



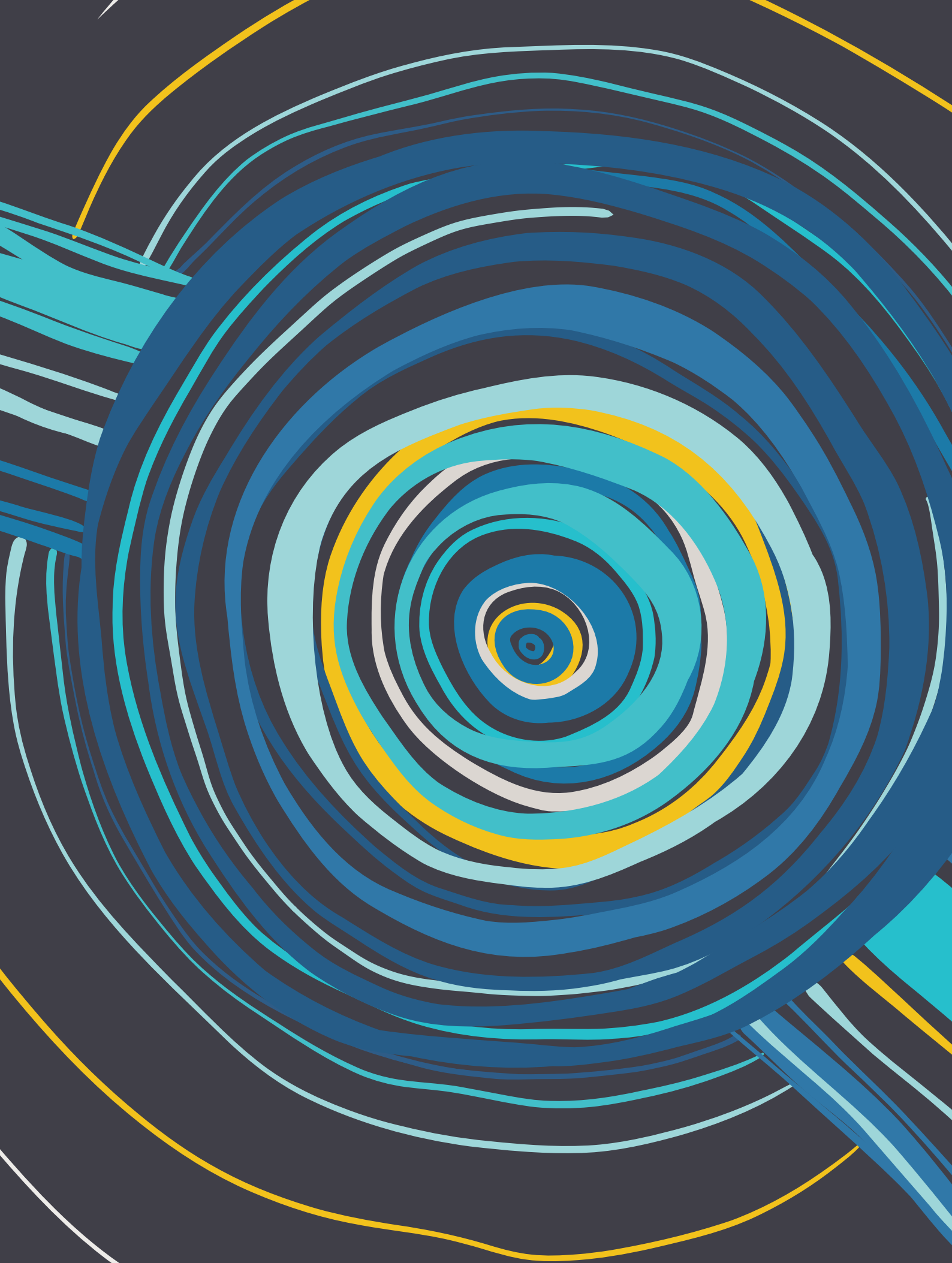
Government of **Western Australia**
Department of **Communities**

Reflect

Reconciliation Action Plan

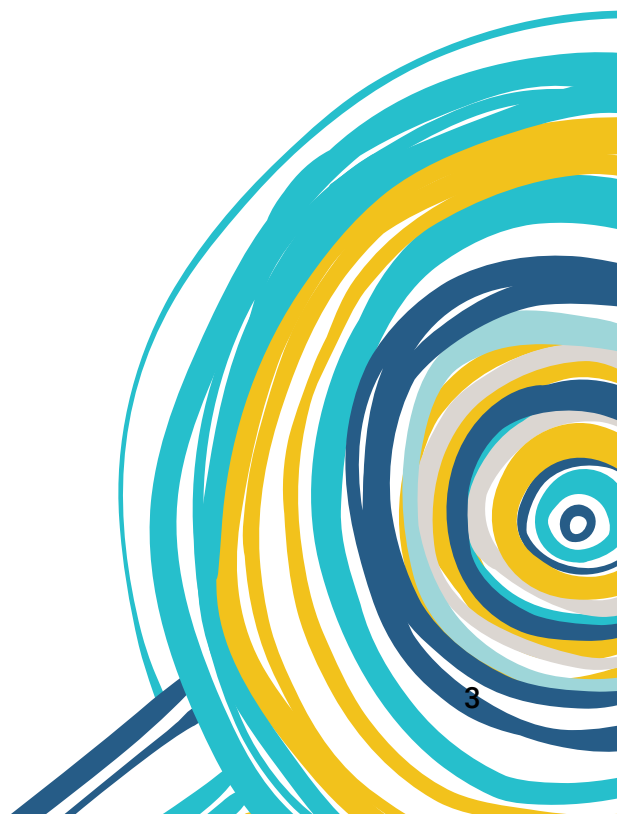
April 2025 – September 2026





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Acknowledgement of Country

The Department of Communities acknowledges and pays respect to Elders past and present, and Traditional Custodians of all Countries throughout Western Australia.

We also acknowledge the cultures, histories, stories, determination, and resilience of the Aboriginal and Torres Strait Islander peoples of our vast State, and the significant contribution they have made and continue to make.

We recognise we have much to learn from Aboriginal and Torres Strait Islander peoples who are part of the world's oldest continuous culture.



Department of Communities staff watching performers at an Aboriginal Employee Network event.
Photo: Department of Communities.



Artist acknowledgement

“Growth happens when we listen, learn and move with purpose. The best guidance in my life I’ve been given has happened through yarns with those older and wiser, guiding me along my journey through life. I see this Reflect RAP journey for the Department of Communities in a similar light.

In my artwork I’ve represented this story through yarning circles and pathways connecting from one to the next. Within the work, you’ll notice some yarning circles with a ripple effect extending out, representing the effect these conversations have on the surrounding community.”

Kevin Wilson

Wongatha

A message from our Director General

I am very pleased to present Communities' inaugural Reconciliation Action Plan (RAP), Reflect.

A Reflect RAP is the first stage of our RAP journey and helps prepare an organisation to engage in reconciliation meaningfully. As part of Communities' commitment to Aboriginal and Torres Strait Islander peoples, all divisions across Communities will have responsibility for implementing and monitoring actions from the RAP. This will ensure system reform and is set to create new and exciting benchmarks in the way that we work with Aboriginal and Torres Strait Islander peoples.

This plan signals our strong intent to continue our reconciliation journey and invites Aboriginal and Torres Strait Islander peoples and the broader Western Australian community to be part of this. The plan also shows that we want to be part of the national dialogue and discussion around reconciliation, reflecting on our shared history, with lessons from these conversations helping to shape our future directions under the four priority reform areas within the National Agreement on Closing the Gap.

Communities recognises a 'culture at the heart' approach towards better outcomes for Aboriginal and Torres Strait Islander peoples, built around genuine partnerships and engagement with Aboriginal and Torres Strait Islander stakeholders, strong accountability, and culturally responsive ways of working under our commitment to the WA Government's Aboriginal Empowerment Strategy 2021–2029.

Communities recently launched the Aboriginal Cultural Framework. The framework is an important milestone towards new ways of working at Communities as we strengthen the cultural competency and capability of our staff, systems, and policies across the agency.

I am committed to making Communities a culturally safe workplace for Aboriginal and Torres Strait Islander peoples. Our RAP journey is significant and will shape our capacity to support all Western Australians to live lives of self-determination and empowerment.



Mike Rowe

Director General & RAP Champion
Department of Communities

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes WA Department of Communities to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

WA Department of Communities joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

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

Congratulations WA Department of Communities, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Department of Communities office locations

Corporate

Walyalup (Fremantle)
Boorloo (Perth)
Bennett Street
Shenton Park
Myaree

North Metro

Mirrabooka
Joondalup x 2
Jindalee
Innaloo
Midland x 2

South Metro

Fremantle x 2
Cannington x 2
Armadale
Victoria Park
Rockingham x 2
Kwinana x 2
Mandurah x 2

Kimberley

Broome x 2
Kununurra x 2
Derby x 2
Fitzroy Crossing x 2
Halls Creek
Wyndham

Pilbara

South Hedland x 2
Karratha x 2
Newman
Onslow
Roebourne
Tom Price

Midwest - Gascoyne

Geraldton x 2
Carnarvon x 2
Meekatharra
Mullewa
Mt Magnet
Wiluna

Goldfields - Esperance Region

Kalgoorlie x 3
Esperance
Laverton
Leonora

Wheatbelt

Northam x 3
Merredin x 2
Narrogin x 2
Moora

South-West

Bunbury x 4
Busselton
Collie
Manjimup x 2
Margaret River

Great Southern

Albany x 4
Katanning x 2



Our business

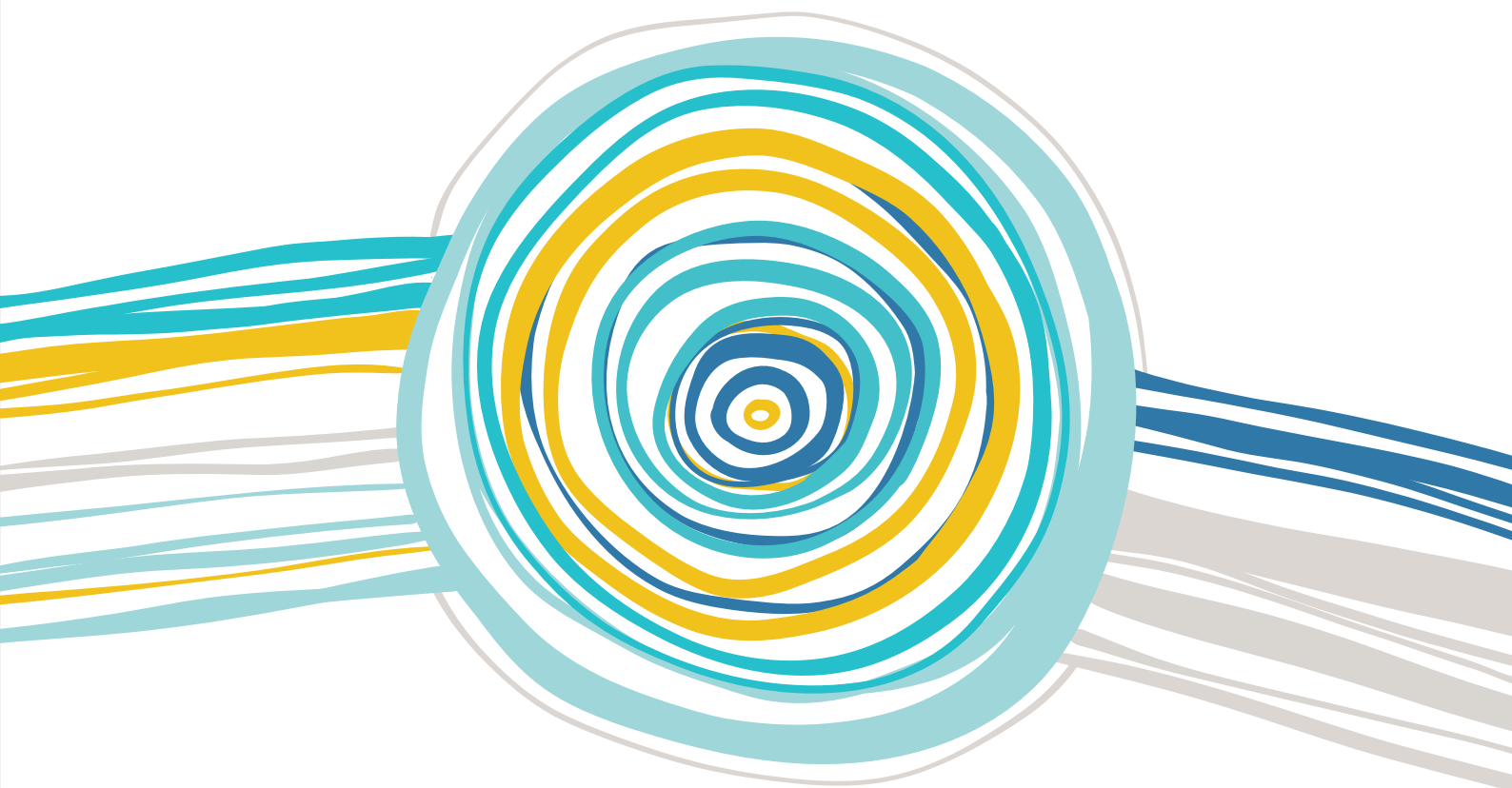
Communities brings together vital services and functions that enable individual, family and community wellbeing. We partner across government and the community services sector to support diverse communities throughout Western Australia, and believe we can play an important role in advancing reconciliation.

Our Ministerial portfolios include:

- » Child Protection
- » Community Services
- » Disability Services
- » Emergency Services
- » Housing
- » Homelessness
- » Prevention of Family and Domestic Violence
- » Seniors and Ageing
- » Volunteering
- » Women's Interests
- » Youth
- » Early Childhood Education.

These services, functions and portfolios reflect the Priority Reform areas of the National Agreement on Closing the Gap, being:

- » **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.



Our story¹

One Communities journey

The Department of Communities (Communities) was established on 1 July 2017 as part of the Western Australian Government's commitment to innovating the public sector human services. It was formed from several agencies and their portfolio areas outlined below:

- » Department for Child Protection and Family Support
- » Department of Housing (including Housing Authority)
- » Disability Services Commission
- » Communities' component of the Department of Local Government and Communities
- » Regional Services Reform Unit
- » Regional coordination and engagement component of the Department of Aboriginal Affairs.

Communities has offices across Perth in the metropolitan area and in every country region across the State.

Communities embraces diversity and firmly believes that the best services come from a workplace where varied viewpoints are welcomed and encouraged every day. We are committed to creating an equitable and diverse workforce, with Aboriginal and Torres Strait Islander peoples, people with disability, people from culturally diverse backgrounds, women and youth.

We employ just over 6,000 employees across our offices, with about 6.5 per cent² of those identifying as Aboriginal and/or Torres Strait Islander peoples.

¹ Department of Communities Strategic Direction Statement 2022-25

² Acknowledging the percentage of Aboriginal and/or Torres Strait Islander employees across our offices, does fluctuate

Ngulluk is a Noongar word that incorporates all of us. It encompasses everyone, from all Countries, cultures and backgrounds.

Noongar language has been used to capture our story in recognition that Communities' central office is in Walyalup, on the Whadjuk Boodja (Country) of the Noongar Nation, Western Australia.

Ngulluk Kart

All Minds

Our vision articulates our aspiration for ourselves and the people we serve.

Ngulluk Koort

All Hearts

Our purpose explains our core reason for being. It highlights the heart of our business: people.



Ngulluk Marr

All Hands

Our direction is how we practically achieve our vision.

Ngulluk Wirrin

All Spirit

Our values are who we are and what we stand for.

Our directions

1. Greater self-determination

All people have a fundamental right to shape their own lives and control their future.

In an Aboriginal context, it means Aboriginal people having a genuine say in the design and delivery of policies, programs and services that affect them, and decision-making rights.

This right underpins national efforts in Closing the Gap, as well as many other areas of reform.

Communities will focus on:

Our people

Ensuring a culturally competent and safe environment that values self-determination and empowerment, particularly for Aboriginal people.

Country

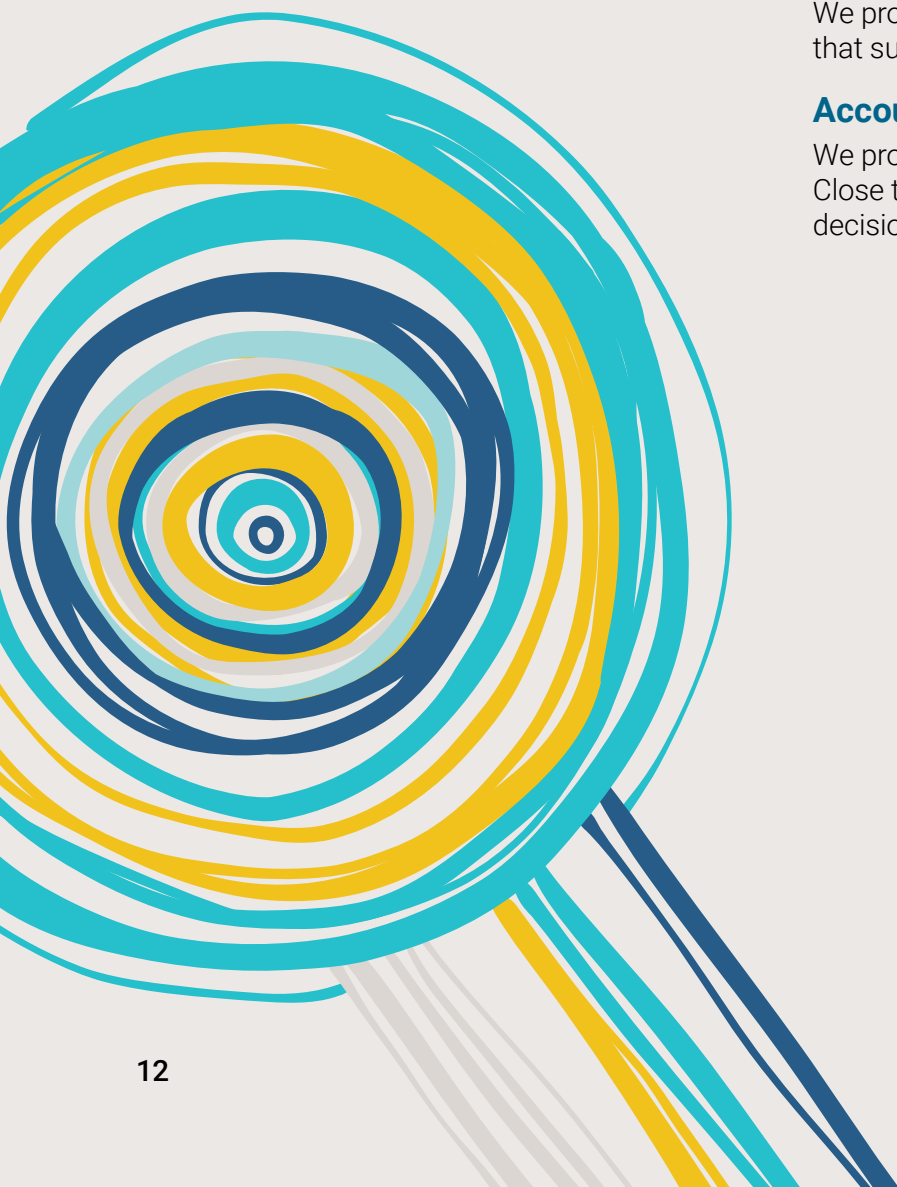
Supporting Aboriginal rights on Country, to help realise Aboriginal ambitions for land, water, culture, leadership and self-governance.

Procurement and commissioning

We procure goods, services and works in ways that support Closing the Gap efforts.

Accountability

We provide transparency of what we're doing to Close the Gap through self-determination and decision-making.



2. Earlier intervention and prevention

Earlier intervention and prevention improves long-term outcomes for the individuals, children and families we serve, often at a lower cost.

Whether it's housing maintenance, regulatory intervention, emergency relief, human resource matters, child protection, family and domestic violence, or the delivery of community services, tackling problems early generates the best return on effort and expenditure.

This requires both investment in earlier intervention and prevention approaches, and a mindset shift in how we approach everyday tasks and where we expend our effort.

Earlier intervention relies on the combination of improved information and housing management systems, and the insights from professionals on the frontline to use that information.

Integrated and interdisciplinary services increase the opportunities and breadth of possible interventions.

Communities will focus on:

People we serve

We consult with individuals, families, carers and communities to focus supports on the needs of the person, keeping the person at the centre of everything we do.

Partners

We partner with other agencies and service providers that support early solutions and prevent problems from worsening.

Data and analytics

We identify opportunities to intervene earlier to improve outcomes and enable evidence-led analysis, emerging patterns and trend identification.

Systems

We ensure that the systems we create to support housing management and the delivery of community services focus on earlier and preventative expenditure.

Our directions

3. Continuous improvement in service delivery

Communities has significant statutory responsibilities, including child protection, building and maintaining housing, and delivering and regulating community services and supports. Communities also delivers on Government priorities to support better outcomes for Aboriginal people, people with disability, carers, youth and volunteers.

When we undertake these functions, we seek to always commit to better ways of delivering outcomes for the people we serve.

Communities will focus on:

Innovation culture

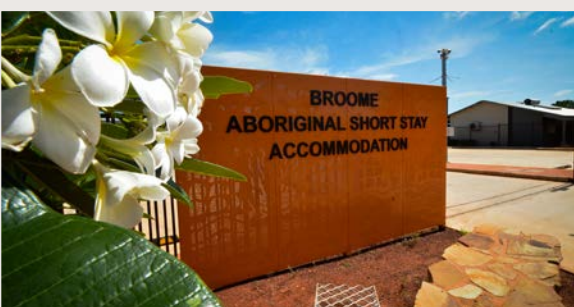
As a team we are constantly looking for better ways to improve and achieve greater efficiencies to help individuals, families and communities.

Business improvement

To make it easier for our team, partners and the people we serve, we continue to implement changes to systems and processes that achieve real results.

Data and measurement

We use data to analyse relevant trends and measure the effectiveness of our delivery, opportunities to improve delivery, and any changes we make.



Aboriginal Short Stay Accommodation in Broome. Photo: Department of Communities.

4. Innovative and integrated approaches

Communities' broad portfolio responsibilities, wide network and footprint provides opportunities to integrate supports for individuals, families and communities.

Those characteristics also make it possible to learn from and build on innovations in other portfolios, from different parts of the State and Nation and our delivery partners.

Communities will focus on:

Client needs

We connect individuals and families to appropriate supports wherever possible, whether or not they have come in through the "right door".

System improvement

We improve our internal and client systems to enhance data capture, reduce repeat assessments and facilitate better referral pathways.

Sharing information

We share data, evidence and experiences with each other, our partners and the people we serve as a way of driving improvement and innovation.

Sharing ideas

We encourage staff, partners and the people we serve to share ideas with us and each other, enhancing collaboration, learning and implementation.



5. A focus on our people and workplace

We work in a complex service system and our work can be challenging and rewarding.

We want to be a great place to work. We act with care and kindness.

We're investing in our committed workforce to achieve the best for children, young people, families, individuals and communities.

In doing so, we want to retain and develop the great people we have and attract equally talented and committed people to work with us.

Communities will focus on:

One Communities – One Team

We communicate well, take collective responsibility for what we need to do, celebrate diversity and achievement, and deliver responsive services that build safe, inclusive and empowered communities.

Cultural competence

We support our staff and partners to understand and interact effectively with people from other cultures.

Safety

We provide physical and psychological safety for our team, including appropriate workload management.

Development

We value the growth of our people, ensuring that our team and partners have the skills, expertise and support to deliver quality outcomes.



Department of Communities staff at an Aboriginal Employee Network event. Photo: Department of Communities.

Our values

Our values are core principles that underpin our shared behaviour and guide our culture. They define how we work together, with our partners and with the people we serve.

I

Integrity

We are honest.
We do what we say we'll do.

C

Courage

We are bold.
We are brave.

R

Respect

We treat everyone with dignity.
We recognise contribution and value diversity.

E

Empathy

We are authentic and understanding.
We are compassionate.

A

Accountability

We are collectively responsible.
We are reliable.

T

Trust

We are fair.
We act in good faith.

E

Empowerment

We support our colleagues.
We build on strengths.

Our reconciliation journey

Reconciliation is about demonstrating leadership by strengthening relationships between Aboriginal and Torres Strait Islander people and non-Indigenous people, that are mutually beneficial for all. Our RAP is aligned with Reconciliation Australia's pillars of Governance, Relationships, Respect and Opportunities, and will provide a supportive framework for Communities to work towards meeting the five national reconciliation dimensions of:

Race relations

Valuing Aboriginal and Torres Strait Islander peoples and their cultures, resulting in stronger relationships based on trust and respect and that are free of racism.

Equality and equity

Ensuring Aboriginal and Torres Strait Islander peoples have equal and equitable access to participate in a range of life opportunities.

Institutional integrity

Actively supporting the reconciliation movement, capitalising on the RAP program creating wider opportunities for Aboriginal and Torres Strait Islander peoples.

Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

Historical acceptance

An Australian society that understands and accepts the wrongs of the past through gaining awareness of how past policies and practices have impacted on Aboriginal and Torres Strait Islander peoples and communities, and ensuring these wrongs are never repeated.

Communities' Reflect RAP will provide a cohesive framework to identify opportunities for Communities to advance reconciliation in Western Australia. We are committed to increasing employment and career development opportunities for Aboriginal and Torres Strait Islander peoples, and valuing the knowledge, expertise and diverse experiences of Aboriginal and Torres Strait Islander peoples. As the largest human services government department in Western Australia, we recognise that Aboriginal and Torres Strait Islander voices and perspectives will assist with Closing the Gap between Aboriginal and Torres Strait Islander and non-Indigenous people throughout the State.

The development of this inaugural RAP demonstrates our commitment to:

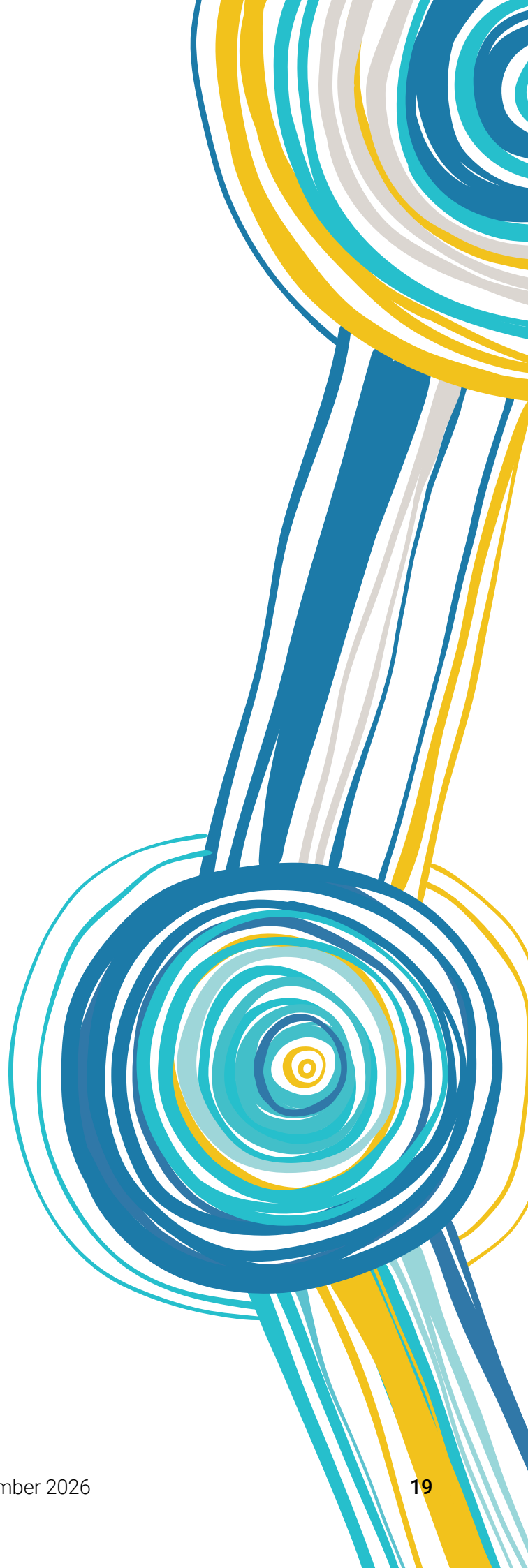
- » placing the views and beliefs of Aboriginal and Torres Strait Islander peoples front and centre in our journey to reconciliation
- » building and strengthening relationships, with Aboriginal and Torres Strait Islander peoples and communities
- » increasing employee participation in cultural competency programs to further increase understanding, awareness and engagement with Aboriginal and Torres Strait Islander peoples and communities.

Communities will support individuals and families to lead their best life by:

- » increasing understanding of cultural awareness by sharing knowledge and experiences of Aboriginal and Torres Strait Islander peoples that benefits employees and key stakeholders
- » ensuring Aboriginal and Torres Strait Islander peoples' participation is included through co-project mapping with employees and key stakeholders
- » building and delivering on quality, culturally safe and responsive services for Aboriginal and Torres Strait Islander peoples and communities.

Communities will mobilise local solutions by:

- » recognising local Aboriginal and Torres Strait Islander peoples and communities as the driver for local solutions to local issues
- » collaborating with Aboriginal and Torres Strait Islander peoples to design local and place-based engagement and participation strategies
- » ensuring local Aboriginal and Torres Strait Islander peoples are consulted with and respected to share their views and cultural knowledge, that helps improve our services to those local Aboriginal and Torres Strait Islander peoples and communities, acknowledging that it may not be appropriate to share cultural knowledge in certain circumstances
- » providing feedback to Aboriginal and Torres Strait Islander communities on the progress of information gathered from within their community.



Communities' reconciliation journey to date includes and acknowledges historic efforts through our predecessor agencies who had Reconciliation Actions Plans in place – Disability Services Commission (2012–2014) and Department of Housing (2014–2017). Our reconciliation journey also recognises work done within Communities since 2017 to not only develop a RAP, and the ongoing work through the RAP Working Group, but also work done within the broader agency to progress our reconciliation journey. While this document shows considerable work completed around reconciliation, this Reflect RAP signals there is still much effort required, including the formal commencement of Communities' reconciliation journey in partnership with Reconciliation Australia.

As part of the reconciliation journey, there are many cultural reform priorities and activities that Communities lead across the State. Some of these include:

NAIDOC Week

Communities celebrates NAIDOC Week across the State, including involvement and participation at regional WA events, and provides internal funding to allow offices to undertake NAIDOC Week events. The Communities Leadership Team and all employees are encouraged to attend and participate in NAIDOC Week events.

National Sorry Day

Communities holds National Sorry Day events across the State, where Aboriginal and Torres Strait Islander leaders and Elders are given the opportunity to speak about the Stolen Generations and all employees are encouraged to attend. Communities strongly acknowledges the 'Bringing Them Home' report and how it guides the work that Communities undertakes. Communities recognises that National Sorry Day was first commemorated a year after the report was tabled in Parliament.

National Reconciliation Week

Communities holds National Reconciliation Week (NRW) events across the State every year and all employees are encouraged to attend National NRW events. Events are led by non-Indigenous employees as a demonstration of reconciliation. Communities participated for the first time in the NRW Street Banner Program of 2023 and sponsored a banner at Forrest Chase in the Perth CBD.

Communities' participation in these events has been deeply rewarding and helped to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples, which has also had positive impact upon the reconciliation journey and continued efforts to improve outcomes for Aboriginal and Torres Strait Islander peoples in WA.

Employment Initiatives

Communities' Workforce Diversification and Inclusion Strategy 2024–27 (WD&IS) prioritises employment and inclusion actions in relation to Aboriginal and Torres Strait Islander peoples (one of the two main diversity groups it focuses on), understanding the employment challenges they experience, as well as the need to reflect the diversity profile of the communities the Department serves. This will be delivered through divisional action plans that include local targets, tailored initiatives and actions.

Targeted employment and development programs will also be included, with the WD&IS Action Plan to also and importantly be informed by the Aboriginal Employee Network and the Aboriginal Workforce Strategy scheduled for release in 2025.

Aboriginal Cultural Capability Reform Program

A key part the reconciliation journey is the work under the Aboriginal Cultural Capability Reform Program (ACCRP). The ACCRP is driving an agency-wide cultural reform agenda aimed at addressing the critical need for Communities to improve the cultural competence of its workforce and the cultural responsiveness of its systems, policies, and practices.

The ACCRP launched Communities' Aboriginal Cultural Framework 2024–2034 in November 2024 which provides a whole-of-agency approach to promoting a culturally competent workforce, delivering culturally safe services to Aboriginal and Torres Strait Islander peoples, and embedding a 'culture at the heart' approach.

The ACCRP and the RAP will together support better outcomes for Aboriginal and Torres Strait Islander peoples and guide the change required to address systemic barriers and increase opportunities for Aboriginal and Torres Strait Islander peoples.

Aboriginal Strategic Advisory Group

The Aboriginal Strategic Advisory Group (ASAG) has been established by the Minister for Child Protection (the Minister) as an Advisory Group under section 27 of the *Children and Community Services Act 2004 WA*, to provide advice to the Director General of Communities relating to the development and implementation of policies and strategies or matters that impact on Aboriginal and Torres Strait Islander communities in WA.

Aboriginal Representative Organisations

Communities is leading the implementation of the Aboriginal Representative Organisations (ARO) Pilot Program in Armadale and the Kimberley region. This is a critical step towards implementing legislative amendments made in October 2021 to the *Children and Community Services Act 2004*.

This work also strongly aligns with Priority Reform Three of the National Agreement on Closing the Gap – Transforming Government Organisations, which commits us to systemic and structural transformation to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples.



Smoking ceremony at an Aboriginal Employee Network event.
Photo: Department of Communities.

Our partnerships

Communities acknowledges the current work being done by and with our stakeholders. Below is a list of the valued stakeholders that Communities has partnered with to support better outcomes for Aboriginal and Torres Strait Islander peoples, families, and communities throughout WA.

- » Aboriginal and Torres Strait Islander communities in WA
- » Department of Communities employees
- » Aboriginal Community Controlled Organisations (ACCOs)
- » Aboriginal Representative Organisations
- » Local Registered Aboriginal Businesses
- » Communities' Aboriginal Strategic Advisory Group
- » Indigenous Vocational Training and Employment Centres (IVTEC)
- » Employer Support and Group Training Agencies
- » Community Sector and Not-for-Profit Organisations
- » Foster Carer Association of WA and Foster Carers
- » Non-Government Organisations
- » Ombudsman of WA
- » District Leadership Groups
- » Commissioner for Children and Young People (CCYP)
- » State and Federal Government Departments
- » Academic and Research Institutions
- » Council of Aboriginal Services Western Australia (CASWA).

This aligns with Priority Reform One of the National Agreement on Closing the Gap – Formal Partnerships and Shared Decision-making. We commit to building and strengthening structures that empower Aboriginal and Torres Strait Islander peoples to share decision-making authority with governments to accelerate policy and place-based progress against Closing the Gap.

Our Reflect Reconciliation Action Plan deliverables

Communities Leadership Team give their commitment to championing reconciliation and building a strong foundation to ensure the sustainability of long-term reconciliation deliverables.

‘Communities Leadership Team’ refers to the following specific positions:

- » Director General
- » Deputy Director General, Child Protection and Family Support
- » Deputy Director General, Disability
- » Deputy Director General, Housing and Homelessness
- » Deputy Director General, Business Services
- » Deputy Director General, Professional Standards, Regulation and Legal
- » Assistant Director General, Aboriginal Outcomes
- » Assistant Director General, Strategy and Partnerships
- » Assistant Director General – Chief People Officer, People and Culture Division
- » Chief Finance Officer, Business Services
- » Executive Director, Office of the Director General
- » Executive Director, Commissioning and Contracting.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Incorporate advice and feedback from the Aboriginal Strategic Advisory Group (ASAG) into the development and delivery of initiatives and services that will positively impact Aboriginal and Torres Strait Islander peoples.	December 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: Executive Director, Office of the Director General
	1.2 Identify and engage Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or region.	June 2026	Lead: Assistant Director General, Aboriginal Outcomes Support: Child Protection and Family Support, Strategy and Partnerships
	1.3 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	August 2025	Lead: Assistant Director General, Aboriginal Outcomes Executive Director, Office of the Director General

Relationships

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Promote and circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees via the Common, the Cultural Hub and Viva Engage groups.	May 2025 and May 2026	Lead: Executive Director General, Office of the Director General Support: Corporate Communications team
	2.2 RAP Working Group members to attend an external event to recognise and celebrate NRW.	27 May – 3 June 2025	Lead: Assistant Director General, Aboriginal Outcomes
	2.3 Communities Leadership Team to attend an external event to recognise and celebrate NRW.	27 May – 3 June 2025	Lead: Communities Leadership Team Members
	2.4 Encourage and support staff and senior leaders to participate in an external event to recognise and celebrate NRW.	27 May – 3 June 2025	Lead: Communities Leadership Team Members
	2.5 Register Communities' NRW event on Reconciliation Australia's NRW website.	May 2025 and May 2026	Lead: Assistant Director General, Aboriginal Outcomes
3. Promote reconciliation through our sphere of influence	3.1 Communicate our commitment to reconciliation to all employees and external stakeholders.	April 2025	Lead: Director General Support: Communities Leadership Team
	3.2 Support Communities' employees to participate in important events such as Sorry Day and Reconciliation WA events.	July 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: Communities Leadership Team
	3.3 Identify key Aboriginal and Torres Strait Islander stakeholders whom Communities can engage with in the development of future RAP actions.	July 2025	Lead: Assistant Director General, Aboriginal Outcomes
	3.4 Communities leadership to engage with other Departmental organisations, whom also have a RAP, to share our reconciliation journeys and ideas for reconciliation.	July 2025	Lead: Assistant Director General, Aboriginal Outcomes

Relationships

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	April 2026	Lead: Assistant Director General, People and Culture Division, Assistant Director General, Aboriginal Outcomes
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	Lead: Assistant Director General, People and Culture Division
	4.3 Implement monitoring of any feedback of racism and discrimination in the workplace with systems in place to respond promptly and effectively.	April 2026	Lead: Assistant Director General, People and Culture

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Ensure all employees complete the currently available online Aboriginal Cultural Appreciation course.	June 2025	Lead: Assistant Director General, Aboriginal Outcomes Assistant Director General, People and Culture Division
	5.2 Conduct a review of cultural learning needs within our organisation.	August 2025	Lead: Assistant Director General, Aboriginal Outcomes Assistant Director General, People and Culture Division.
	5.3 Develop a business case for funding and resources, to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, that also allows for increased participation and inclusion in events and celebrations.	June 2026	Lead: Assistant Director General, Aboriginal Outcomes Support: Executive Director, Office of the Director General
	5.4 Display Aboriginal artwork, languages (both written and spoken), artefacts, and flags which are place-based and acknowledge the local Aboriginal Traditional Owners and communities.	May 2025	Lead: Deputy Director General, Business Services Support: Facilities

Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop information and materials to improve employees understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	Lead: Deputy Director General, Child Protection and Family Support Support: Corporate Communications
	6.2 Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Lead: Assistant Director General, Aboriginal Outcomes Assistant Director General, People and Culture Division Support: Corporate Communications
	6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings and significant events.	June 2025	Lead: Communities Leadership Team
	6.4 Review and update our cultural protocol guidelines, including protocols for Welcome to Country, Acknowledgement of Country and the engagement of a local Traditional Owner to provide a Welcome to Country (or other appropriate cultural protocol) at significant events.	September 2025	Lead: Assistant Director General, Aboriginal Outcomes
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Introduce, raise awareness, and share information with employees about the meaning of NAIDOC Week and promote external NAIDOC Week celebrations via a calendar of local events distributed to employees.	June and July 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: Corporate Communications
	7.2 Celebrate and participate in NAIDOC Week celebrations during NAIDOC Week with the Aboriginal Cultural Events Committee to facilitate shared learning opportunities for all employees at Communities.	First week in July 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: Corporate Communications, all employees
	7.3 RAP Working Group to participate in an external NAIDOC Week event, to represent Communities.	July 2025	Lead: RAP Working Group Chair Support: RAP Working Group Members

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Develop an Aboriginal Workforce Strategy that will provide a framework to ensure a strong and supported Aboriginal workforce and enable a culturally safe and responsive workplace.	June 2025	Lead: Assistant Director General, Aboriginal Outcomes
	8.2 Maintain representation of Aboriginal and/or Torres Strait Islander employees as part of Communities Leadership Team.	June 2026	Lead: Director General Support: Communities Leadership Team
	8.3 Annually track the level and report on the improvements to the Aboriginal and Torres Strait Islander employment rate within Communities.	December 2025	Lead: Assistant Director General, People and Culture Division Support: Communities Leadership Team
	8.4 Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Lead: Assistant Director General, People and Culture Division Assistant Director General, Aboriginal Outcomes
	8.5 Work with Employee Assistance Program (EAP) providers to expand on culturally appropriate external supports for employees through current providers, for rural and remote employees.	June 2026	Lead: Assistant Director General, People and Culture Division
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Strengthen relationships with Aboriginal Community Controlled Organisations (ACCOs) through the implementation of Communities' ACCO Strategy and commissioning activities to increase the capability to procure and deliver place-based and culturally appropriate services across WA.	December 2025	Lead: Deputy Director General, Child Protection and Family Support Assistant Director General, Strategy and Partnerships Assistant Director General, Aboriginal Outcomes Executive Director, Commissioning and Contracting
	9.2 Increase awareness of the Aboriginal Procurement Policy with the intention of increasing the award of contracts to Aboriginal and/or Torres Strait Islander owned businesses and Aboriginal Community Controlled Organisations.	June 2025	Lead: Deputy Director General, Business Services Executive Director, Commissioning and Contracting
	9.3 Investigate Supply Nation membership.	June 2025	Lead: Deputy Director General, Business Services

Governance

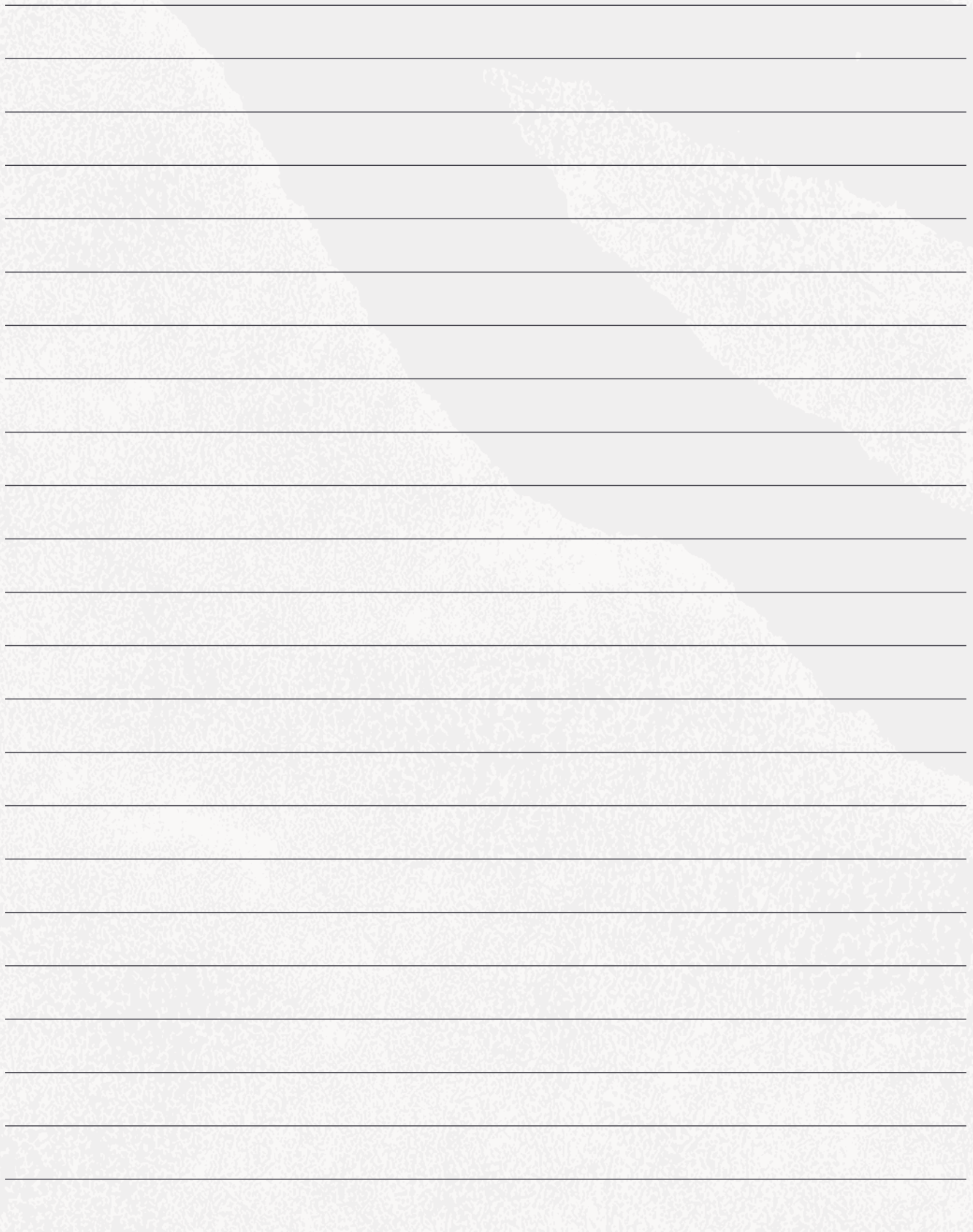
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	10.1 Reconvene a RWG to govern RAP implementation.	May 2025	Lead: Assistant Director General, Aboriginal Outcomes
	10.2 Draft a Terms of Reference for the RWG.	May 2025	Lead: Assistant Director General, Aboriginal Outcomes
	10.3 Establish and maintain Aboriginal and/or Torres Strait Islander representation on the RWG.	December 2025	Lead: Assistant Director General, Aboriginal Outcomes
	10.4 RWG to meet at least 6 times per year to drive and monitor RAP deliverables.	Bi-monthly commencing May 2025	Lead: Assistant Director General, Aboriginal Outcomes
	10.5 RWG to jointly meet with Communities Leadership Team twice annually to discuss progress.	June and December 2025, June 2026	Lead: Assistant Director General, Aboriginal Outcomes
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define and provide resource requirements for RAP implementation.	April 2025	Lead: Assistant Director General, Aboriginal Outcomes
	11.2 Embed Reflect RAP commitments and performance of RAP into Communities Leadership Team Members' performance agreements.	July 2025	Lead: Communities Leadership Team Members
	11.3 Maintain a senior leader to champion our RAP internally.	April 2025	Lead: Director General Support: Aboriginal Outcomes
	11.4 Engage senior leaders in the delivery of RAP commitments.	April 2025	Lead: Communities Leadership Team Members Support: All divisions
	11.5 Define and develop appropriate governance systems and capability to track, measure and report on RAP commitments.	May 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: RAP Working Group Chair, Data team

Governance

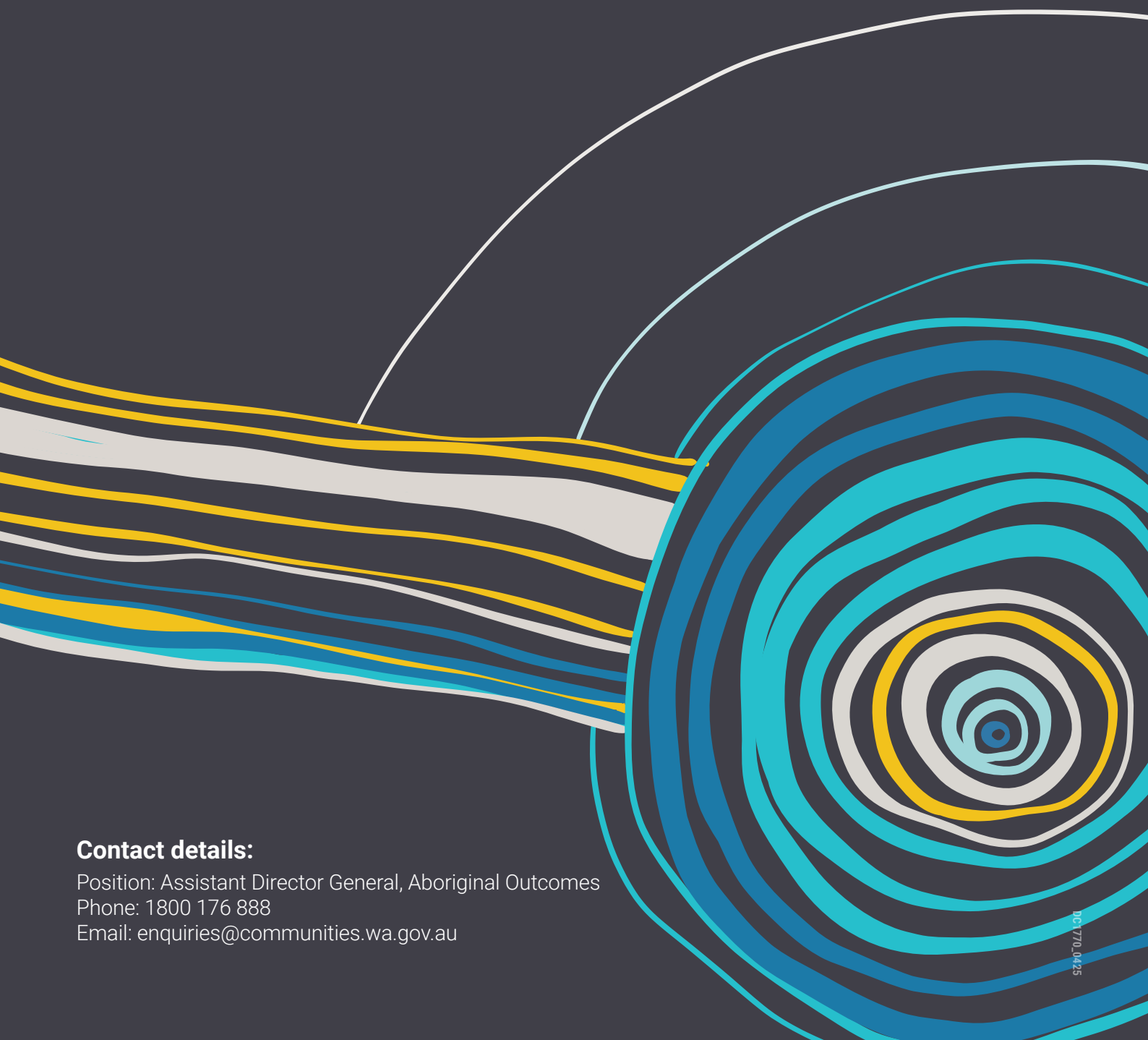
Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Provide six monthly reporting by presentation to the Aboriginal Strategic Advisory Group, on the progress of the RAP deliverables.	September 2025 March 2026 September 2026	Lead: Assistant Director General, Aboriginal Outcomes
	12.2 Provide six monthly reporting on the progress of the RAP deliverables to Communities Leadership Team.	September 2025 March 2026 September 2026	Lead: Assistant Director General, Aboriginal Outcomes
	12.3 RAP to be published and accessible on Communities webpage.	April 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: Corporate Communications
	12.4 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	Lead: Assistant Director General, Aboriginal Outcomes Support: RAP Working Group Chair and Aboriginal Outcomes
	12.5 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure that we do not miss out on important RAP correspondence.	1 June Annually	Lead: Assistant Director General, Aboriginal Outcomes Support: RAP Working Group Chair
	12.6 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August Annually	Lead: Assistant Director General, Aboriginal Outcomes Support: RAP Working Group Chair
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Lead: Assistant Director General, Aboriginal Outcomes

Notes

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Contact details:

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