



State Solicitor's
Office



REFLECT

RECONCILIATION ACTION PLAN

November 2025 – June 2027



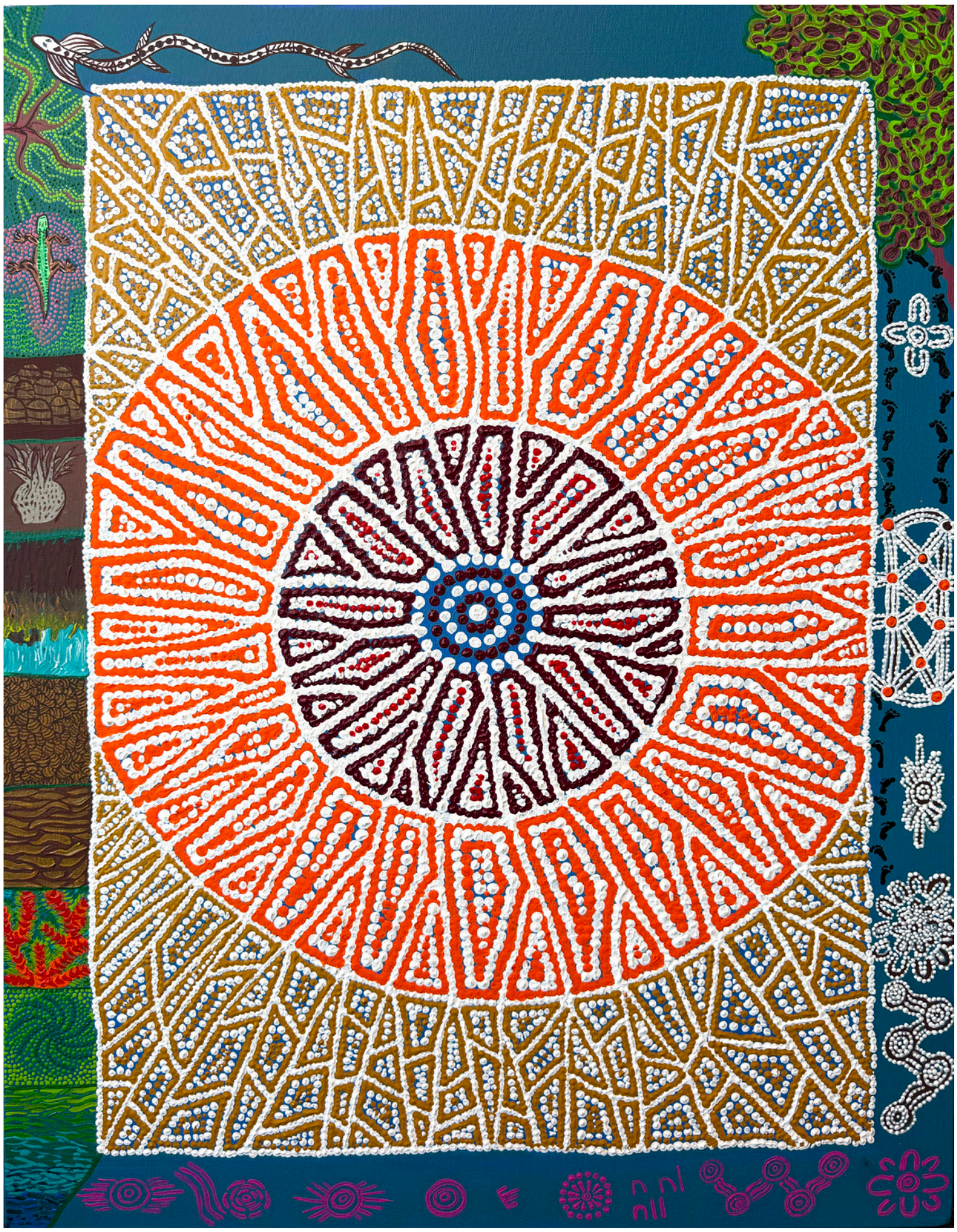


Acknowledgement of Country

At the State Solicitor's Office (SSO), we acknowledge the Aboriginal peoples as the Traditional Owners and Custodians of Western Australia. We recognise the Whadjuk Noongar people on whose land our office is situated.

As the longest continuing culture, whose knowledge, traditions, and connection to Country have been passed through generations, we value their significant contributions and extend our respect to Elders past and present.

We stand with Aboriginal and Torres Strait Islander communities, striving towards reconciliation through mutual understanding and collaboration.



Our Reconciliation Action Plan Artwork

About the Artwork

The artwork captures the themes of respect, reciprocity, and reconciliation through its unique borders, centre piece, and the use of symbols, creatures and colours. It recognises the SSO’s commitment to reconciliation and integrates diverse aspects of Aboriginal culture to inspire and guide our journey of learning.

Starting from the top left border, the artwork features the Beemurrah, a sacred creature of creation that symbolises water and life. Its presence serves as a powerful reminder that without water there is no life. The eyes of the Beemurrah were painted by the SSO’s Aboriginal staff, a gesture that signifies our shared ownership and deep connection to the artwork.

The left border represents the diverse landscapes of Western Australia (WA), recognising the SSO’s role in providing legal services to clients across WA. It celebrates the rich diversity and cultural significance of WA landscapes.

The bottom border features the Aboriginal written language, traditionally marked on message sticks. Each symbol represents meeting places and common words. They serve to encourage learning and cultural understanding.

The right border of the artwork represents the path toward reconciliation. Each symbol along this border reflects a distinct phase in that journey.

The top right border features the Jigal tree, its paired back to back leaves symbolising the Aboriginal custom of avoiding direct

contact between a mother in law and her son in law. This invites deeper reflection on the relationships that shape our society and reinforces the importance of respecting old laws and customs.

At the centre of the artwork are three distinct layers, each representing a stage in the journey of connection and belonging.

- The innermost layer reflects the core relationships tied to family and bloodlines.
- The middle layer represents cultural connections: ties to Country, language, and the many Aboriginal groups. These relationships are grounded in shared heritage, place, and community.
- The outermost layer symbolises the connections we form throughout life. These often begin through work or shared experiences and, over time, may deepen into meaningful relationships. As trust grows, individuals may be welcomed into Aboriginal communities, invited to participate in cultural ceremonies, and, in some cases, embraced as family through adoption or cultural acceptance.

The central message is clear: every connection begins with a meeting. From that first encounter, relationships can grow into strong, lasting bonds built on respect, trust, and a shared journey.

For a full description and explanation of the elements in our RAP artwork please refer to the back page.



About the artist

Carol Martin OAM

Carol is an accomplished artist, advocate and leader with a remarkable career marked by her commitment to Indigenous rights and social justice.

Carol was born in Subiaco and grew up in Perth, Geraldton and Mukinbudin of WA. Her mother is Yamatji, and her father is Noongar. Carol is the second eldest of eight children.

Carol started painting when she was eight years old, taught by her father. Her art is celebrated for its deep cultural messages and is displayed in prestigious institutions including Government House, Canberra. Carol's work has also been featured in various exhibitions including in Broome, Geraldton, Perth, Adelaide and China.

As the first Aboriginal woman elected to an Australian Parliament, Carol served as a Member for Kimberley from 2001 to 2013, championing the rights of Indigenous Australians and supporting the Stolen Generations.

Carol's contributions have been recognised with numerous awards, including, through the Victorian Women's Honor Roll (2001), National Council of Women of Australia (2001), induction into the WA Women's Hall of Fame (2022), and the Medal of the Order of Australia (OAM) in 2023, highlighting her dedication to reconciliation in the Kimberley and Indigenous communities. As a board member of Reconciliation WA, she remains deeply committed to advancing reconciliation and supporting Indigenous communities.



Message from the State Solicitor

I am pleased to present the SSO's inaugural Reflect Reconciliation Action Plan (RAP) 2025-2027, which outlines our commitment to increase understanding of cultures and histories, build respectful relationships, and drive impactful initiatives that support better outcomes for Aboriginal and Torres Strait Islander peoples. We are committed to contributing to the national movement towards reconciliation.

Our Reflect RAP marks the first formal chapter in our reconciliation journey. It builds on the progress we've already made and sets a path forward to embed reconciliation into our core functions and responsibilities. Aligned with our Diversity and Inclusion Strategy 2025–2029, this plan reinforces our dedication to creating a workplace that is safe, respectful, and inclusive for everyone. As a trusted legal service provider for the WA public sector, we are also dedicated to continuously improving our service delivery to ensure it is accessible, culturally inclusive and meets the needs of Aboriginal and Torres Strait Islander clients and stakeholders.

This plan provides a clear framework to help us meet our commitment in a structured and purposeful way. It outlines practical and realistic steps we can take to progress in our reconciliation journey.

To support this work, we have established a Reconciliation Action Plan Working Group (RAPWG). The RAPWG plays an important role in shaping and supporting the actions of our RAP. They will be guided by a Cultural Advisor to ensure our approach is culturally appropriate and grounded in community insight.

The development of this plan was informed through careful consideration and consultation with our staff. I recognise and thank our staff including the RAPWG for their efforts in bringing this plan together.

This journey is one we take together. I invite all staff to engage openly and thoughtfully as we work together to bring our RAP commitments to life.

Dr Graham Hill
State Solicitor



Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes WA SSO to the RAP program with the formal endorsement of its inaugural Reflect RAP.

WA SSO 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 over 5.5 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 SSO 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 SSO, 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



About the State Solicitor's Office

The SSO is the Western Australian Government's preeminent legal adviser. The SSO enables government action, manages the State's legal risk, and supports the First Law Officer with authoritative advice on key legal issues. Our work delivers demonstrably better government decisions, strengthens the rule of law, and leads to greater community trust in the public sector. We are a centre of legal excellence committed to the highest standards of service and professionalism.

One of the key areas of law that the SSO practises in, for the State and its agencies, is native title litigation, agreement making, and legal advice. In particular, solicitors and support staff in the Native Title and State Lands (NTSL) team are sometimes exposed to emotional evidence and stories that reflect the historical hurt and dispossession experienced by Aboriginal communities. These experiences may arise in the course of legal proceedings or agreement-making processes. Staff in other legal sections also regularly engage with Aboriginal people in litigation

and coronial matters. This plan introduces targeted initiatives to further deepen cultural understanding and provide practical support to staff for respectful and informed engagement.

In 2021, the SSO became independent from the Department of Justice. This has provided us the opportunity to reflect on our unique position within the public sector and legal profession, establishing a refreshed corporate plan and identity, which continues to be implemented throughout several SSO specific frameworks and strategies, including diversity and inclusion.

Our vision is to be the preeminent legal service provider for the State of WA.

Our mission is to support and protect the State of WA by providing the highest quality legal services and assisting the Attorney General to uphold the rule of law.

Our core values shape our shared behaviours and guide our workplace culture.

Our RAP

We have developed this Reflect RAP with the objective of building stronger relationships with Aboriginal and Torres Strait Islander peoples.

To make this a reality, we endeavour to:

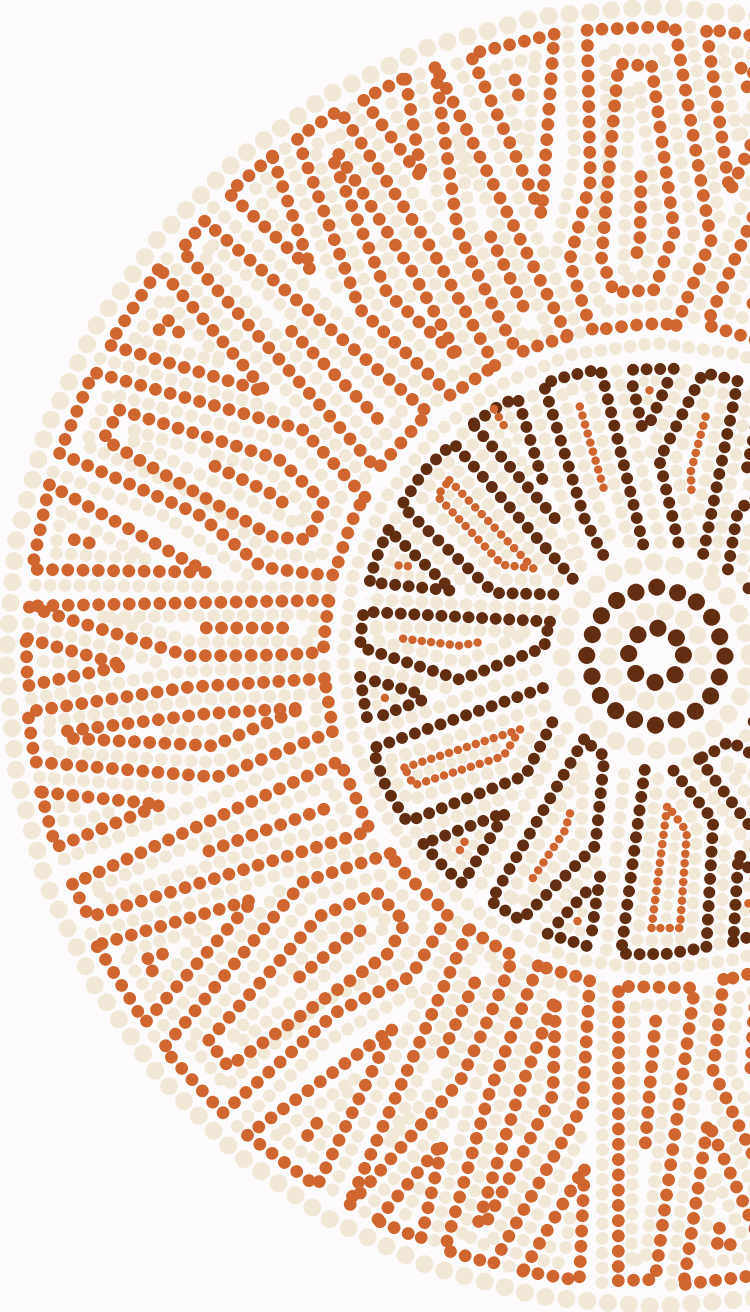
- **celebrate and build understanding** of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning with a key focus on staff who engage with Aboriginal and Torres Strait Islander people;
- **recognise and accept** the wrongs of the past and its ongoing impacts on Aboriginal and Torres Strait Islander peoples by supporting truth telling and learning;
- develop **meaningful engagement** and **partnerships** with Aboriginal and Torres Strait Islander communities grounded by mutual trust and respect;
- **increase representation** of Aboriginal and Torres Strait Islander people in our workforce; and,
- develop **opportunities** in procurement with local Aboriginal and Torres Strait Islander businesses.

Through our Reflect RAP, the SSO supports the WA Government's objective towards better outcomes for Aboriginal and Torres Strait Islander communities as outlined in the WA Aboriginal Empowerment Strategy 2021–2029.

Our approach to implementing our Reflect RAP relies on **collective responsibility**, where both our staff and leaders actively contribute to reconciliation through open dialogue, learning, and actions that foster inclusion.

A central focus of our Reflect RAP is **reflection**. We will embrace opportunities to listen deeply and learn from the rich cultural knowledge, wisdom, and lived experiences of Aboriginal and Torres Strait Islander communities. These learnings will help increase our understanding and shape our approach towards more respectful and culturally informed actions.

To ensure successful implementation and accountability, the RAPWG will play a pivotal role in supporting, monitoring and evaluating the effectiveness of our initiatives, and identifying areas for improvement. Our progress and achievements will be reported regularly to our Corporate Executive and annually through Reconciliation Australia, fostering an open and transparent approach to our reconciliation journey.



What we value

Excellence	Integrity
Impartiality	Collaboration
	Our People

These values reflect a desire to embrace diversity, treat everyone with dignity and fairness, and seek to understand the perspective and experiences of others. They demonstrate the importance we place on our people and on a workplace culture where we are all valued and respected.

As of 30 June 2025, the SSO employs **200** lawyers, **53** corporate and **68** legal practice support staff. The SSO has two Aboriginal and Torres Strait Islander employees. We are committed to improving representation through inclusive recruitment and retention strategies to reach our aspirational target of 3.7 per cent by 2029 in line with our Diversity and Inclusion Strategy 2025-2029.

Our Reconciliation Journey

Our commitment to reconciliation is reflected in the achievements and progress we have made so far. We are dedicated to building on these accomplishments and taking the next step in our journey.

Our reconciliation journey key highlights to date include:

Celebrating and recognising significant Aboriginal and Torres Strait Islander events

- In 2025, a **diversity and inclusion calendar** was developed and promoted to staff, highlighting days of significance for Aboriginal and Torres Strait Islander communities and the Noongar six seasons. Email communication and resources are regularly shared to staff to encourage learning and participation.
- Centrally **coordinated events and initiatives** were delivered in recognition of National Close the Gap Day, National Reconciliation Week (NRW), and National Aborigines and Islanders Day Observance Committee (NAIDOC) Week from 2021 to 2025 which included initiatives such as:
 - an afternoon tea with Aboriginal and Torres Strait Islander speakers, sharing their personal insights and stories;
 - participation in the NRW Street Banner;
 - delivery of a staff artwork collaboration, guided by a Yamatji artist to create a meaningful art piece;
 - a Continuing Professional Development session focused on legal issues impacting Aboriginal communities, enhancing staff understanding of social justice concerns; and,
 - a tour of Government House where the SSO staff participated in an opportunity to learn more about its significance to Aboriginal heritage and culture.

Participating in learning opportunities

- From April 2024, an online **Aboriginal and Torres Strait Islander Cultural Awareness training** forms part of our induction program to foster learning and appreciation of Aboriginal and Torres Strait Islander cultures, histories and experiences.

- The SSO staff learned how to develop personalised and meaningful Acknowledgement of Country through the completion of the **‘Acknowledge This!’** workshop from February to August 2025.

Targeted employment initiatives

- Through the **Public Sector Commission’s Solid Future’s Aboriginal Traineeship Program**, the SSO welcomed one Aboriginal trainee in our Corporate Services Division. The trainee is engaged for 12 months, providing workplace training, coaching, and experience to develop their knowledge and skills whilst completing a Cert III in Government.
- In partnership with the University of Western Australia, the SSO hosted Aboriginal and Torres Strait Islander university students on a **paid internship** from 2021 to 2023, providing valuable experience in the legal profession.

Establishing staff engagement in our reconciliation efforts

The **RAPWG** was established in 2021 to support the development of our Reflect RAP and coordination of RAP initiatives including significant staff events. It has also become a forum to share feedback and suggestions to improve employee experience. With 11 volunteer members, they continue to meet regularly and contribute to the promotion and awareness of reconciliation at the SSO.

Procurement opportunities

The SSO has engaged with Aboriginal and Torres Strait Islander businesses for the **procurement of catering services** for significant staff events.

Focus Areas

Our RAP is built on the Reconciliation Australia's Framework and three core pillars: relationships, respect, and opportunities. These pillars are supported by sound governance and transparent reporting to ensure accountability and impact.

Relationships

We will focus on developing meaningful relationships with Aboriginal and Torres Strait Islander peoples grounded in mutual trust, respect, and a shared commitment to reconciliation.

Respect

We are committed to showing genuine respect by celebrating and continually deepening our cultural understanding and appreciation of Aboriginal and Torres Strait Islander histories, knowledge, rights, and experiences.

Opportunities

We will actively create opportunities for Aboriginal and Torres Strait Islander peoples to join us as valued employees, suppliers, or working together as partners.

Governance

We drive our key deliverables with robust governance and transparent reporting, reinforcing accountability and showcasing the impact of our work.



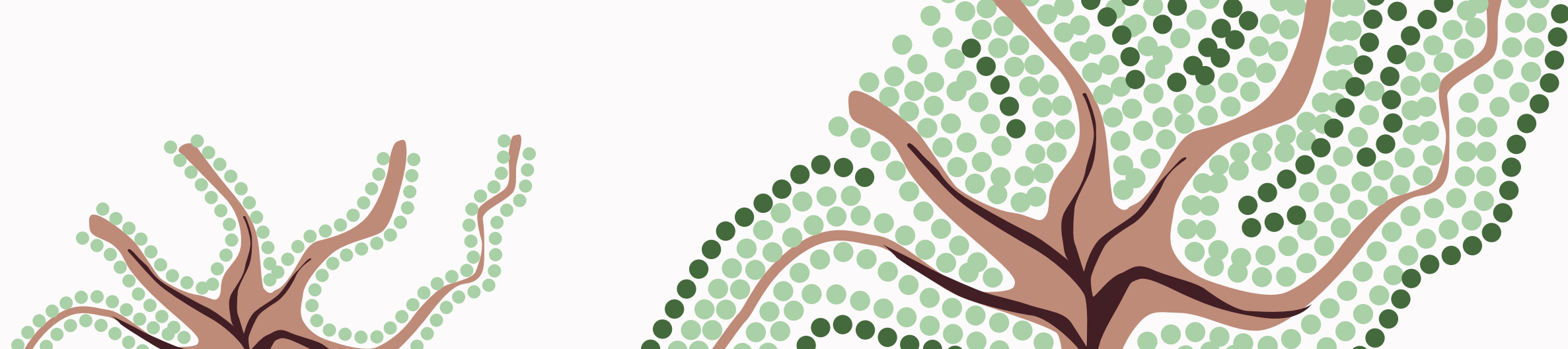
Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify opportunities to partner with at least one Aboriginal and Torres Strait Islander stakeholder or organisation within our local area or region.	December 2026	Lead: Director Human Resources Support: RAPWG
	1.2 Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026	Lead: Director Human Resources Support: RAPWG
Build relationships through celebrating NRW.	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2026	Lead: Director Human Resources Support: RAPWG
	2.2 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2026	Lead: Director Human Resources Support: RAPWG
	2.3 RAPWG members to participate in an external NRW event.	27 May – 3 June 2026	Lead: RAPWG
	2.4 Coordinate at least one internal event for all staff to recognise and celebrate NRW.	27 May – 3 June 2026	Lead: Director Human Resources Support: RAPWG
Promote reconciliation through our sphere of influence.	3.1 Leadership communicate our commitment to reconciliation to all staff.	November 2026	Lead: State Solicitor Support: Executive Director Corporate Services
	3.2 Quarterly promotion of events and activities that focus on reconciliation (this may include internally coordinated events and/or external events).	February 2026 May 2026 August 2026 November 2026 February 2027 May 2027	Lead: Director Human Resources Support: RAPWG
	3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2026	Lead: Director Human Resources Support: RAPWG
Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	November 2026	Lead: Director Human Resources
	4.2 Conduct a review of Human Resource policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2026	Lead: Director Human Resources



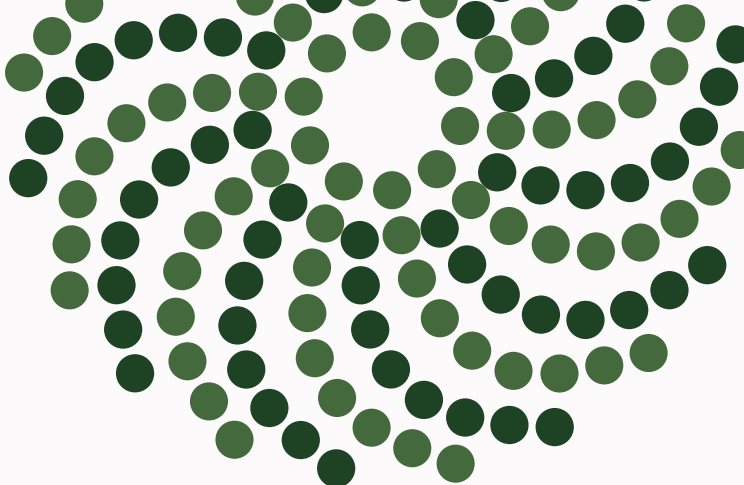
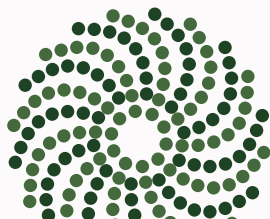
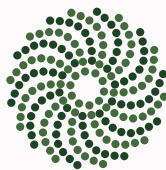


Respect



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Continue to provide mandatory online cultural awareness training to all staff and encourage new staff to complete as part of induction. Quarterly reminders to complete the training will be sent to staff.	February 2026 May 2026 August 2026 November 2026 February 2027 May 2027	Lead: Director Human Resources
	5.2 Deliver in-person cultural awareness session to Corporate Executive to encourage members to lead reconciliation efforts within the office.	November 2026	Lead: Director Human Resources Support: Executive Director Corporate Services
	5.3 Deliver in-person cultural awareness training to staff who engage with Aboriginal and Torres Strait Islander people.	March 2027	Lead: Director Human Resources Support: RAPWG
	5.4 Conduct a review of cultural learning needs within our organisation.	November 2026	Lead: Director Human Resources Support: RAPWG
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2026	Lead: Director Human Resources Support: RAPWG
	6.2 Provide opportunities to increase staff's understanding of the purpose and significance behind cultural protocols (including promoting and encouraging staff to use the Acknowledgement of Country and Welcome to Country guideline).	December 2026	Lead: Director Human Resources Support: RAPWG
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week through internal communication channels.	July 2026	Lead: Director Human Resources Support: RAPWG
	7.2 Promote external local events and resources on NAIDOC Week to staff to encourage learning and participation.	July 2026	Lead: Director Human Resources Support: RAPWG
	7.3 RAPWG to participate in an external NAIDOC Week event.	July 2026	Lead: RAPWG
	7.4 Coordinate at least one internal event or activity to celebrate and recognise NAIDOC week with staff.	July 2026	Lead: Director Human Resources Support: RAPWG

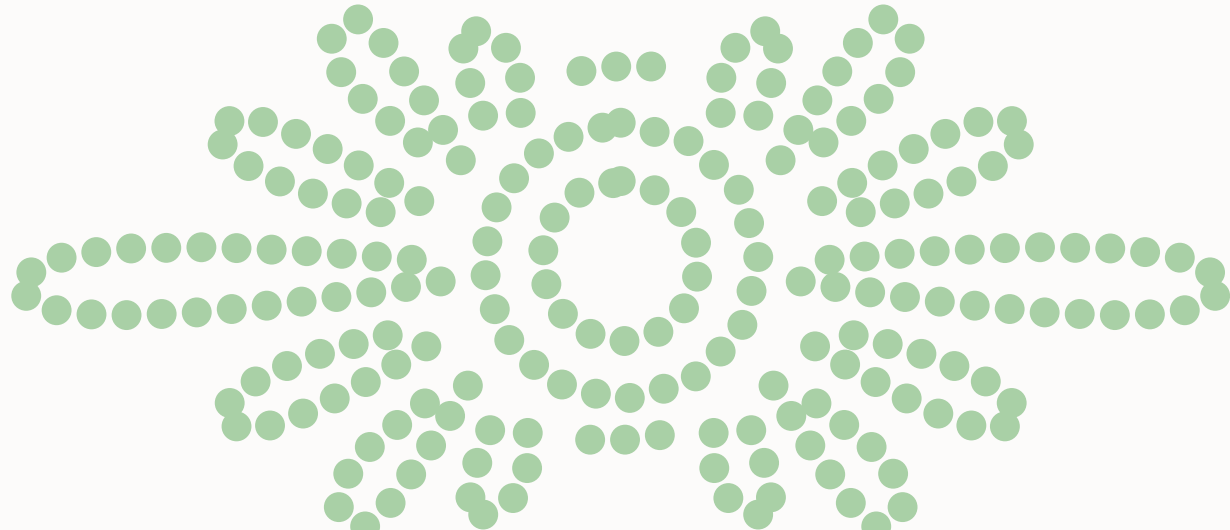
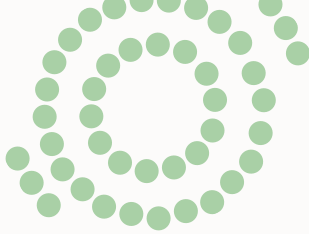




Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Conduct a review of our recruitment practices to ensure they encourage and support Aboriginal and Torres Strait Islander applicants.	December 2026	Lead: Director Human Resources
	8.2 Engage with education and tertiary institutions to promote employment and work experience opportunities.	December 2026	Lead: Director Human Resources Support: RAPWG
	8.3 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development initiatives.	December 2026	Lead: Director Human Resources
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Review current procurement practices and identify opportunities to increase procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	Lead: Chief Financial Officer Support: Procurement Officer
	9.2 Investigate new ways to support Aboriginal and Torres Strait Islander business owners.	December 2026	Lead: Chief Financial Officer Support: Procurement Officer





Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAPWG to drive governance of the RAP.	10.1 Maintain RAPWG membership to govern and drive RAP implementation.	June 2027	Lead: Director Human Resources Support: RAPWG
	10.2 Review the terms of reference for the RAPWG.	December 2025	Lead: Director Human Resources
	10.3 Establish and maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	June 2027	Lead: Director Human Resources Support: RAPWG
Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	December 2025	Lead: Director Human Resources
	11.2 Information is provided to Corporate Executive to ensure they are informed of our RAP commitments and are able to lead staff to participate in reconciliation efforts.	November 2026	Lead: Executive Director Corporate Services
	11.3 Maintain a RAP champion within the Corporate Executive	June 2027	Lead: State Solicitor Support: Executive Director Corporate Services Lead: Director Human Resources Support: RAPWG
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026	Lead: Director Human Resources
	12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026	Lead: Director Human Resources
	12.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026	Lead: Director Human Resources Support: RAPWG
	12.4 Communicate our RAP progress to internal and external stakeholders.	June 2027	Lead: Director Human Resources Support: RAPWG
Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Lead: Director Human Resources





Contact Information

If you require this document in an alternative format or have any feedback in relation to this strategy document, please contact us.

Key contact:

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If you require translation services, contact Translating and Interpreting Service (TIS) on 131 450.

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service. Visit their website by scanning the QR code to utilise the service.

Artwork descriptions

Featured locations on the left border from top to bottom include:

1. Five Rivers of the Cambridge Gulf – Representing the remote and majestic far north of WA. The five rivers that flow into the Cambridge Gulf are the Ord, Forrest, King, Durack, and Pentecost Rivers.
2. Crocodile Country – Stretching from the Kimberley to Exmouth, this region is where saltwater crocodiles can be found.
3. Bungle Bungle National Park – A sacred and striking landscape, home to the traditional owners of the East Kimberley and known for its beehive-shaped rock formations.
4. Boab Trees of the Kimberley – These trees live for over 800 years and are known for showing the changes in the seasons.
5. James Price Point – A vivid coastal scene of red cliffs, white sands, and turquoise waters, capturing the dramatic beauty of WA's northwest.
6. Ancient Middens – Evidence of thousands of years of Aboriginal history, these sites offer deep insight into traditional cultural practices.
7. Ancient Desert Dunes – The dunes reflect the ancient presence and living culture of desert peoples in WA.
8. Baba Marda – The Yamatji word for 'corals'. These corals are found in the Midwest and the Abrolhos islands.
9. Giant Forests of the Southwest – Towering trees that represent the lush, ancient ecosystems of WA's southern landscapes.
10. Southern Ocean – The final chapter in the journey down the WA coast, where land meets the sea.

Symbols along the bottom border include:

1. Resting place
2. Smoke or fire
3. The water hole
4. Meeting and yarning place
5. Campsite
6. Possum tracks
7. Stars and other suns
8. Symbols for a person, a woman, and a man
9. The long journey following the waterways
10. Meeting place for local traditional owners in the area



Symbols that represent the path toward reconciliation are shown on the right border from bottom to top include:

1. The long journey following the waterways – This symbol marks the beginning of the reconciliation process. The meeting place is at the end of the long journey, a journey you started alone. This is the part of the journey you reflect on the past and take your first steps to new relationships for the future.
2. The meeting place - This symbol signifies the initial stage of reconciliation, where dialogue begins. It is a space for discussing what is known and identifying what is needed to foster meaningful change.
3. Footprints - The footprints symbolise the ongoing nature of the journey. They reflect the challenges faced along the way. You may feel like you are alone, but you are not, the journey is challenging, but you can overcome those challenges.
4. The yarning place - These meeting and yarning places are smaller groups and include those who will invite you into the gatherings or large meetings, both in the city and on Country.
5. Gathering - This symbol denotes formal meetings that are part of the RAP. These gatherings are essential for sharing knowledge and expressing a commitment to working collaboratively with First Nations Peoples.
6. Walking together - This final symbol illustrates the transition from walking alone to walking in unity. It reflects the connections formed through the reconciliation journey and the deeper understanding of our shared relationships with each other and with Country.



State Solicitor's Office

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