



Government of Western Australia
Department of Training
and Workforce Development



Innovate Reconciliation Action Plan

January 2026 – December 2028



Acknowledgement of Country

The Department of Training and Workforce Development acknowledges the Traditional Custodians throughout Western Australia and their continuing connection to land, waters and community. The Department acknowledges Aboriginal and Torres Strait Islander peoples as the first peoples of Australia and pay our respects to Elders past and present.

The term 'Aboriginal' is intended to include reference to Torres Strait Islander peoples.

While every effort has been made to vet the contents of this report, Aboriginal people should be aware that it may contain references to, or images of people who are now deceased. The Department of Training and Workforce Development regrets any offence this might cause.



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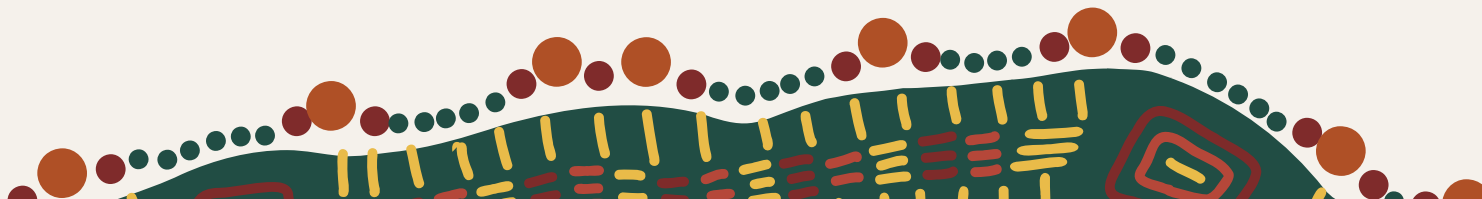
The term 'the Department' refers to the Department of Training and Workforce Development.

This report is also published on the Department's website at wa.gov.au/dtwd and can be viewed in PDF format.

Alternative formats are available on request.

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Artwork story

About the artist

A Goreng Menang Noongar man, Kieron grew up in Albany in the Great Southern and moved to Perth (Boorloo) in 2009. Embracing creativity from a young age, Kieron has explored various forms of art, including design and music since 2010. Kieron is grateful for the support and opportunities to learn from the many Aboriginal artists he's worked with, which has helped shape his creative and technical skills.

As a proud dad of two young boys, Kieron embraces his responsibility to share culture and knowledge so his kids can be proud of their culture, who they are, and where they come from. He believes that by listening, learning, and seeking to understand one another, society can become a more inclusive place.

[Click here to watch the story behind the artwork, as told by Kieron.](#)

'Kadadjiny (Learning)' by Kieron Pearce

Kadadjiny (Learning) represents the important role that knowledge, training and education plays in strengthening communities in order to achieve reconciliation. Overall, the piece explores the themes of knowledge sharing and connected communities.

At the centre of the piece we have people sitting together, representing the Department of Training and Workforce Development (Department). This is the nexus from where the sharing of knowledge, training and education begins. From here, journey lines spread outward to ten meeting places, marked by ten regions of Western Australia. The journey lines to each of these meeting places represent the work the Department does to connect communities.

The curved journey lines connect a series of campsites to demonstrate how the community sprawls across the State, and a reminder of how the transfer of knowledge can connect us all.

When looked at as a whole, the journey lines and the communities they connect resemble a spider's web. The spider holds significant meaning in that it is associated with strength and resilience. When communities are connected, we have a strong foundation.

The symbolism of ripples have been included to reinforce the theme of knowledge sharing, specifically the flow-on effect associated with upskilling our people and in turn, galvanising stronger communities.

All of this is laid over a lake, representing the life force that the essential resource water provides. The shape of the lake mirrors the shape of WA to reinforce the unique challenge that working across such an expansive geographical area can bring.

The border around the lake symbolises the Wagyl. The Wagyl is said to have been responsible for the creation of the Derbarl Yerrigan (Swan River) and other rivers, lakes and waterways and therefore is a powerful force in creating the communities we know today.





Reconciliation Australia CEO statement

Reconciliation Australia commends WA Government's Department of Training and Workforce Development (DTWD) on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP) January 2026 – December 2028.

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. DTWD continues to be part of a strong network of more than 3,000 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that DTWD will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to DTWD using the lens of reconciliation to better understand its core business, sphere of influence and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

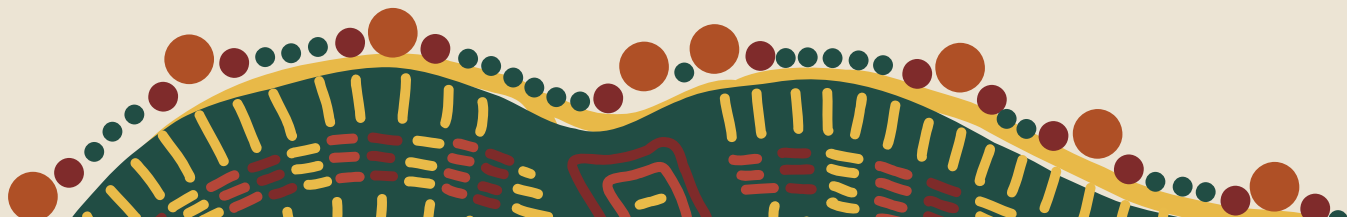
This *Innovate RAP 2026-28* is an opportunity for DTWD to strengthen these relationships, gain crucial experience and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, DTWD will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of DTWD's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations DTWD on your fourth *Innovate RAP 2026-28* and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Foreword from the Director General

It is a privilege to present the Department of Training and Workforce Development's (the Department) fourth Innovate Reconciliation Action Plan January 2026 – December 2028 (*Innovate RAP 2026-28*). This plan draws on the insights gained through the strong foundations laid across our ongoing reconciliation initiatives and reflects our commitment to embed cultural capability across the Department.

Through this RAP, we reaffirm our commitment to creating culturally safe and inclusive environments that empower Aboriginal and Torres Strait Islander peoples. We remain dedicated to strengthening our partnerships with Aboriginal and Torres Strait Islander communities, for their voices to shape policies, programs and initiatives.

A highlight of our reconciliation journey so far is the strengthened voice of Aboriginal and Torres Strait Islander peoples, increased cultural awareness and growing cultural competence of our staff, and the supportive approach across the Department to continue working on increasing our workforce diversity.

Since the launch of our first RAP in 2014, the Department has made positive progress in strengthening our cultural awareness, workforce participation and systemic change. Our [*Strategic Plan 2023–28*](#) outlines our commitment to increasing the participation of First Nations peoples in training and employment, and our [*Aboriginal Employment Strategy 2025–26*](#) provides a roadmap for recruitment, retention and professional development. This RAP aligns with these priorities, ensuring reconciliation remains a core focus of our work.

While we celebrate good progress, there is more to do. This *Innovate RAP* is underpinned by our aspiration over the next three years to be ready to progress to a Stretch RAP in 2029. We have purposefully included some Stretch actions in this *Innovate RAP* to help us make the required progress.

The development of this new *Innovate RAP* has been guided by staff surveys, workshops and collaboration with our RAP Steering Group, its sub-committees, and members of the Aboriginal employee network.

I would like to thank the Department's Aboriginal Policy Planning and Reconciliation (APPR) team and our RAP Steering Group members for their leadership, and Reconciliation Australia for their important contributions.

As we embark on delivering the actions in this *Innovate RAP*, I look forward to working alongside our stakeholders, staff and the Aboriginal and Torres Strait Islander communities we serve to create meaningful and lasting change. Together, we will continue to build a future where our commitment to reconciliation is a lived experience.



Jodie Wallace
Director General
RAP Steering Group Co-Chair



NAIDOC Week 2025 celebrations with the Bindjareb Middars Performance Group.

Our vision for reconciliation

Our vision for reconciliation sees Aboriginal and Torres Strait Islander peoples empowered to achieve their training, skills and employment aspirations across Western Australia. Together we build our workforce to be culturally responsive, driven by truth, respect and shared responsibilities.

Our commitment to Aboriginal and Torres Strait Islander peoples of Western Australia

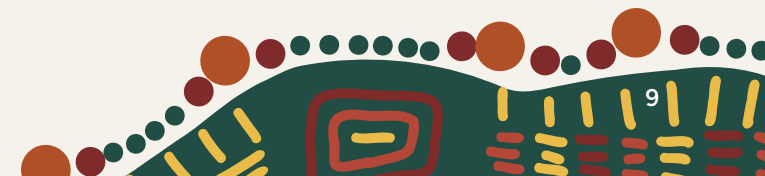
The Department remains deeply committed to walking alongside Aboriginal and Torres Strait Islander peoples in reconciliation on a journey towards a future grounded in respect and equity.

We are guided by the wisdom, leadership and strength of Aboriginal and Torres Strait Islander peoples, with a commitment to genuine partnerships where reconciliation is not just an aspiration but a lived and embedded reality. Through purposeful action, we honour cultural knowledges, deepen our understanding and drive lasting change.

Together, we focus on creating accessible and inclusive training opportunities that strengthen economic and social outcomes, while recognising and valuing the rich history and contributions of Aboriginal and Torres Strait Islander peoples.

We envision a future where reconciliation informs every interaction, strengthens relationships and transforms systems to be truly inclusive. By championing cultural safety, mutual respect and shared learning, we strive to build a workforce and training environment where people of all backgrounds can thrive.

Unified in purpose, we are sharing a future grounded in equity, understanding and unity, where reconciliation is lived, felt and strengthened across generations.





Our business

Our vision is transforming lives and communities and enabling a thriving economy. The Department leads agile training and workforce strategies that enable all Western Australians to participate in a highly skilled and diversified economy and partners with TAFE and private training organisations to provide contemporary learning experiences to meet the needs of students, industries and communities.

The Department currently employs 577 people¹ of whom 17 identify as Aboriginal and/or Torres Strait Islander peoples, representing 2.8 per cent of our workforce¹.

Geographic reach

The Department operates across the whole of Western Australia and has one regional and three metropolitan worksites:

- Djookanup, Osborne Park
- Prospect Place, West Perth
- Muresk Institute, Northam
- Clean Energy Skills National Centre of Excellence, Perth CBD

¹As at 23 October 2025

Sphere of influence

The Department's sphere of influence incorporates stakeholders across Western Australia, including:

- **Students** – 164,687 course enrolments in 2024 in publicly funded training².
 - 13,655 course enrolments by Aboriginal and Torres Strait Islander students.
- **Apprentices and trainees** – 38,964 in training³
 - 2,331 Aboriginal and Torres Strait Islander apprentices and trainees.
- **Employers of apprentices and trainees** – 10,227 employers of apprentices and trainees in training³.
- **Training providers** – TAFE colleges, contracted registered training organisations (RTOs) and group training organisations (GTOs)⁴, including:
 - Eight Aboriginal and Torres Strait Islander RTOs registered with Supply Nation and/or Aboriginal Business Directory WA.³
 - Seven Aboriginal and Torres Strait Islander registered GTOs³.

- **Regional stakeholders** – Statewide network of 12 Regional Coordinating Committees with representation from:
 - TAFE colleges;
 - Regional Development Commissions;
 - Regional Chambers of Commerce and Industry;
 - Education and training sectors;
 - Local, State and Commonwealth Government agencies;
 - Peak bodies;
 - Industry sectors; and
 - Aboriginal organisations representing the Pilbara, Broome, Midwest and Gascoyne regions.
- **Governing and advisory bodies** – State Training Board, TAFE Governing Councils and the Training and Accreditation Council.
- **Industry advisory bodies** – Eight Industry Training Councils that consult with industry on the current and future training needs of the State.

The Department's sphere of influence extends to the national vocational education and training (VET) system through our involvement in key national forums and committees, and internationally through international VET students.



² 2024 full year validated

³ As at 31 December 2024

⁴ As at 7 April 2025

Our RAP journey

Since 2014, the Department has undertaken three Innovate RAPs, all endorsed by Reconciliation Australia. This current *Innovate RAP* builds on our ongoing commitment to enhancing the inclusion and representation of Aboriginal and Torres Strait Islander peoples in the Western Australian workforce. We aim to establish stronger commitments, implement measurable actions and further strengthen our internal foundations to support our staff effectively.

The challenges posed by COVID-19 significantly affected our operations and hindered the timely delivery of actions outlined in our *Innovate RAP 2022-23*. These experiences have reinforced the importance of resilience, consistent follow-through and strengthened internal processes. Previous RAPs faced challenges such as limited monitoring and ongoing structural and staffing changes within APPR and Human Resources of which both teams were responsible for many RAP actions. These factors have provided valuable insights. Although some actions were not completed during the six-month extension period (January to June 2024), this phase demonstrated our commitment to fulfilling our RAP obligations and closing out key deliverables.

Under national strategic priorities including the *National Agreement on Closing the Gap* and the *National Skills Agreement (NSA) – Closing the Gap* priority, the Department is expected to deliver tangible results and transformational change for Aboriginal and Torres Strait Islander peoples. We are committed to providing meaningful and sustainable employment and training opportunities for Aboriginal and Torres Strait Islander peoples in Western Australia. This requires a shift in how we engage and partner with Aboriginal and Torres Strait Islander peoples, communities, RTOs and Aboriginal Community Controlled Organisations (ACCOs) to deliver these outcomes. This *Innovate RAP 2026-28* is dedicated to addressing previously unmet commitments, while strengthening relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. These efforts will position the Department to pursue a Stretch RAP and enhance our long-term impact on reconciliation.





Our RAP 2022-23 achievements

Key reconciliation achievements from the *Innovate RAP 2022-23* include:

- 105 staff completed face-to-face cultural awareness training, and 194 staff completed the WA Public Sector Commission's online Aboriginal and Torres Strait Islander cultural awareness training⁵.
- *Gnalla Kaartdijin* (Our Knowledge) cultural competency workshops were established in 2024 and delivered by the APPR team.
 - 83 staff attended face-to-face *Gnalla Kaartdijin* (Our Knowledge) cultural competency workshops.
- Staff participation in significant reconciliation activities such as NAIDOC Week and National Reconciliation Week (NRW) increased substantially with attendance growing to over 260 in 2025 across multiple events, compared to approximately 130 in 2022.
- The Department hosted annual events for Indigenous Literacy Day and raised over \$2,000 to support the Indigenous Literacy Foundation.
- Visibility of Aboriginal and Torres Strait Islander cultures in our workplace was increased through:
 - redesign of the Department's corporate identity using artwork by Wardandi/Wudjari Noongar artist, Brody Campbell;
 - Acknowledgement of Country plaques displayed in all offices and digital plaques displayed in all meeting rooms; and
 - rotation of staff delivering an Acknowledgement of Country in fortnightly All Staff Briefings and Corporate Executive updates.
- A section detailing RAP activities undertaken each year was included in the Department's *Annual Report 2023-24*.
- The Department hosted Reconciliation WA's Bilya Innovate RAP Reconciliation Industry Network Groups (RINGS) forum in 2022 and 2024.
- 1,211 Aboriginal and Torres Strait Islander people were supported to commence an apprenticeship or traineeship through the Western Australia Group Training Program from 1 January 2022 to 31 December 2024.
- In 2022, the Department established the Diversity Traineeship Pathways Program and appointed three Aboriginal and Torres Strait Islander young people to part-time and full-time traineeships.
- In 2023, the Department hosted a Career Development Week in partnership with South Metropolitan TAFE's Jobs and Skills Centres, for staff participating in our Aboriginal Employee Yarning Circle (AEYC) and the Department of Finance's Indigenous Network.
- Across Western Australia, 7,962 clients who identify as Aboriginal or Torres Strait Islander people received support from a Jobs and Skills Centre between 1 January 2022 and 30 June 2024.

⁵ As at June 2024

Our RAP 2022-23 challenges and learnings

Since the launch of our previous *Innovate RAP*, we have continued to grow as an organisation, embedding practices that have positioned the Department to become a respected member of the RAP community in WA. As we look toward progressing to a *Stretch RAP*, we recognise the need to deepen our relationships with Aboriginal and Torres Strait Islander peoples and to further develop the mature and effective strategies expected of a *Stretch* organisation. Strengthening these foundations will enable us to expand and further embed reconciliation commitments more broadly within the Department and across the entire VET sector.

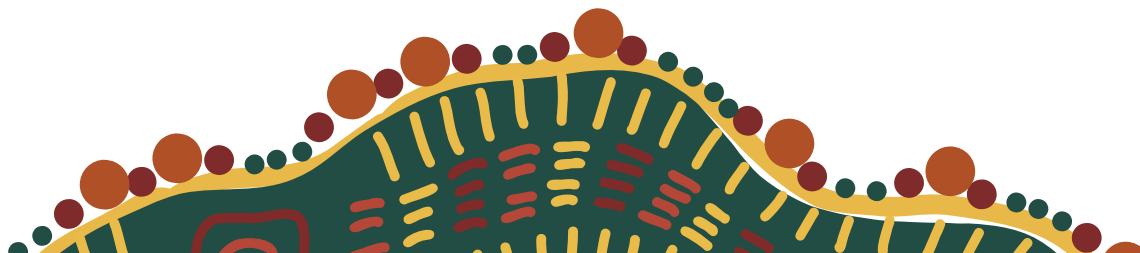
We must keep the momentum going with our ongoing RAP initiatives. Within our organisation, this means revitalising our strategies to prioritise the retention and recruitment of Aboriginal and Torres Strait Islander staff, aiming to meet and surpass the WA Public Sector Commission's State target of 3.7 per cent.

Our Department is dedicated to creating a culturally safe workplace that honours and appreciates the lived experiences and expertise of Aboriginal and Torres Strait Islander colleagues.

Beyond our Department, the development of a successful strategy to engage with external Aboriginal and Torres Strait Islander peoples, communities and organisations was a key gap in our previous *Innovate RAPs*. We need to adopt a more deliberate approach to partnering with Aboriginal and Torres Strait Islander peoples, communities and organisations, and we will utilise our sphere of influence to accomplish this in our new *Innovate RAP*. Under the NSA, Aboriginal and Torres Strait Islander peoples, communities and organisations will be placed at the forefront of developing strategies to Close the Gap on employment and training measures, and in developing the skills to realise their economic and community development priorities. In 2025, relationships with key WA Aboriginal partners are being strengthened to develop initiatives that deliver on the commitments in the NSA.

Our *Innovate RAP 2026-28*

This *Innovate RAP 2026-28* has been developed with the support and endorsement of the Director General, Corporate Executive, the RAP Steering Group and sub-committees, Communications and Marketing and the Department's Aboriginal and Torres Strait Islander staff. Leadership of the RAP's development was provided by the RAP Steering Group Co-Chairs – Jodie Wallace, Director General and Lisa Derschaw-Ruru, Director, Aboriginal Policy, Planning and Reconciliation.





Innovate RAP 2026-28 Working Group.

Consultations

Development of our *Innovate RAP 2026-28* was informed by a series of workshops facilitated by Garlett Group Consultants. The sessions brought together the RAP Steering Group, RAP sub-committee members, AEYC representatives and key internal stakeholders to form a dedicated working group. Insights from these workshops, along with feedback gathered through an internal staff survey, helped assess reconciliation awareness and generate new ideas for future RAP actions.

RAP actions were collaboratively shaped with input from key leaders across the Department, ensuring each directorate is fully informed and equipped to meet its RAP commitments. To support effective implementation, the APPR team plays a central role in overseeing and supporting business areas in delivering their assigned actions.





RAP Steering Group.

Our RAP Steering Group

The Department's RAP Champion is our Director General, with the RAP Steering Group consisting of 13 members, comprising of both Aboriginal and non-Aboriginal Department staff. The Steering Group is further supported by three sub-committees, which focus on the following areas:

- Human Resources;
- Cultural and Reconciliation Awareness; and
- Procurement Reform.

Aboriginal and/or Torres Strait Islander staff are invited to nominate to be part of the membership of the RAP Steering Group or its sub-committees, with representation maintained in line with the Terms of Reference.

Each sub-committee develops implementation plans for its focus area, while the RAP Steering Group oversees progress and reporting on RAP commitments across the Department.

RAP Steering Group members

- Director General (RAP Champion and Co-Chair)
- Director, Aboriginal Policy, Planning and Reconciliation (Co-Chair)
- Executive Director, Policy, Planning and Innovation
- Executive Director, Service Delivery
- Associate Director, Procurement
- General Manager, TAFE International WA
- Director, Human Resources
- Director, Communications and Marketing
- Manager, Digital Training Services
- General Manager, Muresk Institute
- Senior Policy and Reconciliation Officer x2
- Aboriginal and/or Torres Strait Islander staff

APPR team

In 2020, the Department established the APPR team. APPR provides strategic advice and information to inform and support Aboriginal and Torres Strait Islander inclusion and reconciliation. The APPR team is responsible for the implementation of the Department's *Innovate RAP 2026-28*. Additionally, APPR provide an Aboriginal perspective during policy development and service delivery to ensure Aboriginal and Torres Strait Islander peoples gain vocational skills, meaningful employment and economic development opportunities.

The APPR team comprises four full-time equivalent (FTE) positions. All positions are identified as Section 50D roles meaning all staff are Aboriginal and/or Torres Strait Islander people. Positions including:

- Director;
- Senior Policy and Reconciliation Officer x2 and;
- Administration and Reconciliation Officer.

Success in action

Year 10 Aboriginal school-based training leading to successful traineeships at Hedland Senior High School.

Hedland Senior High School is paving the way for Aboriginal Year 10 students to explore vocational education through an innovative program funded by the Department. Each year, the school secures funding to offer Certificate I qualifications in automotive, engineering and conservation and land management, providing students with a valuable introduction to industry-relevant skills.

The program is designed as a “taster” for those considering the School-Based Traineeship Program in Years 11 and 12. Delivered in collaboration with North Regional TAFE, students complete the courses during a focused five-week block in Term 3. School staff, including Aboriginal and Islander Education Officers (AIEOs), Clontarf Foundation members and Shooting Stars program staff provide extra support, ensuring consistent engagement and success throughout.

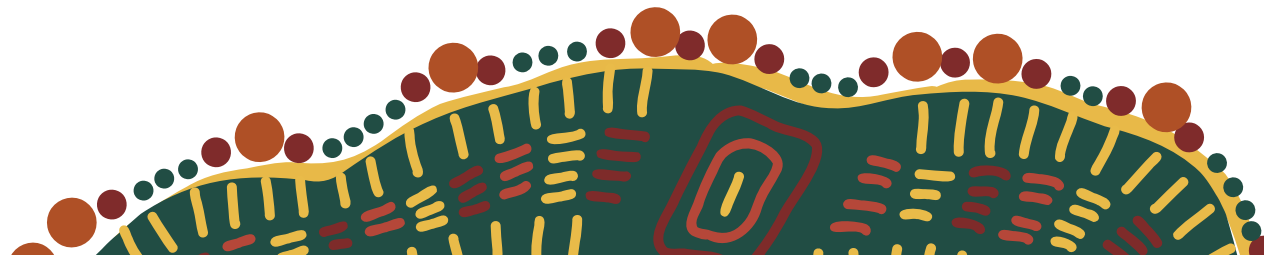
Beyond earning Western Australian Certificate of Education (WACE) points, students gain crucial industry knowledge that bolsters their confidence in job interviews for School-Based Traineeships. The program also helps participants demonstrate their commitment through attendance and completion, while references from TAFE lecturers further enhance their future pathways.

The program’s success is evident in stories like that of Joziah Taylor, a former participant who was nominated for the prestigious 2024 WA School-based Apprentice of the Year award as part of the WA Training Awards. Joziah took part in interviews in Perth as part of the judging day for the awards.

With its emphasis on education, industry exposure and cultural support, this program exemplifies Hedland Senior High School’s dedication to fostering meaningful career opportunities for its students.



Joziah Taylor at WA Training Awards 2024.



***Gnalla Kaartdijin (Our Knowledge)* workshops foster cultural competency and reconciliation**

Gnalla Kaartdijin (Our Knowledge) workshops are fostering cultural competency across the Department. Introduced in 2024 by the APPR team, the workshops address staff feedback from the 2022 Australian Reconciliation Barometer survey, where employees sought deeper engagement with Aboriginal and Torres Strait Islander cultures.

These professional development sessions aim to enhance understanding of Aboriginal and Torres Strait Islander protocols and cultures while promoting reconciliation. Initially delivered as five one-hour sessions, the program has evolved into a comprehensive three-hour format based on participant feedback. Topics cover the Five Dimensions of Reconciliation and protocols for engaging with Aboriginal and Torres Strait Islander communities.

The inaugural session was held at Djookanup on 22 February 2024. Since then, workshops have reached all the Department's worksites, with 83 staff members participating to date. Through this initiative, the Department is building a more inclusive and culturally aware workplace.



Gnalla Kaartdijin (Our Knowledge) workshop participants.

Jaylee and Racale shine as success stories from Waalitj Foundation partnership

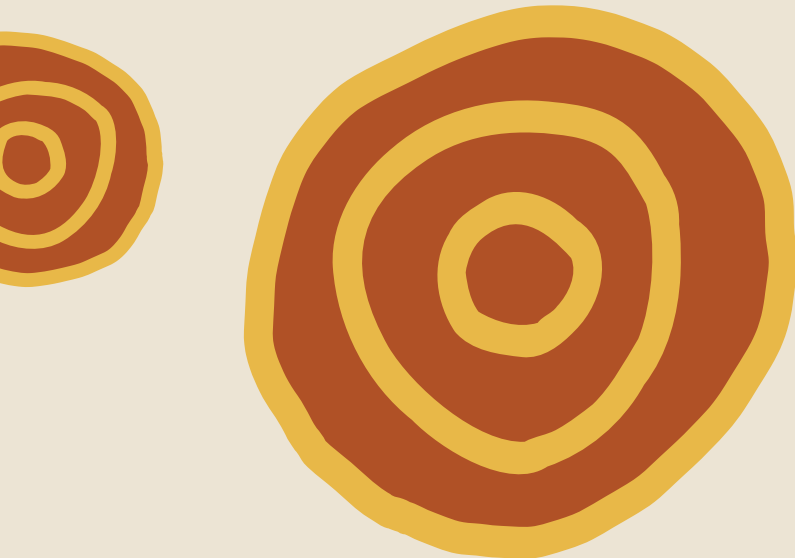
The Waalitj Foundation's impactful work in empowering Aboriginal and Torres Strait Islander youth through employment support has led to inspiring success stories like Jaylee and Racale. This initiative is part of a two-year partnership announced by the Department in January 2024.

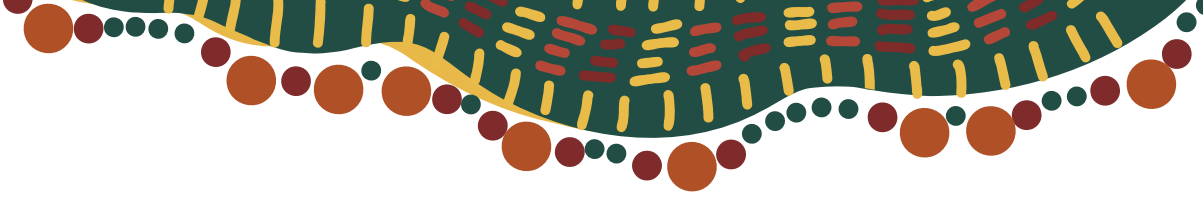
It ensures the continuation of vital services for job-ready youth, building on the success of the pilot program under the Aboriginal Employment Enabling Grants program.

Jaylee, a young Aboriginal woman from Western Australia supported by Waalitj's pre-employment services, embarked on a traineeship in Certificate III in Supply Chain Operations with Centurion, a leading logistics firm. She credits Waalitj for boosting her confidence and self-worth, saying this support was pivotal in starting her career. Determined to complete her traineeship, Jaylee's journey exemplifies the Waalitj's commitment to breaking employment barriers.

Meanwhile, Racale, a proud Yamatji man from Carnarvon now residing in Perth, benefited from Waalitj's assistance, which included driving lessons and industry tickets. This support enabled him to secure a scaffolding role with Bundara West, an Indigenous-owned business fostering pathways into mining.

Expressing gratitude for his Waalitj mentor, Racale aspires to continue upskilling and to achieve his dream of working in the mining sector. These successes underscore the Waalitj Foundation's dedication to enhancing opportunities for Aboriginal youth, reflecting the program's transformative potential.





Deliverables



Waalitj Foundation participants during another program activity.

The Department's deliverables have been mapped against the [National Agreement on Closing the Gap Priority Reform Areas](#).

Priority Reform Area 1: Formal partnerships and shared decision making

Priority Reform Area 2: Building the community-controlled sector

Priority Reform Area 3: Transforming government organisations

Priority Reform Area 4: Shared access to data and information at a regional level

The Department is committed to embedding the Priority Reform Areas and is the lead agency for Closing the Gap (CTG) socio-economic outcome area 7: *Aboriginal youth are engaged in employment or education*, and a co-lead for socio-economic outcome area 6: *Aboriginal students reach their full potential through further education pathways*. The Department is also a supporting agency for socio-economic outcome area 5: *Aboriginal students achieve their full learning potential* and 8: *Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities*.



Relationships

The Department is committed to strengthening its relationships with Aboriginal and Torres Strait Islander communities with an emphasis on authentic partnerships. In doing so, we will ensure the delivery of WA's training, career and employment services will be accessible, meaningful and reflective of Aboriginal and Torres Strait Islander peoples' career aspirations.

Focus area: The relationships we build with Aboriginal and Torres Strait Islander peoples will inform accessible, quality training across the VET sector that results in sustainable employment outcomes.

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations.	<ul style="list-style-type: none"> Engage an external Aboriginal advisor or Elder/s in residence to consult, and provide insights and guidance, to senior leaders on strengthening the Department's cultural responsiveness. 	December 2027	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA1 PRA3		<ul style="list-style-type: none"> Develop guiding principles for engagement with Aboriginal and Torres Strait Islander peoples and communities informed through consultation with internal and external stakeholders. <ul style="list-style-type: none"> Create and implement tools and resources to support employees to engage and build relationships with local Aboriginal and Torres Strait peoples, communities, Prescribed Body Corporates and related organisations. Design and deliver workshops for delivery to senior staff on building culturally responsive relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. 	December 2026	Lead: Executive Director, Policy, Planning and Innovation Support: Associate Director, Skills Strategy Reform
PRA3		<ul style="list-style-type: none"> Develop a guide for culturally responsive and respectful communications. 	December 2026	Lead: Director, Communications and Marketing, and Director, Aboriginal Policy, Planning and Reconciliation and Associate Director, Programs
PRA3		<ul style="list-style-type: none"> Update the Department's photo library to include culturally sensitive images of Aboriginal and Torres Strait Islander staff, students and clients for use in culturally responsive communications. 	June 2026	Lead: Director, Communications and Marketing Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Establish a process for the collection, use and storage of photographs of Aboriginal and Torres Strait Islander peoples, including meeting Indigenous Cultural and Intellectual guidelines and obtaining informed consent prior to each use. 	June 2026	Lead: Director, Communications and Marketing Support: Director, Aboriginal Policy, Planning and Reconciliation

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA1 PRA4	1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations (continued).	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander Partnership Framework. <ul style="list-style-type: none"> Ensure a balanced representation of regions, communities, Aboriginal training sector providers and peak bodies to work in true partnership with the Department in the development of place-based solutions that improve training access and outcomes in an expanded range of industries. 	June 2027	Lead: Director General Support: Executive Director, Policy, Planning and Innovation and Executive Director, Service Resource Management
PRA3 PRA4		<ul style="list-style-type: none"> Establish a process for engaging Aboriginal and Torres Strait Islander stakeholders, including: <ul style="list-style-type: none"> creating and maintaining a central stakeholder engagement register; and hold annual planning sessions across the Department to identify upcoming consultation requirements and opportunities which can be shared and leveraged. 	June 2026, 2027, 2028	Lead: Director General Support: Director, Aboriginal Policy, Planning and Reconciliation and Associate Director, ICT Corporate Services
PRA1 PRA2 PRA4		<ul style="list-style-type: none"> Establish regular engagement with Aboriginal GTOs for input and feedback on workforce and training trends and supporting programs. 	December 2026	Lead: Executive Director, Service Resource Management Support: Director, Aboriginal Policy, Planning and Reconciliation



CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA1 PRA3	2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. 	27 May to 3 June annually	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> • All RAP Steering Group members will participate in, and report their attendance to, at least one external NRW event each year, such as: <ul style="list-style-type: none"> ◦ Reconciliation WA's National Reconciliation Week events; ◦ Walk for Reconciliation, also organised by Reconciliation WA; and ◦ Community held events. • RAP Steering Group members to receive calendar placeholders to NRW events. 	27 May to 3 June annually	Lead: RAP Steering Group Co-Chairs Support: Cultural and Reconciliation Awareness Sub-Committee
PRA3		<ul style="list-style-type: none"> • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May to 3 June annually	Lead: RAP Steering Group Co-Chairs Support: Cultural and Reconciliation Awareness Sub-Committee
PRA3		<ul style="list-style-type: none"> • Organise at least one internal NRW event. <ul style="list-style-type: none"> ◦ Corporate Executive to encourage all staff to participate in internal events and reinforce attendance is supported by Departmental policies and senior leadership. ◦ Register events on the Department's intranet and promote staff attendance through communication activities. ◦ Where practical, all staff receive calendar placeholders to internal NRW events. 	27 May to 3 June annually	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Corporate Executive and Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> • Register all internal Department events for NRW on Reconciliation Australia's NRW website. 	27 May to 3 June annually	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage all staff to drive reconciliation outcomes. <ul style="list-style-type: none"> Corporate Executive to encourage all staff to participate in internal events, with attendance reinforced by Departmental policies and senior leadership. Identify reconciliation events each year and plan for the engagement of Traditional Owners/Custodians when and where possible. Maintain the RAP Champions program for staff. 	December 2026, 2027, 2028	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Increase employee and manager awareness of our Workforce Diversity and Inclusion Policy and <i>Workforce Diversification and Inclusion Strategy</i>, and other related policy levers or practice directions, which reflect the Department's commitment to promoting and supporting attendance of cultural days of significance, including NRW and NAIDOC Week. 	December 2026, 2027, 2028	Lead: Director, Human Resources and Cultural and Reconciliation Awareness Sub-Committee Support: Corporate Executive
PRA3		<ul style="list-style-type: none"> Communicate the Department's commitment to reconciliation publicly and share good news stories through the following channels: <ul style="list-style-type: none"> Department website; Jobs and Skills WA website; available social media channels; Department's Annual Report and business unit plans; digital channels and QR codes within all office spaces; and advertising campaigns. 	September 2026, 2027, 2028	Lead: Director General Support: Director, Communications and Marketing
PRA3		<ul style="list-style-type: none"> Update the Jobs and Skills and Aboriginal Services visual branding to include culturally appropriate branding elements. 	June 2026	Lead: Director, Communications and Marketing Support: Associate Director, Programs

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	3. Promote reconciliation through our sphere of influence (continued).	<ul style="list-style-type: none"> Investigate ways to advance reconciliation in collaboration with like-minded organisations, including those with a RAP, such as: <ul style="list-style-type: none"> Reconciliation WA; State Government agencies; metropolitan and regional TAFEs; Jobs and Skills Centres; Aboriginal RTOs and GTOs; Regional Development Commissions; and local governments. 	December 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Provide education to Jobs and Skills Centres on cultural competence and creating culturally safe spaces, to enable individuals to feel safe accessing specialist services that are available, where appropriate. <ul style="list-style-type: none"> Host at least one collaborative Jobs and Skills Centre event statewide dedicated to progressing RAP actions. 	December 2026, 2027, 2028	Lead: Associate Director, Programs Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3	4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Regularly review HR policies and procedures concerned with anti-discrimination, in consultation with Aboriginal and Torres Strait Islander staff. <ul style="list-style-type: none"> Communicate the Department's anti-discrimination policies to staff and include information in inductions. 	June 2026	Lead: Director, Human Resources Support: Aboriginal Employee Yarning Circle
PRA3		<ul style="list-style-type: none"> Provide education to senior leaders on the effects of racism through the completion of mandatory cultural awareness training within 12 months of commencement at the Department. <ul style="list-style-type: none"> Incorporate and promote anti-racism learning resources from the Australian Human Rights Commission's "Racism. It Stops with Me." campaign into the Department's Workforce Diversity and Inclusion Hub. 	December 2026, 2027, 2028	Lead: Director, Human Resources
PRA3		<ul style="list-style-type: none"> Undertake an internal review and refresh of the <i>Gnalla Kaartdijin</i> (Our Knowledge) cultural competency workshop. <ul style="list-style-type: none"> Engage a consultant to design and deliver workshops for senior leaders to strengthen cultural responsiveness. 	June 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation

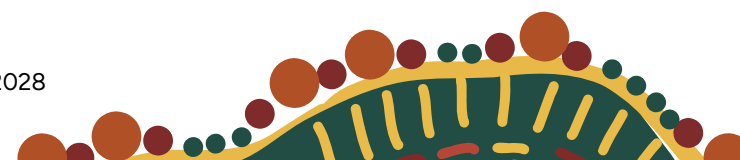


Respect

Appreciation and respect for Aboriginal and Torres Strait Islander peoples, cultures, languages and knowledges remains a focus of the Department. Aboriginal and Torres Strait Islander peoples continue to be a significant client group of the Department, and we will continue to work hard to ensure that our staff and contracted service providers respect the strengths, contribution, lived experience and leadership Aboriginal and Torres Strait Islander peoples bring to the training, education and employment sectors.

Focus area: By prioritising cultural competency, meaningful engagement and genuine celebration of diversity, we aim to create an environment where all employees feel valued and supported in contributing to reconciliation and equity.

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning requirements across the Department. <ul style="list-style-type: none"> Conduct a cultural competency survey to identify areas for further development. 	June 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation and Director, Human Resources Support: Director, Performance Evaluation and Statistics
PRA3		<ul style="list-style-type: none"> In consultation with Aboriginal stakeholders, develop, maintain and communicate the Department's Aboriginal cultural learning strategy. 	June 2027	Lead: Director, Human Resources and Director, Aboriginal Policy, Planning and Reconciliation Support: Director, Communications and Marketing
PRA3		<ul style="list-style-type: none"> Provide opportunities for all staff to participate in formal and structured cultural learning. Corporate Executive and senior managers are held to account for the following targets within their directorate, including: <ul style="list-style-type: none"> 95% of all new staff complete the WA Public Sector Commission's online Aboriginal and Torres Strait Islander cultural awareness training within three months of commencing with the Department; 95% of all new staff complete face-to-face cultural awareness training within 12 months of commencing with the Department; and at least one voluntary cultural safety training workshop will be held each financial year. 	March, June, September, December 2026, 2027, 2028	Lead: Director, Human Resources Support: Corporate Executive



CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase the number of staff providing an Acknowledgement of Country to 50% by 2027 and 65% by 2028. <ul style="list-style-type: none"> ◦ Increase staff understanding by communicating the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. ◦ Provide staff with resources to deliver an Acknowledgement of Country. ◦ Review and revise the protocols for Welcome to Country and Acknowledgement of Country policy. ◦ Staff and senior leaders provide an Acknowledgement of Country at the commencement of all public events. ◦ Maintain the Acknowledgement of Country staff email signature block in the Department's Style Guide templates. 	December 2027, 2028	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation and Corporate Executive
PRA3		<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to deliver a Welcome to Country or other appropriate cultural protocol at significant events each year. 	June 2026, 2027, 2028	Lead: Director General Support: Cultural and Reconciliation Awareness Sub-Committee
PRA3		<ul style="list-style-type: none"> • Acknowledge Aboriginal and Torres Strait Islander cultures through appropriate cultural visibility in the Department's offices. <ul style="list-style-type: none"> ◦ Review and increase the diversity of Aboriginal and Torres Strait Islander artefacts and artworks on display at office locations, ensuring cultural appropriateness. ◦ Develop a culturally informed process for the management, storage, preservation, and where appropriate, repatriation of Aboriginal artefacts and artworks, including those held in archives or currently not on display. 	June 2026, 2027, 2028	Lead: Director General Support: Director, Aboriginal Policy, Planning Reconciliation and Director, Communications and Marketing



CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	7. Demonstrate respect for Aboriginal and Torres Strait Islander peoples and languages through partnering with Traditional Owners and local communities.	• Commence a dual naming process of Muresk Institute, in partnership with the local Ballardong Community.	December 2027	Lead: General Manager, Muresk Institute Support: Director, Communications and Marketing
PRA3		• Commence process for renaming of Prospect Place office building, in partnership with appropriate Whadjuk Noongar Community members.	December 2027	Lead: Executive Director, Corporate Support: Director, Communications and Marketing
PRA3		• Engage an Aboriginal language consultant to deliver Noongar language workshops.	March, August, November 2026, 2027, 2028	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation and Corporate Executive
PRA3	8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness of the meaning of NAIDOC Week and its importance to Aboriginal and Torres Strait Islander peoples as a ceremonial celebration.	May 2026, 2027, 2028	Lead: Cultural and Reconciliation Awareness Sub-Committee Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		• RAP Steering Group to participate in an external NAIDOC Week event.	July 2026, 2027, 2028	Lead: Director General Support: Cultural and Reconciliation Awareness Sub-Committee
PRA3		• Organise at least one internal NAIDOC Week event. <ul style="list-style-type: none"> ◦ Support all staff to participate in one internal or external NAIDOC Week event each year. ◦ Where practical, all staff to receive calendar placeholders to internal NAIDOC week events. 	July 2026, 2027, 2028	Lead: Director General Support: Corporate Executive and Cultural and Reconciliation Awareness Sub-Committee



Opportunities

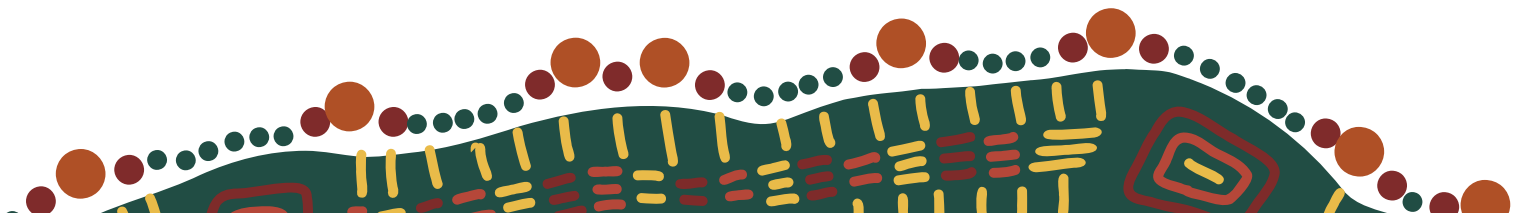
The Department will lead by example by providing Aboriginal and Torres Strait Islander staff and the wider Aboriginal and Torres Strait Islander communities with sustainable training, employment and leadership opportunities. We commit to providing these opportunities through the Department's *Aboriginal Employment Strategy, Innovate RAP 2026-28* and continued funding and contracting of Aboriginal RTOs and Aboriginal services through the Jobs and Skills Centres across Western Australia.

Focus area: We will foster an environment where everyone feels valued and equipped to thrive, prioritising the support, development and recognition of our existing staff, and strengthening our foundations to create a respectful and empowered workplace for Aboriginal and Torres Strait Islander peoples.

⁶ Aboriginal and Torres Strait Islander People: Action Plan to Improve WA Public Sector Employment Outcomes 2020-2025 sets this target at 3.7 per cent. Plan is due to expire end of 2025 and the target value may change.

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	9. Increase intake of Aboriginal and Torres Strait Islander staff by designing initiatives to attract and retain Aboriginal and Torres Strait Islander employees to the Department and ensure Aboriginal and Torres Strait Islander peoples are aware of and encouraged to apply for all job opportunities in the Department.	<ul style="list-style-type: none"> Maintain the Aboriginal Employee Yarning Circle (AEYC) and develop an annual calendar of events. 	January 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation Support: Director, Human Resources and Aboriginal Employee Yarning Circle
PRA3		<ul style="list-style-type: none"> Maintain and implement the Department’s Aboriginal Employment Strategy in consultation with the AEYC. <ul style="list-style-type: none"> See the Aboriginal Employment Strategy 2025-2026 for action items. 	December 2028	Lead: Director, Human Resources
PRA3		<ul style="list-style-type: none"> Provide diverse entry level opportunities to Aboriginal peoples to achieve positive employment outcomes, including via traineeships, graduate, cadetship and vacation placements. 	December 2028	Lead: Director, Human Resources
PRA3		<ul style="list-style-type: none"> Implement and maintain a culturally safe recruitment process and ensure all job advertisements under the <i>Equal Employment Opportunity (EEO) Act 1984</i> are equitable and accessible to Aboriginal and Torres Strait Islander peoples. <ul style="list-style-type: none"> Ensure a majority of panel members have completed formal and structured cultural awareness training. For roles designated under Section 50D of the EEO, include an Aboriginal and Torres Strait Islander employee on selection panels. Where not possible, include an external Aboriginal recruiter on selection panels. Provide all line managers with resources on how to apply Commissioner’s Instructions 39 when conducting recruitment processes. Promote external supports available to applicants via the Jobs and Skills Centres. Provide six monthly reports on Aboriginal and Torres Strait Islander recruitment to the RAP Steering Group and Human Resources Sub-Committee. 	February, September 2026, 2027, 2028	Lead: Executive Director, Corporate Support: Director, Human Resources and Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Exceed the Public Sector Commission’s Aboriginal and Torres Strait Islander employment target⁶. 	February, September 2026, 2027, 2028	Lead: Director General Support: Corporate Executive

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	9. Increase intake of Aboriginal and Torres Strait Islander staff by designing initiatives to attract and retain Aboriginal and Torres Strait Islander employees to the Department and ensure Aboriginal and Torres Strait Islander peoples are aware of and encouraged to apply for all job opportunities in the Department (continued).	<ul style="list-style-type: none"> • Provide hiring managers with information in the Department's <i>Recruit for Diversity Guide</i> on how to promote jobs widely, including to appropriate external Aboriginal and Torres Strait Islander stakeholders, such as: <ul style="list-style-type: none"> ◦ senior Aboriginal Client Engagement Officers at the Jobs and Skills Centres; ◦ employment providers and networks; ◦ Aboriginal Jobs Board; ◦ appropriate social media; and ◦ Aboriginal and Torres Strait Islander community members. 	June 2026	Lead: Director, Human Resources Support: Director, Aboriginal Policy, Planning and Reconciliation and Associate Director, Programs
PRA3		<ul style="list-style-type: none"> • Encourage external stakeholders and employers to develop Aboriginal and Torres Strait Islander recruitment and retention strategies. <ul style="list-style-type: none"> ◦ Update information and resources available on the 'Aboriginal Services' page of the Jobs and Skills WA website. ◦ Communicate to stakeholders in our sphere of influence the availability of these resources and encourage their use. ◦ Provide the resources to the Jobs and Skills Centres to assist Aboriginal and Torres Strait Islander peoples into further education, training or employment. 	December 2026	Lead: Executive Director, Service Resource Management
PRA2	10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> • Continue to apply the whole-of-government <i>Aboriginal Procurement Policy</i> for goods and services and community services engagements. <ul style="list-style-type: none"> ◦ Encourage all staff to consider engaging an Aboriginal and/or Torres Strait Islander business when purchasing goods or services. ◦ Include information on the Jobs and Skills WA website that promotes which GTOs and RTOs are Aboriginal businesses. ◦ In relation to new capital projects, the Department will work with the Department of Treasury and Finance to identify opportunities to involve Aboriginal stakeholders and businesses in design, construction and artworks for projects, through consultation and/or procurements. 	June 2026, 2027, 2028	Lead: Corporate Executive Support: Procurement Reform Sub-Committee and Associate Director, Programs



CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA2	10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes (continued).	<ul style="list-style-type: none"> Investigate new ways to support Aboriginal and Torres Strait Islander businesses. <ul style="list-style-type: none"> Direct staff to Supply Nation or the Aboriginal Business Directory Western Australia for a list of Aboriginal and/or Torres Strait Islander owned businesses that can be used to procure goods or services. Share examples of Aboriginal and Torres Strait Islander individuals, businesses and ACCOs engaged through the Department to encourage future suppliers/engagement. Identify opportunities for increasing engagement of Aboriginal and Torres Strait Islander businesses and ACCOs. 	June 2026	Lead: Procurement Reform Sub-Committee Support: Associate Director, Procurement
PRA2		<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. <ul style="list-style-type: none"> Work with business areas to raise awareness of the WA State Government's <i>Aboriginal Procurement Policy</i> and <i>ACCO Strategy</i> across the Department. Continue to promote the procurement and engagement of Aboriginal or Torres Strait Islander owned businesses has been considered on all procurement forms. 	December 2026, 2027, 2028	Lead: Procurement Reform Sub-Committee Support: Associate Director, Procurement
PRA2		<ul style="list-style-type: none"> Maintain commercial relationships with ten Aboriginal and Torres Strait Islander businesses. <ul style="list-style-type: none"> Identify opportunities for increasing the number of ACCOs delivering services to Aboriginal and Torres Strait Islander peoples, as set out in the <i>Whole-of-Government ACCO Strategy</i>. 	June 2026, 2027, 2028	Lead: Director General Support: Executive Director, Service Resource Management and Executive Director, Corporate
PRA2		<ul style="list-style-type: none"> Meet the WA State Government's <i>Aboriginal Procurement Policy</i> target of 4.5% in 2025/2026 and 5% from 2026/2027 of contracts to be awarded to Aboriginal or Torres Strait Islander owned businesses and/or ACCOs. 	June 2026, 2027, 2028	Lead: Director General Support: Associate Director, Procurement
PRA2		<ul style="list-style-type: none"> Develop an Agency Aboriginal Procurement Plan which aligns with this <i>Innovate RAP 2026-28</i> as set out by the <i>WA State Government's Aboriginal Procurement Policy</i> and submitted annually to the Department of Treasury and Finance. 	June 2026	Lead: Associate Director, Procurement Support: Procurement Reform Sub-Committee and Director, Aboriginal Policy, Planning and Reconciliation



Governance

Effective governance is critical to embedding reconciliation across our Department. Through clear accountability, inclusive leadership, and robust oversight, we will ensure that the commitments outlined in this *Innovate RAP 2026-28* are actively monitored, transparently reported and meaningfully delivered.

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Group.	December 2026, 2027, 2028	Lead: RAP Steering Group Chairs
PRA3		• Review and update the Terms of Reference for the RAP Steering Group and sub-committees annually.	December 2026, 2027, 2028	Lead: RAP Steering Group Chairs Support: RAP Sub-Committees
PRA3		• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2026, 2027, 2028	Lead: Director General Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		• Promote an expression of interest process for membership to the RAP sub-committees annually and track membership to ensure active participation.	December 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation Support: RAP Sub-Committee Chairs
PRA3		12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	December 2026, 2027, 2028
PRA3	• Engage senior leaders and other staff in the delivery of RAP commitments.		March, June, September, December 2026, 2027, 2028	Lead: Director General Support: Corporate Leadership Group
PRA3	• Maintain Weavr to track, measure and report on RAP commitments.		December 2026, 2027, 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3	• Maintain an internal RAP Champion from senior management.		December 2026, 2027, 2028	Lead: Director General Support: Director, Aboriginal Policy, Planning and Reconciliation

CTG Priority Reform Area (PRA)	Action	Deliverable	Timeline	Responsibility
PRA3	13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify the Department's primary and secondary contact details are up to date, to remain well-informed and receive all relevant RAP correspondence. 	July annually	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Contact Reconciliation Australia to request unique link to access the online RAP Impact Survey. 	July annually	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	September annually	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March, June, September, December 2026, 2027, 2028	Lead: RAP Steering Group Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Each business area to identify reconciliation commitments in operational plans and report on progress to the RAP Steering Group. 	July 2026, 2027, 2028	Lead: Director General Support: Corporate Executive
PRA3		<ul style="list-style-type: none"> Publicly report RAP achievements, challenges and learnings, annually. 	September annually	Lead: Director, Aboriginal Policy, Planning and Reconciliation Support: Director, Communications and Marketing
PRA3		<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	November 2028	Lead: Director General Support: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2028	Lead: Director, Aboriginal Policy, Planning and Reconciliation
PRA3		14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing the next RAP. 	December 2026, 2027, 2028



Contact details

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