

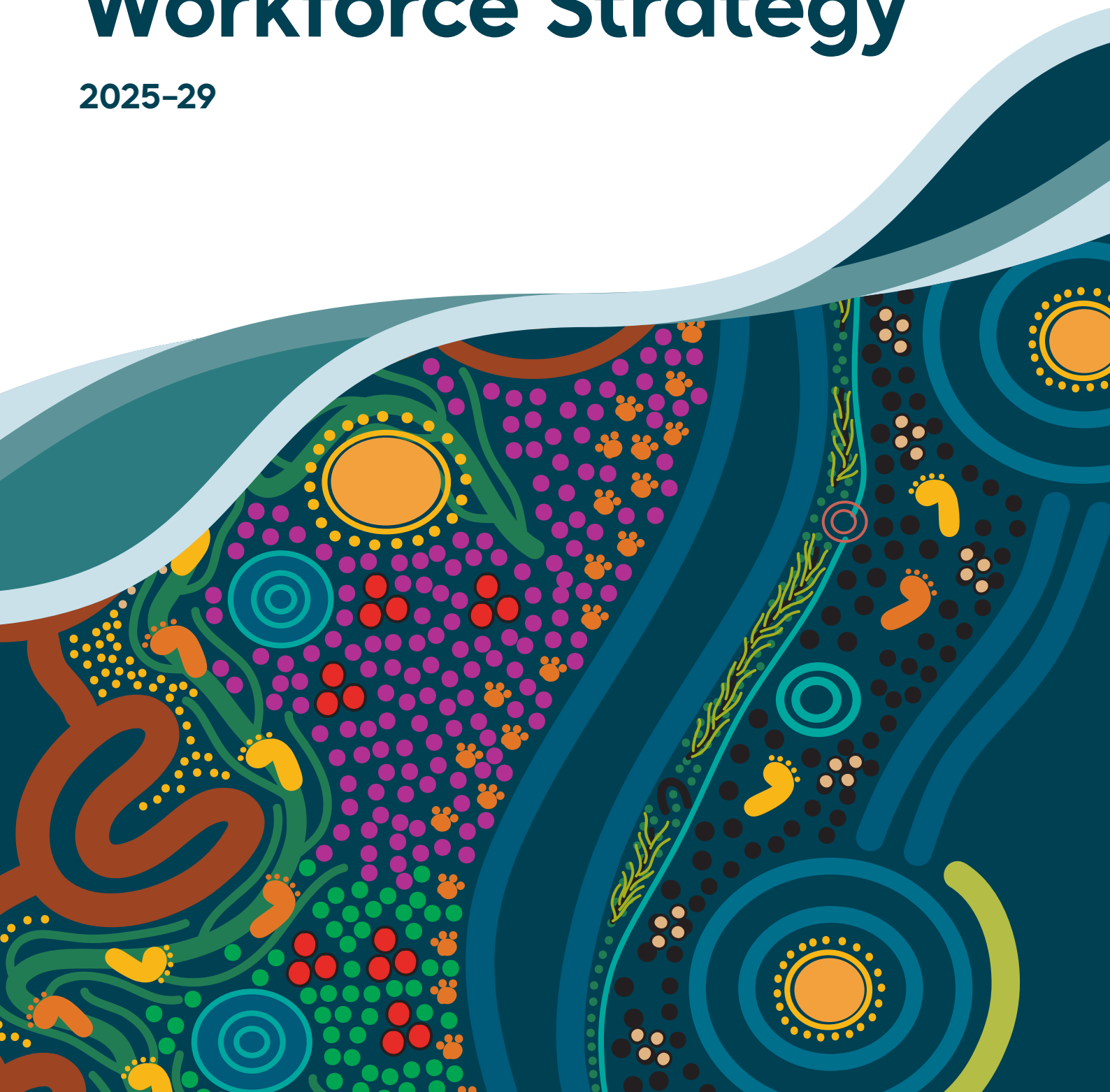


Department of  
Primary Industries and  
Regional Development

Protect  
Grow  
Innovate

# DPIRD Aboriginal Workforce Strategy

2025–29



# Acknowledgment

## Acknowledgment of Country

The Department of Primary Industries and Regional Development acknowledges the Traditional Owners of Country and the Aboriginal people of the many lands that we work on throughout Western Australia and recognise their continuing connection to the land and waters. We respect their continuing culture and the contribution that they make to the life of our regions, and we pay respects to their past and present Elders and future leaders.

## Acknowledgment of artist

We would like to acknowledge Connie Clinch for creating the artwork 'Caretakers' for the Aboriginal Workforce Strategy.

'Caretakers' description: The people take care of the land and sea. They take care of the animals, grow and collect the food. They walk the lands and the seas keeping the land and sea healthy. The new life is hatching. The people work together and gather together. Walking side by side they grow the community. The maintain a healthy, strong thriving community.

## Acknowledgment of participants

Additional acknowledgment is made to the following participants in the development of the Aboriginal Workforce Strategy:

- Our regional and metropolitan-based Aboriginal and non-Aboriginal employees
- Staff of the Aboriginal Outcomes Task (AOT) Team
- Staff of the Reconciliation Action Plan (RAP) Working Group
- Corporate Executive
- Director General



**'Caretakers'**  
by Connie Clinch

# Explanation of use of terms

**Aboriginal** – The term Aboriginal is used throughout this document to refer to people of Aboriginal and/or Torres Strait Islander descent living in Western Australia (WA). We recognise and respect the distinctiveness of these 2 groups of people. No disrespect is intended to Torres Strait Islander people and community.

**Aboriginal community** – The term Aboriginal community is used throughout this document to encompass a group of Aboriginal people living within a particular geographical region or culturally defined area of land in WA with kinship and family ties to that place, Traditional Owners, other community representatives and Aboriginal community organisations connected to the community. We recognise and respect the diversity of Aboriginal groupings within each community across WA.

**Country** – The term Country is used throughout this document to refer to a place to which Aboriginal people have strong kinship and family ties, a deep traditional or spiritual connection and relationships and obligations to. We recognise and respect that connection to Country is fundamental to Aboriginal identity, community and culture.

**Caring for Country** – The term Caring for Country is used throughout this document to refer to the natural resource management of traditional lands by Aboriginal people. We recognise and respect the positive relationship between caring for country and health and wellbeing for Aboriginal people.

**Cultural safety** – The term cultural safety is used throughout this document to refer to ‘an environment which is spiritually, socially and emotionally safe, as well as physically safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning together with dignity and truly listening.’<sup>1</sup>

**Cultural competency** – The term cultural competency is used throughout this document to refer to individual competencies (the knowledge, skills, behaviours, attitudes and values) ‘necessary for effective intercultural transactions within diverse social, cultural and organisational contexts’.<sup>2</sup>

**The department or DPIRD** – The term department or DPIRD is used throughout this document to refer to the Department of Primary Industries and Regional Development.

<sup>1</sup> Williams, R. 1999 Cultural Safety: what does it mean for our work practice? [https://www.utas.edu.au/data/assets/pdf\\_file/0010/246943/RevisedCulturalSafetyPaper-pha.pdf](https://www.utas.edu.au/data/assets/pdf_file/0010/246943/RevisedCulturalSafetyPaper-pha.pdf), 15.

<sup>2</sup> Walker, R. Schultz, C. & Sonn, C. 2014 Cultural Competence – Transforming Policy, Services, Programs and Practice, Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practice, 201.



# Message from the Director General



Welcome to our department's first Aboriginal Workforce Strategy.

This is our strategy for improving our Aboriginal representation in the workforce as part of our wider commitment to improving outcomes for Aboriginal people across the state.

This 5-year strategy recognises we have a significant opportunity at DPIRD to better attract, retain, support and develop an Aboriginal workforce across our extensive portfolio of work and broad footprint across Western Australia.

It also recognises the benefits we will receive from having a more diverse and inclusive workforce, bringing in new perspectives, knowledge and skills.

The strategy will guide our internal programs and activities that enable DPIRD to provide professional development pathways, foster Aboriginal leadership and participation in decision making, and develop cultural competency and safety throughout our department.

Importantly, the strategy builds on and interconnects with other recent department initiatives, including launching our Innovate Reconciliation Action Plan (RAP) and establishing an Aboriginal Outcomes Task (AOT) Team, and making Aboriginal outcomes one of our Corporate Executive priorities.

It also aligns to the WA Government's commitment to priority reforms under the National Agreement on the Closing the Gap.

Our overall objective is for DPIRD's programs and activities to advance reconciliation with and empowerment of Aboriginal people.

I look forward to working with Corporate Executive and our people across the state to bring to the strategy to life and create better employment and life outcomes for Aboriginal people.

A handwritten signature in black ink, appearing to read 'H Brayford'. The signature is fluid and cursive.

Heather Brayford PSM  
**Director General**



# Why an Aboriginal Workforce Strategy is necessary

As custodians of the world's oldest continuous living culture, Aboriginal people and communities throughout Western Australia (WA) have been achieving prosperity and wellbeing on their terms for tens of thousands of years. The strength of Aboriginal people in sustaining their cultures has endured despite significant social and economic disadvantages experienced by too many Aboriginal people and their families.

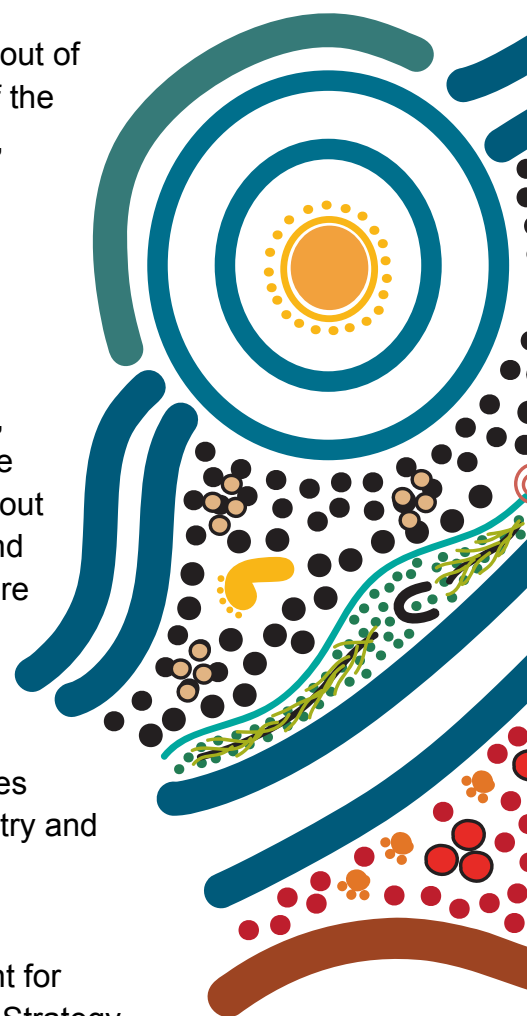
Aboriginal people throughout WA have the right to a clear pathway out of disadvantage and achieve employment outcomes equal to those of the rest of the population. To close the gap on Aboriginal disadvantage, it is incumbent upon all government departments to support the socioeconomic outcomes of the National Agreement on Closing the Gap (July 2020), including 'strong economic participation and development of Aboriginal people and communities' (Outcome 8).

With DPIRD's role in leading the sustainable development of WA's 9 regions and primary industries, including agriculture, aquaculture, food and fisheries, the department is in a unique position to improve employment and career opportunities for Aboriginal people throughout WA and ultimately, increase Aboriginal empowerment to develop and sustain lasting economic and social outcomes that strengthen culture and communities.

DPIRD has a great diversity of work on offer across the Agriculture and Food, Fisheries and Regional Development portfolios, with more than 60 locations across the state working in areas of Fisheries and Sustainability, Biosecurity and Emergency Management, Industry and Economic Development, Primary Industries Development and Corporate Services.

To unlock equitable access to jobs, training and career development for Aboriginal people across the department, the Aboriginal Workforce Strategy 2025–29 provides a clear set of strategic objectives and initiatives to achieve this.

DPIRD is committed to becoming an employer of choice for Aboriginal people by offering a culturally safe and capable department dedicated to achieving meaningful employment outcomes and career growth.









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# The strategy at a glance

The Aboriginal Workforce Strategy 2025–29 is built on 3 strategic objectives, 3 strategic enablers and guided by 3 key principles. Each strategic objective has a range of key initiatives to deliver on the strategic objectives and ultimately, ensure the vision is attained. Strategy implementation will require the department to adopt a staged but flexible approach, establish a responsive system of governance and facilitate transparent monitoring and reporting on progress against the strategic objectives.

## Our vision



Aboriginal people and communities throughout WA are supported by a culturally safe and capable department to achieve meaningful employment outcomes and career growth.

## Our commitment



The department, recognising that Aboriginal people and communities throughout WA have the right to achieve employment outcomes equal to those of the rest of the population, will make long-term, sustained investment in achieving the 3 strategic objectives to ensure the vision is attained.



## Guiding principles



### Empowerment

Aboriginal people and communities throughout WA have the right to freely determine their social, economic, and cultural development and actively participate in decision making that affects their life outcomes.

### Place

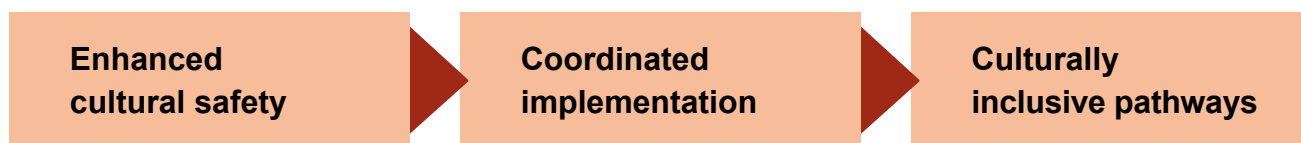
Aboriginal place-based knowledge and expertise exists across WA and is recognised and valued as core to building positive social, economic and cultural outcomes.

### Partnerships

Government must create respectful, trusting and mutually beneficial partnerships with Aboriginal people and communities.

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## Strategy enablers



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## Strategy objectives



### Culture

To take a consistent and sustained approach to building cultural safety and cultural competence within our department.



### People

To prepare Aboriginal people for, and support them throughout, their employment and career journey.



### Leadership

To build and strengthen Aboriginal voices and overall leadership across the department.



## 1. Culture

In line with our RAP, we will take a consistent and sustained approach to building cultural safety and cultural competence within our department.

### Key initiatives

- 1.1** Develop an Aboriginal Cultural Safety Learning and Development Framework to guide the department's approach towards building cultural safety.
- 1.2** Lead the implementation of cultural safety training to all department staff.
- 1.3** Establish an internal Cultural Safety Champions group.
- 1.4** Ensure workplace policies, procedures and guidelines are culturally inclusive and widely known.



## 2. People

We will prepare Aboriginal people for, and support them throughout, their employment and career journey.

### Key initiatives

- 2.1** Establish an Aboriginal staff network that supports connection and development opportunities for Aboriginal employees.
- 2.2** Review, update and implement the department's recruitment process to ensure it is culturally inclusive.
- 2.3** Lead the implementation of an Aboriginal skills and employment program.
- 2.4** Lead the implementation of a professional development program for Aboriginal staff.
- 2.5** Lead the implementation of an Aboriginal school-based traineeship program.



### 3. Leadership

We will build and strengthen Aboriginal voices and overall leadership across the department.

#### Key initiatives

- 3.1** Establish an Aboriginal Reference Group to offer independent strategic advice to the department on matters affecting the strategy.
- 3.2** Update the model for regional governance and delivery to enable regional leadership in the implementation of the strategy.

## Strategy implementation

### A staged and flexible approach

A staged and flexible approach to implementation will ensure that the Aboriginal Workforce Strategy remains responsive to changing priorities and circumstances. Enabling flexibility in how the department delivers the strategy will allow scope for locally driven solutions rather than adopting a generic, one-size-fits-all approach.

### Governance and accountability

The department's Aboriginal Outcomes Task (AOT) Team will work in partnership with the Director General and Corporate Executive to lead and implement the Aboriginal Workforce Strategy. The department will also establish an Aboriginal Reference Group to strengthen shared decision making.

### Monitoring and evaluation

The AOT Team will facilitate transparent monitoring and reporting on progress against the strategic objectives in the strategy and evaluate the key implementation phases as outlined in the implementation roadmap. The AOT Team will take a flexible, lessons-learned approach to building on outcomes using practice-informed knowledge.



# Introduction

## Our role

DPIRD leads sustainable development of WA's regions and agriculture, aquaculture, food and fisheries sectors. We unlock and guide economic opportunities for these sectors and regions, balanced with the stewardship of our land and aquatic resources.

We deliver through partnerships in science, research and development, regulation, and industry development. We have staff at more than 60 locations across WA, including Kununurra, Eucla and Albany. We work with the 9 Regional Development Commissions to help build sustainable, vibrant and liveable regional communities.

## Our purpose and values

Our key purpose is to enable enduring prosperity for all Western Australians through our sphere of influence and work in primary industries and the regions. We focus on building relationships and working collaboratively with our partners. This includes Prescribed Bodies Corporate, Traditional Owners, Aboriginal businesses and communities and other key stakeholders such as the Australian Government, WA Government, local governments, the corporate sector and our customers. Our statewide footprint allows our influence to extend further into an array of on-ground regional networks as well.

Our values guide our business, our interactions with one another and our engagement with our stakeholders and the community.

They help fuel DPIRD's purpose and strategic outcomes.



## Our approach

Innovation in our actions and approach cannot be truly realised without proactive empowerment and inclusion of Aboriginal people. In everything we do we take an approach to protect through stewardship of our people, land and aquatic resources; grow our primary industries and regions through balancing social, economic, and environmental drivers; and innovate through a culture of inquiry and adaption.

## Department strategic alignment

The Aboriginal Workforce Strategy will help deliver on existing internal commitments which aim to improve economic and social outcomes for Aboriginal people across WA.

### DPIRD Strategic Intent 2022–26

Our Strategic Intent has 3 strategic outcomes, one which is 'Capable and empowered communities' that aims to deliver models of support and targeted programs that empower Aboriginal people to develop and sustain long-term outcomes that strengthen communities, and build the capacity of community, industry and Aboriginal people to work with us to deliver our priorities.

### DPIRD Corporate Executive priority focus areas 2023–24

Our CorpEx priority focus areas were developed to help employees deliver on our Strategic Intent, with one focus area 'Aboriginal outcomes' aiming to support employees to build strong connections and partnerships with Aboriginal people and businesses throughout WA; increase the understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning; and increase Aboriginal employment, procurement and project participation throughout DPIRD and drive outcomes through our partnerships, industries and the community.

### DPIRD Innovate Reconciliation Action Plan 2024–25

The RAP provides a mechanism to drive reconciliation outreach to all DPIRD employees. The implementation of our RAP demonstrates the fundamental commitment to raise awareness and generate deeper understanding of why building reconciliation into day-to-day work is important. The aim is to embed the reconciliation actions into our business planning to ensure we can successfully and meaningfully deliver our reconciliation outcomes.

# State and national strategic alignment

The Aboriginal Workforce Strategy will help deliver on existing state and national commitments that aim to improve life outcomes for Aboriginal people and communities.

## National Agreement on Closing the Gap July 2020

The strategy aligns with the objective and outcomes of the agreement, which are to overcome the entrenched inequality faced by too many Aboriginal people so that their life outcomes are equal to all Australians. In particular, the strategy aligns with socioeconomic target outcomes 6, 7, and 8:

- **Outcome 6:** Aboriginal students reach their full potential through further education pathways
- **Outcome 7:** Aboriginal youth are engaged in employment or education
- **Outcome 8:** Strong economic participation and development of Aboriginal people and communities

Also, the strategy's first strategic objective (Culture) aligns with the agreement's Priority Reform Three: Improving mainstream institutions, in which governments, their organisations and their institutions are accountable for Closing the Gap and are culturally safe and responsive to the needs of Aboriginal people, including through the services they fund.

## WA Government Aboriginal Empowerment Strategy 2021–29

The strategy aligns with the goal of the Aboriginal Empowerment Strategy, which is that Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation, as well as the key elements: Culture at the heart; Building Aboriginal empowerment into how we work; Investing in the foundations and futures; and Walking together.

## Aboriginal and Torres Strait Islander People: Action Plan to Improve WA Public Sector Employment Outcomes 2020–25

The strategy is intended to align with the plan to increase the representation of Aboriginal and Torres Strait Islander people employed in the public sector to 3.7% and support inclusive work environments. Current representation in public sector employment is at 2.7%. As of June 2024, representation at DPIRD was at 1.3%.

## Our approach

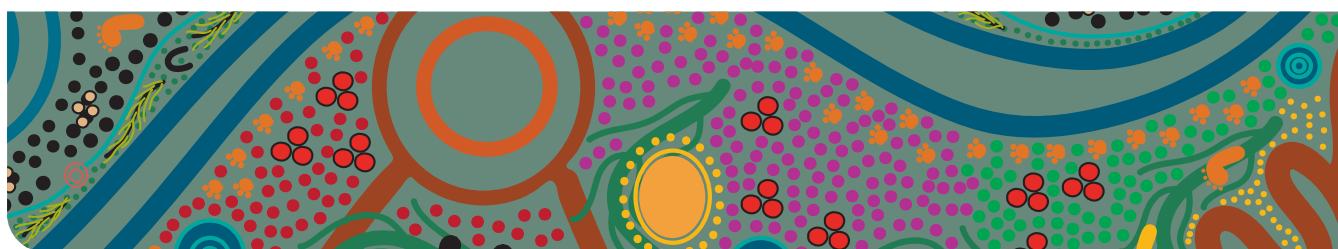
The Aboriginal Workforce Strategy is the first such strategy to be developed for the department and is the result of our ongoing commitment to improving economic and social outcomes for Aboriginal people across WA.

There is significant opportunity for the department to attract, retain, support and grow an Aboriginal workforce across its diverse portfolio of work, including in climate, land and water, crops, livestock and animals, pests, weeds and diseases, agribusiness food and trade, biosecurity and quarantine, regional development and corporate services.

Comprehensive consultation was undertaken with regional and metropolitan-based employees across all levels of the department, including:

- existing and previous Aboriginal workforce
- existing non-Aboriginal workforce
- Corporate Executive
- Senior Management Team
- Director General
- AOT Team
- Reconciliation Action Plan (RAP) Working Group.

The consultation prioritised Aboriginal voices, perspectives and lived experiences, which directly informed the development of the strategic objectives and initiatives.



# The Aboriginal Workforce Strategy

## Our vision



Aboriginal people and communities throughout WA are supported by a culturally safe and capable department to achieve meaningful employment outcomes and career growth.

## Our commitment



The department, recognising that Aboriginal people and communities throughout WA have the right to achieve employment outcomes equal to those of the rest of the population, will make long term, sustained investment in achieving the 3 strategic objectives to ensure the vision is attained.



## Guiding principles



### Empowerment

Aboriginal people and communities throughout WA have the right to freely determine their social, economic and cultural development and actively participate in decision making that affects their life outcomes.

### Place

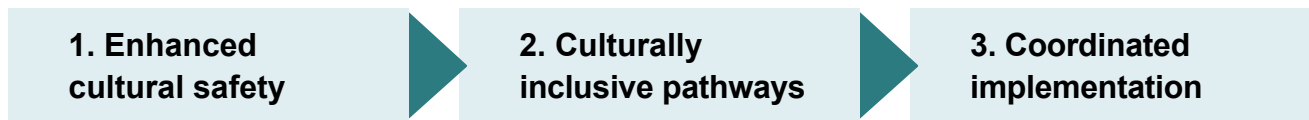
Aboriginal place-based knowledge and expertise exists across WA and is recognised and valued as core to building positive social, economic and cultural outcomes.

### Partnerships

Government must create respectful, trusting and mutually beneficial partnerships with Aboriginal people and communities.



## Strategic enablers



1. The entire department needs to support the implementation of the strategy, which requires bringing everyone together to understand the importance of achieving the strategic objectives. Building cultural safety and competence in the workplace will provide the key mechanism to bring people together.
2. For the department to provide employment and career opportunities to Aboriginal people and communities, it needs to ensure all recruitment and retention activities are culturally responsive, inclusive and genuinely support the needs and aspirations of Aboriginal people.
3. For the department to deliver on the strategic objectives, it needs to adopt an approach that has the right balance between top-down and bottom-up ways of working. A bottom-up approach, which empowers regional leadership to deliver locally responsive solutions, needs to be well coordinated with a top-down approach, which acts as an authorising or enabling environment.

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## Strategic objectives, initiatives and key tasks

The Aboriginal Workforce Strategy 2025–29 is built on 3 strategic objectives, 12 initiatives and 3 strategic enablers needed to support the implementation of the strategy. Each initiative has a set of key tasks to support effective outcomes and ultimately deliver on our vision and commitment. The strategy is intended to be flexible and responsive to changing priorities and circumstances, which will allow scope for locally driven solutions rather than adopting a generic, one-size-fits-all approach.

### The strategy will:

- take a consistent and sustained approach to building cultural safety and cultural competence within our department
- prepare Aboriginal people for, and support them throughout, their employment and career journey
- build and strengthen Aboriginal voices and leadership across the department.





## Strategic objective 1. Culture

Cultural safety is the foundation upon which genuine (respectful and trusting) relationships are built with Aboriginal people and communities. Building a culturally safe department, including a culturally competent workforce, is central to delivering on positive employment outcomes for Aboriginal people and communities throughout the state.

### Objective

To take a consistent and sustained approach to building cultural safety and cultural competence within our department.

### Strategic initiatives and key tasks

Initiative	Key tasks
<b>1.1 Develop an Aboriginal Cultural Safety Learning and Development Framework to guide the department's approach towards building cultural safety.</b>	<ul style="list-style-type: none"><li>1.1.1 Articulate the case for change and DPIRD's vision for cultural safety, including commitments to be undertaken by DPIRD to realise its vision.</li><li>1.1.2 Specify the cultural continuum or spectrum on which 'cultural safety' sits – beginning with cultural blindness, moving to cultural awareness, then cultural competency, and finally to cultural safety.</li><li>1.1.3 Specify actions to be undertaken by DPIRD to move the department from cultural blindness to cultural safety.</li><li>1.1.4 Specify the cultural capabilities of individuals which will create a culturally safe workplace.</li><li>1.1.5 Develop a monitoring framework with measures that can track DPIRD's progress towards building cultural safety.</li></ul>
<b>1.2 Lead the implementation of cultural safety training to all department staff.</b>	<ul style="list-style-type: none"><li>1.2.1 Establish the structure and decision-making procedures necessary to procure and implement cultural safety programs, processes and training within DPIRD.</li><li>1.2.2 Engage an independent Aboriginal-owned organisation that offers tailored cultural safety services to build a bespoke training program based on DPIRD's cultural safety learning and development framework.</li></ul>

Initiative	Key tasks
<b>1.3 Establish an internal Cultural Safety Champions group.</b>	<p>1.3.1 Specify what the role of a Cultural Safety Champion is.</p> <p>1.3.2 Specify who is interested in improving cultural safety in the workplace and championing the cultural safety work of DPIRD.</p> <p>1.3.3 Facilitate a meeting between interested employees and the Aboriginal workforce to explore, discuss and agree on practical ways to operationalise the Cultural Safety Champions group.</p> <p>1.3.4 Develop a communication plan to raise staff awareness and understanding of the Cultural Safety Champions group.</p>
<b>1.4 Ensure workplace policies, procedures and guidelines are culturally inclusive and widely known.</b>	<p>1.4.1 Gain a clear understanding of the various cultural needs of the Aboriginal workforce and what support can be provided to ensure a positive balance between professional and personal life.</p> <p>1.4.2 Conduct a detailed review of all workplace policies, procedures and guidelines, including employee benefits and entitlements, to work out if they support Aboriginal employees to achieve a positive work-life balance.</p> <p>1.4.3 Update all workplace policies accordingly.</p> <p>1.4.4 Develop a communication plan to promote the updated workplace policies to all staff.</p>



## Strategic objective 2. People

Aboriginal people and communities throughout WA should have a genuine choice of employment pathways and meaningful careers that are responsive to their different skills, interests and aspirations. The department has a key role in championing jobs growth and establishing appropriate training and employment pathways and career progression for Aboriginal people and communities.

### Objective

To prepare Aboriginal people for, and support them throughout, their employment and career journey.

### Strategic initiatives and key tasks

Initiative	Key tasks
<b>2.1 Establish an Aboriginal staff network that supports connection and development opportunities for Aboriginal employees.</b>	<ul style="list-style-type: none"><li>2.1.1 Gain a clear understanding of the various network and/or support needs and aspirations of the Aboriginal workforce.</li><li>2.1.2 Develop the scope and purpose of the network that contains a clear description of how it supports members to connect, share and learn from each other as well as provide members with the opportunity to represent their interests, perspectives and concerns with DPIRD.</li></ul>
<b>2.2 Review, update and implement the department's recruitment process to ensure it is culturally inclusive.</b>	<ul style="list-style-type: none"><li>2.2.1 Specify what capabilities, competencies and resources are required for recruiters to confidently implement a culturally inclusive recruitment process.</li><li>2.2.2 Upskill recruiters and others involved in the recruitment process to build the required capabilities and competencies.</li><li>2.2.3 Develop a detailed, user-friendly recruitment guide and toolkit to empower recruiters to implement a culturally inclusive recruitment process.</li></ul>
<b>2.3 Lead the implementation of an Aboriginal skills and employment program.</b>	<ul style="list-style-type: none"><li>2.3.1 Specify what an 'effective' employment program means to Aboriginal people.</li><li>2.3.2 Specify the key steps required to design, implement and assess an effective employment program.</li></ul>

Initiative	Key tasks
<b>2.4 Lead the implementation of a professional development program for Aboriginal staff.</b>	<p>2.4.1 Identify the specific career goals of the Aboriginal workforce and the support, skills, competencies and experiences they need to achieve them.</p> <p>2.4.2 Create a professional development plan for each Aboriginal employee interested in professional development.</p> <p>2.4.3 Define the budget and secure the resources to implement the professional development plan.</p>
<b>2.5 Lead the implementation of an Aboriginal school-based traineeship program.</b>	<p>2.5.1 Engage with local Aboriginal people, including prospective trainees, to identify the support they require to complete the program.</p> <p>2.5.2 Co-design the program with local Aboriginal people, including prospective trainees and communities as well as other state agencies, community organisations and educational institutions, to ensure the program will meet the support trainees need to achieve completion.</p> <p>2.5.3 Define the budget and secure the resources to implement and evaluate the program.</p>





## Strategic objective 3. Leadership

Aboriginal people and communities need to have an equal voice and shared ownership over the issues and solutions that directly affect their lives, and within an environment that accords to them the right and capacity to focus on and nurture their positive attributes and cultural strengths. To achieve and maintain effective governance, strong Aboriginal leadership is a key ingredient.

### Objective

To build and strengthen Aboriginal voices and overall leadership across the department.

### Strategic initiatives and key tasks

Initiative	Key tasks
<b>3.1 Establish an Aboriginal Reference Group to offer independent and strategic advice to the department on matters affecting the strategy.</b>	<ul style="list-style-type: none"><li>3.1.1 Specify the membership and co-design the terms of reference with the group members.</li><li>3.1.2 Define the budget and secure the resources to run the reference group.</li></ul>
<b>3.2 Update the model for regional governance and delivery to enable regional leadership in the implementation of the strategy.</b>	<ul style="list-style-type: none"><li>3.2.1 Engage with relevant DPIRD stakeholders to specify 'the what and the why' of the new regional model.</li><li>3.2.2 Understand the organisational supports needed to set up an effective operating environment.</li><li>3.2.3 Develop an Aboriginal Engagement Strategy that outlines the model for engagement, partnership and opportunities for program and/or project development between Aboriginal people and communities and DPIRD.</li></ul>

### Continuous improvement

Through all phases, the department will take an action learning approach. Action learning is the ability to reflect and change on an ongoing basis. It is important in a government context that the department is continually monitoring the best approaches that work for the department and Aboriginal people and communities. We will have regular review points on what has and has not worked well to ensure continuous improvement.

## **Governance and accountability**

We recognise that implementation of the Aboriginal Workforce Strategy will require a significant effort from the department.

With the sponsorship of our Director General and the full support from our Executive team, we are equipped and committed to meeting our overall vision for the strategy. Our leaders are supported to remain focused on the strategy and drive initiatives across the organisation via our Senior Leadership Team and Senior Management Group.

To ensure proper direction and guidance is provided to the department in a way that prioritises Aboriginal voices and decision making, we will establish an Aboriginal Reference Group with the appropriate governance system to provide input into all key implementation phases. Input into strategy implementation will also be provided by Aboriginal members from across all areas of our business.

The Organisational Development Team will work in partnership with the AOT Team, Director General and Corporate Executive to lead the Aboriginal Workforce Strategy.

## **Monitoring and evaluation**

The AOT Team will monitor the progress of initiatives by delivering transparent reporting against the strategic objectives and commitments to the Director General and Corporate Executive, ensuring accountability and continuous improvement.

An outcomes framework for the strategy will be developed to guide the monitoring and evaluation process.



## Aboriginal Outcomes Task (AOT) Team proposed structure

<b>Office of the Director General</b>	<ul style="list-style-type: none"> <li>• Aboriginal Affairs Coordination Committee (AACC) Member.</li> <li>• Co-chair of the Aboriginal Reference Group(s).</li> <li>• Leads Aboriginal outcomes across the department.</li> <li>• Invites membership to the AOT.</li> </ul>
<b>Aboriginal Reference Group(s)</b>	<ul style="list-style-type: none"> <li>• Establishes, supports and engages with external bodies.</li> <li>• Strengthens relationship and shared decision making with Aboriginal people (e.g. Indigenous Salt Water Advisory Group, internal Aboriginal staff alliance, Danjoo Koorliny).</li> </ul>
<b>Aboriginal Outcomes Task Team</b>	<ul style="list-style-type: none"> <li>• Respond, deliver and report on DPIRD commitments regarding Aboriginal outcomes.</li> <li>• Integrates Closing the Gap obligations and frameworks.</li> <li>• Provides advice and guidance and reports on implementation of the Innovate RAP.</li> <li>• Engages with external stakeholders to improve policy and practice.</li> </ul>
<b>RAP Working Group</b>	<ul style="list-style-type: none"> <li>• Sub-committee of the AOT to manage, monitor and report on RAP Innovate 2024-25 implementation progress.</li> <li>• Manages and supports champions group.</li> </ul>
<b>DPIRD pillar and other leads</b>	<ul style="list-style-type: none"> <li>• Implementation of key strategic policies and frameworks.</li> <li>• Delivery of assigned Innovate RAP activities.</li> <li>• Delivers improved policy, practice and programs that improve Aboriginal outcomes.</li> </ul>
<b>RAP Champions Group</b>	<ul style="list-style-type: none"> <li>• Wide staff involvement.</li> <li>• Representation from each region.</li> <li>• Supports implementation of the Innovate RAP.</li> <li>• Undertakes focused regional activities.</li> </ul>
<b>Supported by RAP Coordinator and AOT Secretariat</b>	

### **Important disclaimer**

The Chief Executive Officer of the Department of Primary Industries and Regional Development and the State of Western Australia accept no liability whatsoever by reason of negligence or otherwise arising from the use or release of this information or any part of it.

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