutinise recruitment processes and data and identify any barriers to entry of diversity groups.	June 2023	
3) Allow selection panels to have the full information of the diversity status of all applicants.	December 2022	
4) Trial the implementation of Equal Opportunity Act 1984 (EO) exceptions in recruitment as measures intended to achieve equality.		



Respect

Finance is active in increasing the level of awareness and understanding of Aboriginal and Torres Strait Islander cultures, lands, histories, achievements and perspectives while encouraging staff engagement in reconciliation. This will be achieved by engaging in respectful relationships with Aboriginal and Torres Strait Islander peoples, educating our staff and demonstrating a passionate commitment to reconciliation.

Focus area: Passionate and Committed

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Develop, implement, and communicate a cultural learning strategy document for all staff.	June 2023	People & Culture Officer
Enable RAP committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2023	People & Culture Officer
Conduct a review of cultural learning needs within the organisation.	June 2024	People & Culture Officer
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2023	RAP Chair
In consultation with local Traditional Owners, commence renaming at least one meeting room in the Djookanup building in the language of local Traditional Owners, where feasible.	June 2024	RAP Chair
Display the AIATSIS language map in all Finance offices (metro and regional).	January 2023	Regional Governance and Risk Coordinator – Project Yelka

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023, 2024	RAP Chair
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023, 2024	RAP Chair
Review protocols and relevant documents that explain Welcome to Country and Acknowledgement of Country processes to ensure they are fit for purpose and well understood by staff.	December 2022	Assistant Director Strategic Communications
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2023 (progress review dates)	Assistant Director, Strategic Communications
Develop a list of key contacts for organising Welcome to Country and maintaining respectful partnerships.	January 2023	Chief Customer Officer, Customer Experience and Strategy
Organise and display an Acknowledgement of Country sign in all our office locations.	November 2023	Chief Customer Officer, Customer Experience and Strategy

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP committee to participate in an external NAIDOC week event.	July 2023, 2024	RAPC Coordinator
Promote and encourage participation of external NAIDOC events to all staff.	June 2023, 2024	Assistant Director, Strategic Communications
Communicate information to staff (via the intranet) about the meaning of NAIDOC week including information about local Aboriginal communities.	June and July 2023, 2024	Assistant Director, Strategic Communications
Host an internal event to promote and celebrate NAIDOC week for all staff.	2 – 9 July 2023, 2024	RAPC Chair
Support an external NAIDOC week community event in the regions.	2 – 9 July 2023, 2024	RAPC Chair

Opportunities

Finance strives to actively pursue opportunities to improve the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians. This will be achieved through the recruitment and retention of Aboriginal and Torres Strait Islander employees. Finance engages and actively supports Aboriginal and Torres Strait Islander businesses through our innovative procurement policies, ensuring mutually beneficial and sustainable outcomes for Aboriginal and Torres Strait Islander communities and the wider economy.

Focus area: Bold and Innovative

8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	November 2024	FIN Leader
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in Finance's workforce. Targets are outlined in the Diversity and Inclusion Strategy.	December 2024	People and Culture Officer
Develop options to improve diversity at Finance, including representation from Aboriginal and Torres Strait Islander peoples.	December 2024	Assistant Director Strategic Communications
Determine current barriers in employment and professional development opportunities for Aboriginal and Torres Strait Islander staff.	March 2023	FIN Leader
Develop and implement a recruitment, retention and professional development strategy for Aboriginal and Torres Strait Islander staff.	June 2023	People and Culture Officer
Managers to identify opportunities for professional development opportunities for Aboriginal and Torres Strait Islander staff to participate on recruitment panels,	December 2024	People and Culture Officer
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander applicants.	December 2022	People and Culture Officer
Promote success stories from the Aboriginal and Torres Strait Islander Public Sector Commission Traineeship Program to raise awareness of the program with Finance staff.	February 2024	Assistant Director, Strategic Communications
Continue to provide training for panel members to ensure recruitment and selection decisions are free from discrimination and bias.	November 2023, 2024	People and Culture Officer
Ensure photographs and videos in advertisements and official publications reflect our commitment to a diverse workforce.	November 2023	Assistant Director, Strategic Communications
Maintain, where possible, a network of Aboriginal and Torres Strait Islander staff who are happy to be contacted and consulted on Aboriginal engagement, retention, and development matters.	January 2023	FIN Leader
Continue an Aboriginal employee network to provide networking opportunities or Aboriginal and Torres Strait Islander staff within Finance.	January 2023	FIN Leader
Apply to the Public Sector Commission (PSC) for placement of Aboriginal and Torres Strait Islander trainees each year.	February 2023, 2024	People and Culture Officer
Investigate the feasibility of long-term opportunities for trainees once they successfully complete the PSC program.	November 2023, 2024	People and Culture Officer

Opportunities

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Ensure procurement policies and procedures are inclusive, free of barriers and promote the use of Aboriginal and Torres Strait Islander owned businesses.	November 2023, 2024	Deputy Director General, Advisory Services
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2023, 2024	RAPC Chair
Continue to promote the Aboriginal Procurement Policy, Government Procurement Social Procurement Initiatives, Finance Works Aboriginal Business and Employment Tendering Preference internally to increase awareness amongst business units.	November 2023, 2024	Principal Policy Officer – Social Procurement Initiatives
Identify and promote success stories that arise from contracts with Aboriginal and Torres Strait Islander businesses internally and externally.	November 2023, 2024	Principal Policy Officer – Social Procurement Initiatives
Support Aboriginal businesses to take advantage of the opportunities presented by the Aboriginal Procurement Policy.	November 2023, 2024	Principal Policy Officer – Social Procurement Initiatives
Promote the use of the Aboriginal business directories to identify and verify Aboriginal businesses to contract with.	November 2023	Principal Policy Officer – Social Procurement Initiatives
Promote the Aboriginal Business Capability Building Program.	November 2023	Principal Policy Officer – Social Procurement Initiatives
Support Aboriginal Community Controlled Organisations (ACCOs) to develop their capacity to effectively participate in community services procurement processes.	November 2023	Principal Policy Officer – Community Services

10. Actively seek opportunities to support Aboriginal associations and charities.

Deliverable	Timeline	Responsibility
Continue to fundraise for Aboriginal charities and associations through Finance's casual Friday collections.	November 2023	Principal Policy Officer
Seek opportunities for staff volunteer days to actively support Aboriginal associations.	November 2023	Principal Policy Officer

Governance

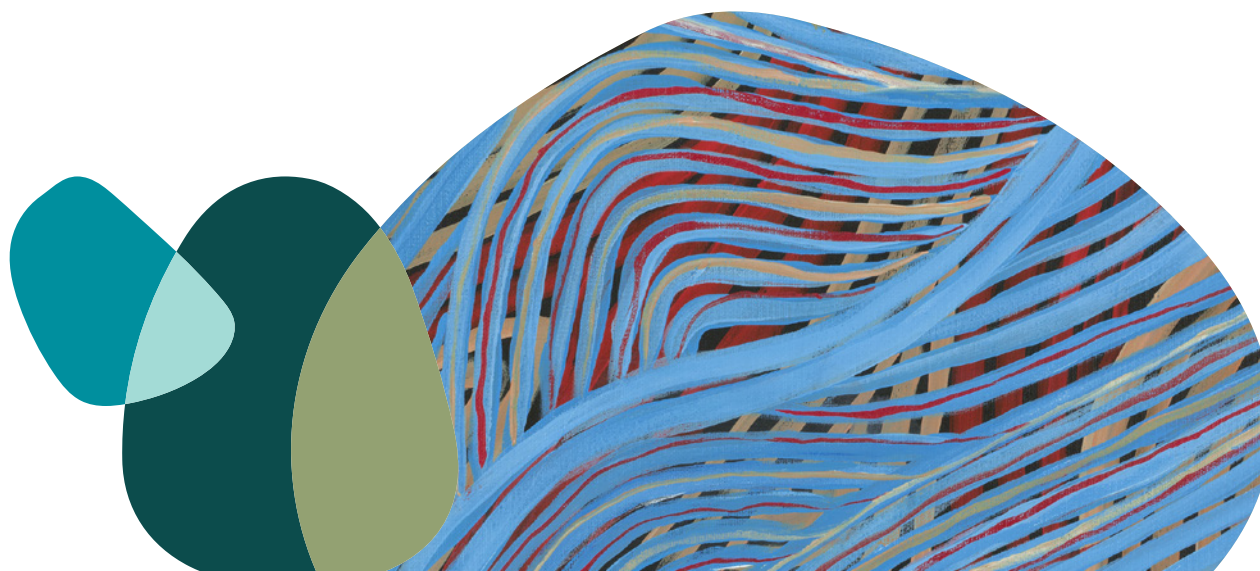
Focus area: Inspiring and Influential

11. Establish and maintain an effective RAP Committee (RAPC) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Committee to meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2023, 2024	RAPC Coordinator
Annually review and maintain formal terms of reference for the Committee.,	January 2023, 2024	RAPC Coordinator
Maintain Aboriginal and Torres Strait Islander staff representation on the RAP Committee.	February 2023, 2024	RAPC Chair

12. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Highlight achievements of the RAP in Finance's Annual Report.	June 2023, 2024	RAPC Chair
Engage senior leaders and other staff in the delivery of RAP commitments.	February, May, August, November 2023, 2024	Director General
Define and maintain appropriate systems to track, measure and report on RAP commitments.	February, May, August, November 2023, 2024	RAPC Chair
Appoint and maintain an internal RAP Champion from senior management.	July 2023, 2024	RAPC Coordinator



RAP Achievements Case Studies

Aboriginal Procurement Policy

The Aboriginal Procurement Policy (APP) was launched in 2018 and includes progressive targets for contracting with Aboriginal businesses, culminating at three per cent of contracts during the 2020 - 21 financial year.

Finance administers the policy, which aims to improve the economic prosperity of Aboriginal peoples in businesses and the broader Aboriginal community.

To develop the Policy, Finance's Social Procurement Initiative team:

- engaged an Aboriginal business to facilitate extensive consultation with the sector during the APP development
- ran State-wide education and training programs
- launched a capability building program to demystify and show Aboriginal businesses how to bid for government contracts
- launched the annual Aboriginal Business Expo to help build relationships between government and the Aboriginal business sector.

In the first two years of the APP 2018 - 19 and 2019 - 20, government agencies awarded 413 contracts to 106 unique Aboriginal businesses totalling more than \$372 million. Public reporting on the APP's performance provides transparency, highlighting government agencies that have not met the target to ensure more effort is made.

New Aboriginal Procurement Policy commenced 1 July 2021

The Aboriginal Procurement Policy entered its second term on 1 July 2021 with the policy set to continue until 30 June 2024. New targets apply, with agencies required to award three per cent of their contracts to Aboriginal businesses in 2021-22, 3.5 percent in 2022-23 and 4 per cent in 2023-24. The increasing targets will provide more opportunities for Aboriginal businesses, both new and existing, and help support Aboriginal economic development.

To celebrate the launch of the new APP term, we commissioned an artwork from Yirrakurl, a family owned Noongar business operated by Deborah Newenham-Coertse and Melissa Spillman.

The painting is a representation of the development of entrepreneurship and business opportunities the APP provides to Aboriginal people and businesses.

Aboriginal Procurement Policy – Aboriginal business success stories

The contracting success of these businesses demonstrate the positive impact the APP has had.

Indigenous Managed Services (IMS)

IMS is one of more than 100 Aboriginal businesses that has secured contracts with WA Government since the commencement of the APP on 1 July 2018.

In analysing the outcomes of the APP, IMS stood out with five contracts awarded in less than 18 months. They were also the first Aboriginal business appointed to a Common Use Arrangement (CUA).

IMS provide a range of services including recruitment and labour hire, business coaching and consulting, mentoring and training services, commercial cleaning and dry ice blasting. They also have a diverse and highly experienced team of consultants/advisers and industry experts, that are available to provide expertise when required.

Aboriginal Procurement Policy wins gold!

On 11 December 2020 the APP won the Gold Achievement Award for Best Practice in Collaboration between Government and Any Other Organisation at the 2020 Institute of Public Administration Awards.

IMS' government clients include the Departments of Fire and Emergency Services, Transport, Primary Industries and Regional Development, Finance and the Government Employees Superannuation Board of WA (GESB). IMS is also contracted to Horizon Power.

Garry Jaffrey, CEO of IMS said it was initially tough marketing their services to government and proving their capability. Once they got their foot in the door with an initial short-term contract, they proved their capability and word started to spread.

GBSC Yurra

GBSC Yurra is an incorporated joint venture. It was created by GBSC, who are a Mid-West based construction company with expertise in building and construction and training apprentices and Yurra, an Aboriginal business based in the Pilbara, who initially focused on industrial services, civil works, commercial landscape construction, grounds maintenance and cleaning.

GBSC Yurra is proudly committed to driving a long-term, economically sustainable business to achieve their goal of delivering positive economic, cultural and community benefit to the people and communities whose land they operate on.

GBSC Yurra were awarded a substantial contract in 2020, to renovate the Victoria Hotel in Roebourne. The renovation allowed for strong community engagement and resulted in contracts for eight school-based trainees, four Aboriginal apprentices, 31 Aboriginal employees and inmates on day release, all contributing to over 12,000 hours of Aboriginal employment, far exceeding the 2,000-hour KPI target for the project.

GBSC Yurra has now successfully tendered for local government authority works and continues to provide experienced personnel in maintenance and repair works.

Following this and the Vic Hotel project, GBSC Yurra were able to start targeting additional government work. In the 2019 - 20 financial year GBSC Yurra successfully secured 12 government contracts worth nearly \$10 million, across eight different government agencies.

GBSC Yurra found both the APP and agency initiatives involving preferences for Aboriginal employment helpful. A future goal for GBSC Yurra is to have fully qualified Aboriginal tradespeople working in all their business areas – currently they have qualified cabinetmakers, electricians, administrators, carpenters and supervisors.

The business acknowledges their success has not been without challenges. Managing the instability of the construction industry and the nature of short-term contracts is difficult to reconcile with their goal of employing apprentices. GBSC Yurra has also found there is a mixed awareness of the APP among agencies as well as the awareness of Aboriginal businesses capabilities. However, there has been a huge improvement in recent years.



Empowering Aboriginal business to contract with government: Aboriginal Business Capability Building Program

Finance is committed to empowering Aboriginal businesses to tender for more government contracts and has awarded contracts totalling \$1.5 million as part of the Capability Building Program (CBP). The program was initiated to further support the contracting outcomes of the APP and assist Aboriginal businesses to build their capability to respond to contracting opportunities.

Three Western Australian-based Aboriginal businesses, IPS, Keogh Bay and Morrgul were awarded contracts to develop and deliver training programs for the CBP throughout the State.

The program has already achieved over 200 interactions with people from Aboriginal businesses throughout the State, through 28 workshops, five online modules and 13 one-on-one business advisory sessions.

Following consultation with Aboriginal businesses and not-for-profit organisations the programs have been designed to ensure the varied needs of Aboriginal entities around the State are met. They include information and training on four key topics: tendering skills, business development, internal governance and contractual compliance requirements.

Aboriginal Traineeship Program

Finance participated in the Public Sector Commission's 2019 Aboriginal Traineeship Program by supporting two trainees, one school-based trainee (18-month program) and one Aboriginal trainee (12-month program). A rotation program was created aimed at developing skills, capabilities and addressing the trainee's interests. Both trainees worked in a variety of areas, enabling a broader development of their skill sets.

In 2020 Finance participated in the program with one Aboriginal Trainee over a 12-month period, who has now secured a permanent position with Finance. A new trainee commenced with the program in February 2021.

A formal workplan was completed for each rotation by the trainee and supervisor, which highlighted tasks, skills developed or improved, and on-the-job training. During the program trainees were also supported by a buddy, supervisor, Registered Training Organisation (RTO) and traineeship consultant to complete their Certificate II or III in Government.

Government leased building renamed to Djookanup 2022

On 10 February, we proudly unveiled the new name for the shared government leased building at Parkland Road, Osborne Park. Formally known as Optima B, the building was renamed Djookanup, meaning 'the place of young women harvesting food'.

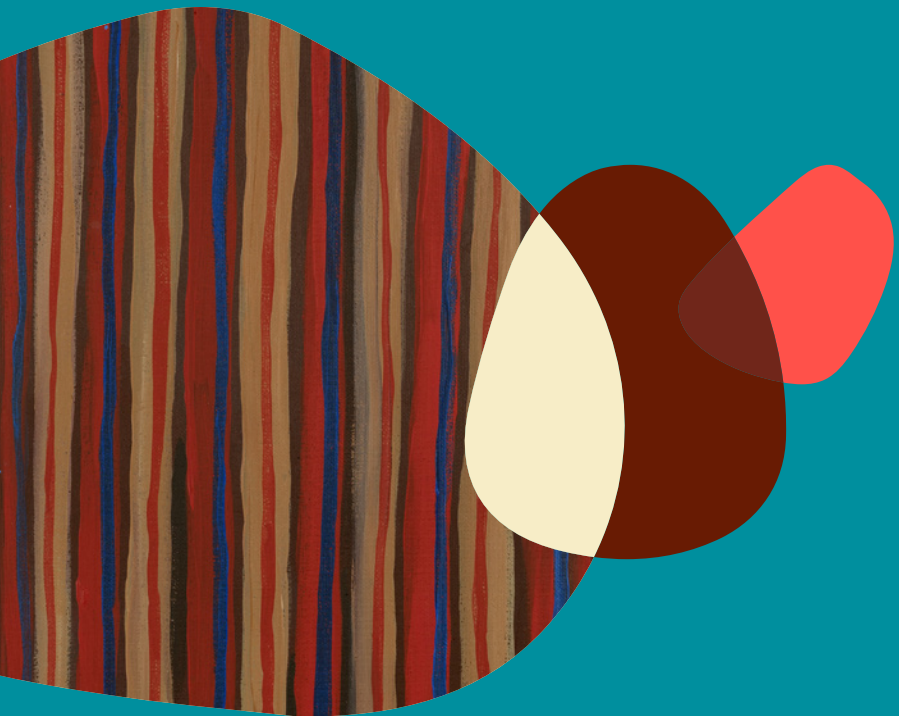
Djookanup recognises Whadjuk Noongar peoples' first use of the areas freshwater lakes to harvest food sources, a role typically undertaken by women. The renaming ceremony included a Welcome to Country and smoking ceremony by Professor Len Collard, Director Moodjar Consultancy and an address by Minister for Finance the Hon. Dr Tony Buti MLA. Signage by Pinjarup-Whadjuk artist Chloe Calyon was also unveiled as part of the celebrations. The event was attended by Wadjuk Elders, Freda Ogilvie, Gerald Shaw and Betty Garlett, Goreng Glan Elder Christine Reich, DTWD and Finance staff.



Case Study: Kimberley Leaker

On 13 June 2019, the Public Sector Commission Traineeship Program graduation ceremony was held and Finance trainee, Kimberley Leaker, successfully completed her Certificate III to an exceptional standard and in record time in just seven months.

Kimberley works within the Training and Development directorate of Finance. As testament to the quality of her work she was appointed to a permanent position in 2019. She is the leader of the newly formed FIN group overseeing the formation of the groups' purposes, roles and directions.



Contact us

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Photo credits: All photos taken by Finance staff.