



Government of Western Australia
Department of Treasury and Finance



Innovate Reconciliation Action Plan

July 2026 – July 2028

Acknowledgement of Country

The Department of Treasury and Finance acknowledges the Traditional Custodians of Country throughout Western Australia and recognises their continuing connection to land, waters, skies and communities.

While our offices are located on Whadjuk Noongar Country, we are conscious that our impact and legacy extend far beyond this, and we acknowledge all Aboriginal and Torres Strait Islander communities and their cultures across Western Australia. We pay our respects to Elders past and present.

We recognise the strength, resilience and stewardship of Aboriginal people in sustaining the world's oldest living cultures, and value the significant contributions Aboriginal people make to our communities and economies.

We acknowledge the impacts of past government policies and practices and recognise our responsibility to contribute to healing, truth-telling and reconciliation. We are committed to building genuine partnerships, supporting shared decision-making, and working respectfully with Aboriginal people, families, communities and organisations to improve economic, social and cultural outcomes across Western Australia.



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Artist biography

Maarakool Art

Maarakool Art was founded by Noongar Aboriginal Artist Melissa Spillman (Woods) in 2021.

Maarakool means 'with the hands' in Noongar language, reflecting all of the Maarakool Art handmade creations and Mel's passion for her heritage and culture. Mel's Woods family heritage is from Gnowangerup in the Great Southern region of Western Australia, Goreng Country.

'I am incredibly passionate about sharing heritage and culture through art.'

Maarakool Art works on a range of different art projects including corporate and personal canvas art and digital commissions, painting indoor and outdoor murals, art licensing for reproduction, public art, school workshops with students, and much more.

Founding artist

Mel is a Noongar Aboriginal Artist living on Whadjuk Country, Western Australia. Mel was born in Nambour, Gubbi Gubbi Country in Queensland and moved to Western Australia at the age of 10.

Through a variety of mediums, Mel uses paint as a tool to tell stories and share knowledge. Her artistic journey has become a meaningful way to deepen her connection to culture and community with a self-taught practice that extends from acrylics on canvas to digital designs and large murals.

'My inspiration comes from learning, growing and sharing knowledge, always reflecting and learning from the past. I am really passionate about telling stories through art, keeping my heritage and culture alive.'

Maarakool Art was born from this passion and Mel is so grateful to share this with you all.



Mel Spillman (Woods), Maarakool Art

Artwork story

‘Walking Together’

This Aboriginal artwork was commissioned by the Department, and has been designed and painted by Noongar Aboriginal Artist, Mel Spillman (Woods) of Maarakool Art. This artwork depicts the Department of Treasury and Finance (DTF) working collaboratively to make a difference, working together, walking together. The colours portray the regions across Western Australia, representing the work being ‘statewide’.

Kurulbrang (kangaroo paw)

Kurulbrang represents the native connection to Aboriginal heritage and our land. The circle shapes represent the sun, community and unity.



Aboriginal communities and cultures across the state

Meeting and collaborating, our journey together towards an empowered future.



Dreaming and creating

Respectful connections to Aboriginal heritage and culture. Care for country.



Walking together from the beginning to the end

Listening and learning to move forward. Building stronger relationships.



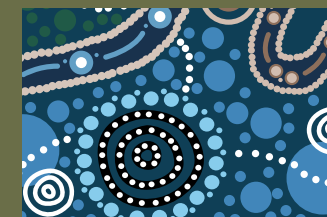
Knowledge sharing to grow and evolve

Reflecting and learning from the past. Making decisions throughout our journey together. Healing and unity.



Community connecting across our land

Working together to make a difference. Inclusion and connectivity.





Our vision for reconciliation

Our vision for reconciliation is a Western Australia that embraces unity, and to understand, respect and value Aboriginal and Torres Strait Islander peoples, cultures, heritages and knowledge systems. This includes the recognition and acceptance of the truth of our shared history and addressing its effects on our society through our sphere of influence on government decision-making.

We will work to contribute to a more respectful and inclusive Western Australia in which Aboriginal and Torres Strait Islander peoples are fully empowered to reach their maximum potential and have the same opportunities for social, economic and cultural prosperity and have a standard of living that is not compromised by identity.

Our Department will work to achieve this vision through deepening our engagement with Aboriginal and Torres Strait Islander peoples, and implementing meaningful and impactful change within DTF and within our sphere of influence. Through our role in assisting government decision-making, we will lead by example and actively support the progress of reconciliation and Closing the Gap objectives.

Our business

On 31 March 2025, the Premier of Western Australia announced reforms to the public sector. These reforms brought RevenueWA and the Procurement Policy and Strategy functions from the former Department of Finance, with the Department of Treasury. This created the new DTF.

DTF is a WA central government agency based in Boorloo (Perth) on Whadjuk Noongar country.

We help the WA Government meet its priorities and whole-of-government targets, while working collaboratively with all government agencies, consulting with the public on important policy issues, and administering revenue laws for the State. Our work plays a key role in government decisions about where and how to spend taxpayers' money. We make sure Western Australians get high-quality services on a financially sustainable basis. We collect revenue to fund government services and administer payment of grants and subsidies to the WA community. We lead whole-of-government procurement policy and influence strategy, while delivering practical outcomes for the Western Australian community.

It's our people who drive our organisation and make it successful. We value a diverse workforce because it helps us deliver better services. As of June 2026, we have about 800 dedicated staff. This includes nine Aboriginal and Torres Strait Islander employees.

We focus on finding solutions and value diversity in our teams. Different perspectives improve our analysis and advice, which leads to better results for all Western Australians. As a central public sector agency, we must work collaboratively with our stakeholders across the public sector. This helps us provide sound advice to government and influence outcomes for the benefit of Western Australia.

Our vision

A prosperous and resilient Western Australia, enabled by trusted advice and strong stewardship.

Our purpose

We provide expert economic, financial and policy advice and services to support Government, fostering a workplace where talented people contribute to meaningful outcomes for the people of Western Australia.

Our values

- **Make a difference**
We focus our effort and expertise on work that genuinely matters for Western Australia and the community we serve.
- **Work together**
We work together across boundaries drawing on diverse perspectives to get better outcomes. We are respectful and empathetic to other points of view.
- **Communicate with clarity**
We communicate clearly and transparently, tailoring our approach to the audience. We are explicit about priorities, decisions and roles so people understand, can contribute, and act with confidence.
- **Learn and adapt**
We are curious, open minded and willing to change. We learn from experience, test ideas and continuously improve how we work.

Through our role in managing the State Budget, we help ensure investments for Aboriginal and Torres Strait Islander people and communities are informed by evidence and delivered in an effective way. Our procurement, financial and policy advice supports the State's implementation of the National Agreement on Closing the Gap in Western Australia. This includes the delivery of the Aboriginal Expenditure Review (clause 113 of the National Agreement), Aboriginal Procurement Policy, Aboriginal Business Capability Building program and other key initiatives in the sector, including Native Title Agreements.

We are committed to progressing reconciliation. Programs like the Aboriginal Procurement Policy (APP) and the Aboriginal Business Capability Building program help increase economic participation for Aboriginal and Torres Strait Islander peoples. The APP leverages the WA Government's buying power to create meaningful contracting opportunities for registered Aboriginal businesses and Aboriginal Community Controlled Organisations (ACCOs). It also provides employment opportunities for Aboriginal people, with the WA Government continuing to meet or exceed the targets set in the APP.

This Innovate Reconciliation Action Plan (RAP) provides a framework for deepening our existing commitments to reconciliation. It helps us embed reconciliation principles across all functions of DTF and outlines the actions we will take to achieve our reconciliation vision.

Statement from our RAP Champion



It is my privilege to introduce DTF's Innovate Reconciliation Action Plan July 2026 – July 2028.

This Innovate RAP continues our reconciliation journey as a new department. It builds on the Reflect and Innovate RAPs from our former Treasury and Finance areas, maintaining momentum with a strong focus on respect, relationships and accountability.

We acknowledge the enduring strength and resilience of Aboriginal and Torres Strait Islander cultures. We recognise the profound and ongoing impacts that colonisation, past government policies, and institutional practices have on Aboriginal and Torres Strait Islander people, their families and communities. Understanding this history is essential to meaningful reform and our work as a central public sector agency that influences government economic policy, procurement decisions and fiscal strategy.

This RAP places Aboriginal and Torres Strait Islander voices, knowledge and perspectives at the heart of our work. We commit to respectful engagement, genuine partnerships and supporting self-determination. These are not symbolic gestures – they require sustained effort, transparency and changes to established practices.

Our initiatives such as the Aboriginal Procurement Policy and the Aboriginal Expenditure Review, show what we can achieve through collaboration, shared understanding and accountability.

We will continue building cultural capability across DTF, deepening relationships with Aboriginal and Torres Strait Islander stakeholders and communities, and contributing to whole-of-government efforts to Close the Gap and deliver lasting economic, social and cultural outcomes in Western Australia.

Reconciliation is a shared responsibility. As Acting Under Treasurer and RAP Champion, I thank everyone who helped develop this plan – staff, the RAP Working Group, our Aboriginal and Torres Strait Islander partners, and those who continue to support DTF in progressing this work.

I look forward to working together to translate these commitments into meaningful and lasting change.

Michael Court

Acting Under Treasurer
Department of Treasury and Finance

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends the Department of Treasury and Finance (DTF) WA on the formal endorsement of this Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

With 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. DTF is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations DTF on your inaugural Innovate RAP as a combined entity, and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Reconciliation Action Plan

DTF's Innovate RAP is the next important step in making a meaningful and impactful contribution to reconciliation in Western Australia.

Prior to the reforms, the former Department of Treasury had completed its first Reflect RAP and was preparing its first Innovate RAP. The former Department of Finance had completed its first Innovate RAP and was starting its second. The RAP Working Group reviewed the position of the new organisation and decided to continue the journey with an Innovate RAP.

This RAP builds on the learnings, reflections and relationships from both former agencies. We want to strengthen our cultural understanding and capability across DTF. This will help ensure Aboriginal and Torres Strait Islander peoples and their communities are respected.

Our RAP Working Group includes members from across the Department, including two members who identify as being Aboriginal and Torres Strait Islander persons and diverse experience from different areas. Kathleen Musulin, Analyst, Aboriginal Affairs Coordination Unit, and Michael Andrews, Deputy Under Treasurer, Strategic Policy, Economic and Advisory are our Working Group Co-Chairs and our RAP Champion is Acting Under Treasurer Michael Court.

This Working Group includes:

- Deputy Under Treasurer, Strategic Policy, Economic and Advisory (Co-Chair)
- Assistant Under Treasurer, Procurement Policy and Strategy
- Aboriginal staff (including one as Co-Chair)
- Director, Performance Monitoring Unit
- Assistant Director, Aboriginal Affairs Coordination Unit
- Procurement staff
- Policy staff
- Revenue staff
- Treasury analysts
- a People and Culture representative.



*Representatives from the
DTF RAP Working Group*

Our RAP journey

Former Department of Treasury

Treasury's Reflect RAP laid foundations for reconciliation, demonstrating commitment to improving staff cultural capability, relationships with Aboriginal stakeholders, and employment opportunities for Aboriginal and Torres Strait Islander peoples. Treasury established an Aboriginal Cultural Awareness training module, promoted cultural protocols and organised NAIDOC week and National Reconciliation Week events.

A significant challenge was succession planning and resourcing when key RAP Working Group members left. To address this, Treasury increased RAP Working Group membership and implemented four sub-committees. A key learning was the need to elevate Aboriginal and Torres Strait Islander peoples in decision-making. Treasury established an Aboriginal Employee Reference Group, providing a safe space for Aboriginal and Torres Strait Islander staff to discuss perspectives on RAP Working Group work and cultural matters.

Former Department of Finance

Finance's first Innovate RAP demonstrated commitment to reconciliation through strengthening organisational capability, enhancing cultural awareness, building stakeholder relationships, and improving Aboriginal and Torres Strait Islander engagement. Finance established diversity and inclusion frameworks, promoted cultural protocols, supported staff participation in reconciliation events, and engaged with external reconciliation networks.

Significant challenges included improving Aboriginal and Torres Strait Islander employment outcomes, resourcing ongoing reconciliation activities, and embedding reconciliation objectives into standard business processes across the organisation. Finance implemented improved governance structures and increased executive engagement to support organisation-wide cultural change. A key learning was the importance of creating culturally safe environments and ensuring Aboriginal and Torres Strait Islander perspectives inform reconciliation initiatives.

Department of Treasury and Finance

Our new Innovate RAP brings together the experiences and learnings from both former organisations.

We are adopting a coordinated approach across the merged Department. This includes consolidating governance, shared cultural capability frameworks and joint stakeholder engagement.

Our Innovate RAP focuses on:

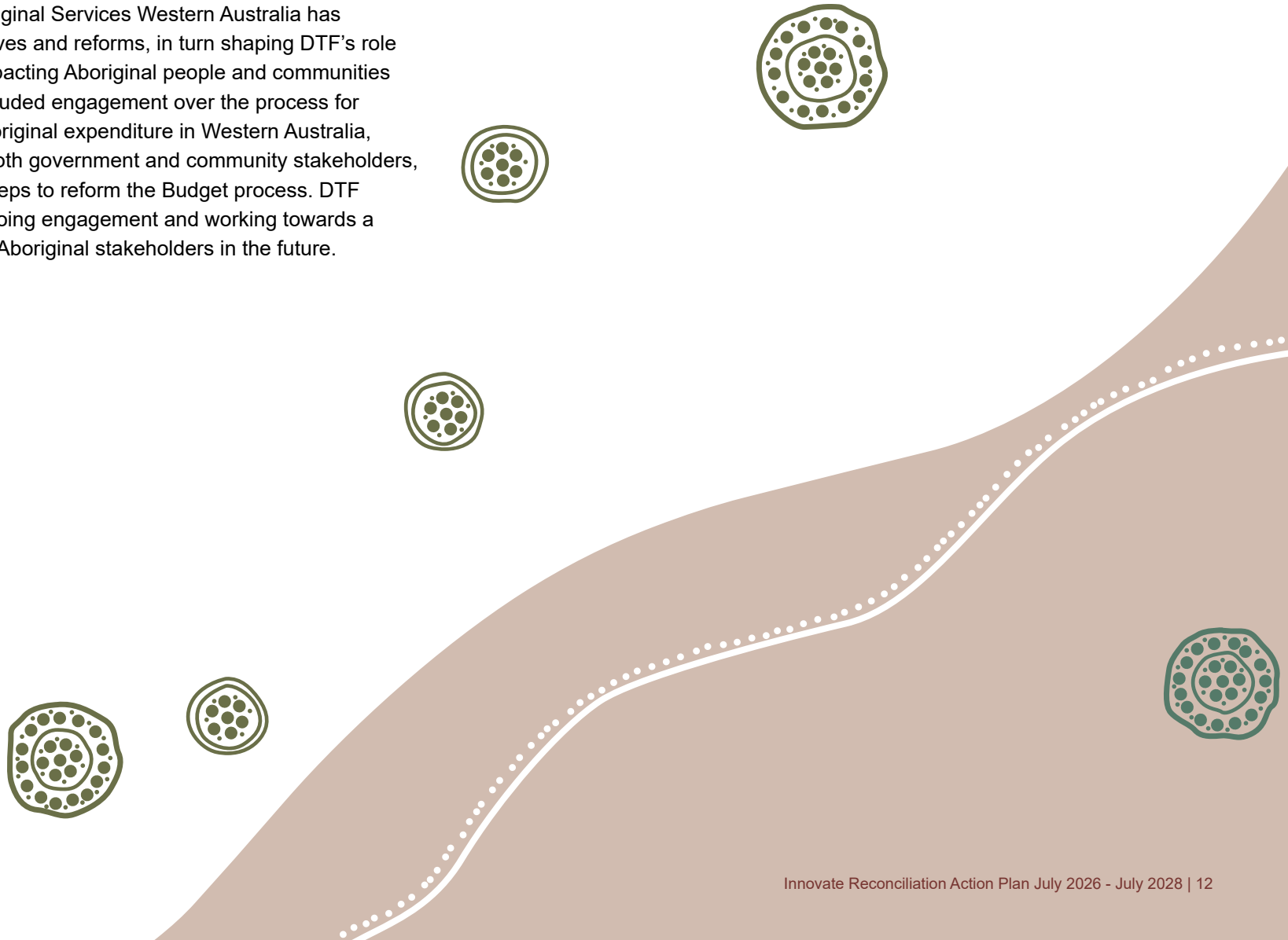
- clear strategy
- better cultural training
- stronger relationships with stakeholders
- more staff involvement in reconciliation events
- better recruitment and retention of Aboriginal and Torres Strait Islander staff
- clear accountability for actions
- cultural safety.

With sound resourcing and executive support, this RAP will ensure reconciliation is part of everything we do at DTF so we can achieve meaningful reconciliation outcomes.

Engagement

DTF is committed to working with and improving relationships with Aboriginal and Torres Strait Islander peoples.

DTF's ongoing engagement with the Aboriginal Advisory Council of Western Australia, and the Council of Aboriginal Services Western Australia has helped to inform DTF's key initiatives and reforms, in turn shaping DTF's role in providing advice on matters impacting Aboriginal people and communities in Western Australia. This has included engagement over the process for identification and reporting on Aboriginal expenditure in Western Australia, ensuring it reflects the needs of both government and community stakeholders, as well as early consultation on steps to reform the Budget process. DTF is committed to enhancing its ongoing engagement and working towards a partnership model with these key Aboriginal stakeholders in the future.



Relationships



Building strong relationships and creating meaningful engagement with Aboriginal and Torres Strait Islander peoples is critical to DTF's role, in providing advice to the WA Government. It is essential that this advice reflects an understanding of Aboriginal cultures, and the priorities of the Aboriginal community. This can only be done through building relationships with and respect for Aboriginal and Torres Strait Islander peoples and organisations within our business.

Focus area:

Working collaboratively and making a difference are core DTF values and, as such, we are committed to building and strengthening our relationships with our Aboriginal and Torres Strait Islander stakeholders and organisations, to ensure their voices, experiences and expertise are sought and valued.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations (including the Aboriginal Advisory Council of Western Australia (AACWA) and Council of Aboriginal Services Western Australia (CASWA)) to develop guiding principles for future engagement.	June (annually) Assistant Director, Aboriginal Affairs Coordination Unit Assistant Director, Community Services Procurement Policy
	1.2	Develop and implement a DTF engagement framework and plan to provide a culturally informed approach to engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2028 Assistant Director, Aboriginal Affairs Coordination Unit
	1.3	Engage with the AACWA, CASWA and other stakeholders on the annual State Budget process and build awareness, understanding, and transparency of government decision-making processes.	June (annually) Lead: Assistant Under Treasurer (AUT), Strategic Policy and Evaluation Support: Director, Performance Monitoring Unit
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May/June (annually) RAP Co-Chairs
	2.2	RAP Working Group members to participate in an external NRW event.	May/June (annually) RAP Co-Chairs
	2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May/June (annually) Lead: RAP Co-Chairs Support: Assistant Director, People and Culture
	2.4	Organise at least one NRW event each year that educates and motivates staff to engage in Australia's reconciliation journey.	May/June (annually) Lead: RAP Co-Chairs Support: Assistant Director, People and Culture
	2.5	Register all our NRW events that are open to the public on Reconciliation Australia's NRW website.	April (annually) RAP Co-Chairs

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	January (annually) Lead: RAP Co-Chairs Support: Assistant Director, People and Culture
	3.2	Communicate our commitment to reconciliation publicly including a separate update in DTF's Annual Report, and an objective in DTF's Strategic Plan and other communication products where applicable.	September (annually) Manager, Communications
	3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September (annually) Assistant Director, Aboriginal Affairs Coordination Unit
	3.4	Collaborate with RAP organisations and other like-minded organisations within our local area or sphere of influence to develop innovative approaches to advance reconciliation.	February/ May/August/ November (annually) RAP Co-Chairs
4. Promote positive race relations through anti-discrimination strategies.	4.1	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2026 (annually) Assistant Director, People and Culture
	4.2	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors and the Public Sector Commission to consult on our anti-discrimination policy.	April 2027 Assistant Director, People and Culture
	4.3	Develop, implement and communicate an anti-discrimination policy for DTF.	May 2027 Assistant Director, People and Culture
	4.4	Develop and implement a departmental Diversity and Inclusion Strategy, to improve representation from Aboriginal and Torres Strait Islander peoples.	February 2028 Assistant Director, People and Culture
	4.5	Develop and implement anti-discrimination and unconscious bias training to educate senior leaders on the effects of racism.	December 2027 Assistant Director, People and Culture

Respect

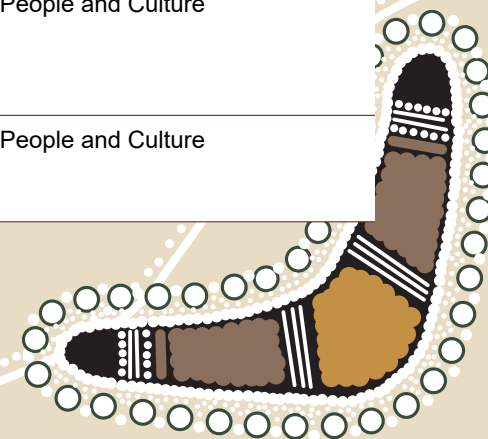
DTF's role as a central government agency increases both our opportunity and our responsibility to facilitate change and pay respect to Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights. Policy decisions about Aboriginal people cannot be made without Aboriginal people. Lasting improvements will only come from approaches that draw on Aboriginal people's perspectives, priorities, knowledge, experience and ways of working. These principles need to be front of mind when we review agency budget submissions that impact Aboriginal people. It is critical that our people have deep knowledge, understanding and respect gained through immersive and ongoing cultural training and development.



Focus area:

Building our people's cultural development through immersive and regular cultural capability training and development is a priority and will help enable more culturally informed decision-making and practices.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1 In consultation with DTF Aboriginal and Torres Strait Islander employees, conduct a review of cultural learning needs within our organisation, consolidate findings and produce a report with recommendations to inform a cultural learning and capability strategy.	November 2027	Assistant Director, People and Culture
	6.2 Consult local Traditional Owners and Aboriginal and Torres Strait Islander Advisors on the development and implementation of a cultural learning and capability strategy.	April 2027	Lead: Assistant Director, People and Culture Support: RAP Co-Chairs
	6.3 Develop and implement cultural capability training for all employees that incorporates key principles from the Western Australian Aboriginal Empowerment Strategy and Closing the Gap Priority Reforms principles.	April 2028	Assistant Director, People and Culture
	6.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in regular, formal and structured cultural learning.	August 2027	Assistant Director, People and Culture





Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocol.	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2027	Lead: Assistant Director, Aboriginal Affairs Coordination Unit Support: Assistant Director, People and Culture
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2027	Assistant Director, Aboriginal Affairs Coordination Unit
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December (annually)	RAP Co-Chairs
	7.4 Encourage staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review December (annually)	Assistant Director, Aboriginal Affairs Coordination Unit
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 RAP Working Group to participate in an external NAIDOC Week event.	July (annually)	RAP Co-Chairs
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July (annually)	Executive Director, Corporate Strategy and Performance
	8.3 Promote and encourage participation in external NAIDOC events to all staff.	July (annually)	RAP Champion; RAP Co-Chairs
	8.4 DTF to hold a NAIDOC week event.	July (annually)	All RAP Working Group



Opportunities

DTF values providing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities in our organisation and core business activities. DTF values working collaboratively to make a difference and strives to increase opportunities for empowerment for Aboriginal and Torres Strait Islander peoples. DTF strives to actively pursue opportunities to improve the social, economic and health gap between Aboriginal and Torres Strait Islander peoples and other Australians. This will be achieved through the recruitment and retention of Aboriginal and Torres Strait Islander employees. DTF engages and actively supports Aboriginal and Torres Strait Islander businesses through our innovative procurement policies, ensuring mutually beneficial and sustainable outcomes for Aboriginal and Torres Strait Islander communities and the wider economy.

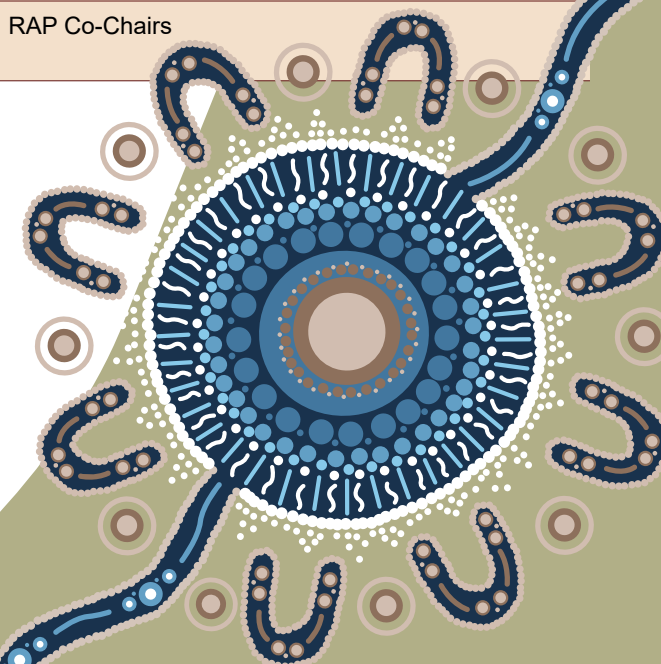
Focus area:

We commit to providing opportunities in areas of employment, procurement, professional development, recruitment and retention, and access to systems and processes through our RAP and Aboriginal Empowerment Strategy.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	Assistant Director, People and Culture
	9.2 Engage with DTF Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2026	Assistant Director, People and Culture
	9.3 Develop and implement a DTF Aboriginal Employment Strategy that includes Aboriginal and Torres Strait Islander peoples recruitment, retention and professional development opportunities.	April 2027	Assistant Director, People and Culture
	9.4 Apply to the Public Sector Commission (PSC) for placement of Aboriginal and Torres Strait Islander trainees each year.	November (annually)	Assistant Director, People and Culture
	9.5 Maintain, where possible, a network of Aboriginal staff who are happy to be contacted and consulted with on Aboriginal engagement, retention and development matters.	December (annually)	Assistant Director, People and Culture
	9.6 Engage with the DTF Aboriginal and Torres Strait Islander staff and the RAP Working Group to ensure advertised job vacancies effectively reach Aboriginal and Torres Strait Islander peoples.	May 2027	Assistant Director, People and Culture

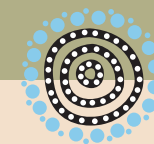
Action	Deliverable	Timeline	Responsibility
	9.7 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples participation in our workplace.	November 2027	Lead: Assistant Director, People and Culture Support: RAP Co-Chairs
	9.8 Identify opportunities for secondments to and from Aboriginal and Torres Strait Islander organisations and public sector agencies to encourage two-way learning and partnership, including supporting the Jawun Program.	August 2027	Assistant Director, People and Culture
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2027	Chief Finance Officer, Corporate Strategy and Performance
	10.2 Investigate Supply Nation membership.	July 2026	Chief Finance Officer, Corporate Strategy and Performance
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2027	Chief Finance Officer, Corporate Strategy and Performance
	10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2027	Chief Finance Officer, Corporate Strategy and Performance
	10.5 Ensure procurement policies and procedures are inclusive, free of barriers and promote the use of Aboriginal and Torres Strait Islander owned businesses.	December (annually)	Assistant Under Treasurer, Procurement Policy and Strategy
	10.6 Support Aboriginal Community Controlled Organisations to develop their capacity to effectively participate in community services procurement processes.	December (annually)	Assistant Director, Community Services Procurement Policy
	10.7 Support Aboriginal businesses to take advantage of the opportunities presented by the Aboriginal Procurement Policy.	December (annually)	Assistant Director, Social Procurement and Sector Capability
	10.8 Investigate and develop commercial relationships with Aboriginal and Torres Strait Islander businesses (where appropriate).	December (annually)	Chief Finance Officer, Corporate Strategy and Performance
	10.9 Investigate and encourage registered Aboriginal businesses and Torres Strait Islander businesses (where appropriate) to be assessed for inclusion onto Common Use Arrangements (where applicable).	December (annually)	General Manager Procurement Frameworks

Action	Deliverable		Timeline	Responsibility
11. Incorporate WA Aboriginal Empowerment Strategies and Closing the Gap Priority Reforms into our work.	11.1	Develop and publish an annual Aboriginal Expenditure Review to facilitate a shared data resource for WA Government and Aboriginal stakeholders to inform greater evidence-based decision-making.	December (annually)	Assistant Director, Aboriginal Affairs Coordination Unit
	11.2	Develop and implement changes to our processes and systems, including the State Budget process, to embed Closing the Gap Priority Reforms and Aboriginal Empowerment into the way we work and to elevate the representation of Aboriginal peoples' needs and viewpoints in decision-making.	June 2027	Assistant Director, Aboriginal Affairs Coordination Unit
	11.3	Contribute advice to WA Government agencies to support better outcomes for Aboriginal people in areas such as Native Title, economic opportunities and truth-telling/healing.	March (annually)	Assistant Director, Aboriginal Affairs Coordination Unit
	11.4	Engage and educate our people on key policy drivers for Aboriginal outcomes, including WA Aboriginal Empowerment Strategy and Closing the Gap targets and priority reforms to build awareness and understanding.	March (annually)	Assistant Director, Aboriginal Affairs Coordination Unit
12. Actively seek opportunities to support Aboriginal association groups and charities.	12.1	Fundraise for Aboriginal charities and associations through casual Friday collections.	May, July, September (annually)	RAP Co-Chairs
	12.2	Seek opportunities for staff volunteer days to actively support Aboriginal Associations.	December (annually)	RAP Co-Chairs



Governance

The Governance sub-committee plays a pivotal role in supporting the effective implementation of the Innovate RAP. It ensures coordination across the RAP Working Group, maintains accountability through robust reporting and monitoring systems, and facilitates transparency in decision-making. By defining resource needs, engaging senior leadership, and overseeing progress tracking, the Governance sub-committee helps embed reconciliation commitments into the core operations of DTF. It works with internal and external stakeholder to underpin the sustainability and integrity of the RAP, ensuring that reconciliation actions are not only delivered but continuously improved.



Focus area:

We provide centralised effective governance and coordination to support the RAP Working Group. This includes ensuring regular meeting frequency, maintaining accurate records, promoting transparency, and managing budget approvals and delegations—all of which are critical to achieving our deliverables.

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	13.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June (annually)	RAP Co-Chairs
	13.2 Update and apply a Terms of Reference for the RWG.	August 2026	RAP Co-Chairs
	13.3 Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December (annually)	RAP Co-Chairs
14. Provide appropriate support for effective implementation of RAP commitments.	14.1 Define resource needs for RAP implementation.	July (annually)	RAP Co-Chairs
	14.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Review July (annually)	RAP Co-Chairs
	14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2026	RAP Co-Chairs
	14.4 Maintain an internal RAP Champion from senior management.	July 2026	RAP Co-Chairs

Action	Deliverable		Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1	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 (annually)	RAP Co-Chairs
	15.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August (annually)	RAP Co-Chairs
	15.3	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	RAP Co-Chairs
	15.4	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December (annually)	RAP Co-Chairs
	15.5	Publicly report our RAP achievements, challenges and learnings.	September (annually)	Manager, Communications
	15.6	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2026	RAP Co-Chairs
	15.7	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	RAP Co-Chairs
16. Continue our reconciliation journey by developing our next RAP.	16.1	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2027	RAP Co-Chairs

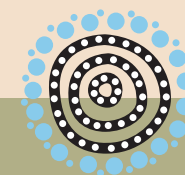
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RAP achievement case studies

Aboriginal Procurement Policy

The Aboriginal Procurement Policy (APP) was launched in 2018 and includes mandated targets for WA Government contracting with Aboriginal businesses.

DTF administers the policy, which aims to increase contracting opportunities for Aboriginal businesses, drive change in government procurement practices, support economic participation of Aboriginal people throughout WA and improve economic prosperity for Aboriginal people and communities.

The policy was updated in 2021 with increased targets and introducing Aboriginal Participation Requirements that required Aboriginal subcontracting or employment targets to certain contracts of \$5 million or more. Aboriginal Community Controlled Organisations were added to the policy in December 2023.

On 1 July 2025 a new General Procurement Direction 2025/03 Aboriginal Procurement Policy was published. The new policy introduced increases to the procurement targets and Agency Aboriginal Procurement Plans, which are intended to encourage a more strategic approach to procurement across all agencies.

The DTF Social Procurement team also administers the Aboriginal Business Capability Program, which aims to improve the ability of Aboriginal businesses to contract with the WA Government.

The APP has continued to drive increases in the number of contracts to Aboriginal suppliers generating economic growth for Aboriginal people and communities. In the 2024-25 financial year, government agencies awarded 383 contracts to 158 Aboriginal businesses totalling more than \$442 million.

Public reporting on the APP's performance provides transparency and encourages agencies to meet and exceed the 2024-25 target (4%) resulting in 6.82% of WA Government contracts awarded to Aboriginal suppliers.

In 2021, an artwork from Yirrakurl was commissioned, a family-owned Noongar business operated by Deborah Newenham-Coertse and Melissa Spillman to celebrate the launch of new targets. The painting is a representation of the development of entrepreneurship and business opportunities the APP provides to Aboriginal people and businesses.



Aboriginal Procurement Policy – Aboriginal business success stories

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

Indigenous Managed Services

Indigenous Managed Services (IMS) is one of more than 150 Aboriginal businesses that secured contracts with WA Government in the 2023-24 financial year.

In analysing the outcomes of the APP, IMS stood out with a large number of contracts awarded. They were also the first Aboriginal business appointed to a Common Use Arrangement (CUA).

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

Impact Services Pty Ltd

An Aboriginal business with over 35% Aboriginal staff. Established in 2018 in the Great Southern region, Impact Services was awarded its first WA Government contract for gardening services at South Regional TAFE four months after it was established. Since that first contract, Impact Services has been awarded contracts with government agencies for gardening, roadside bin litter collection, cleaning, skills training and human resourcing services. Impact Services has grown to expand its services into the metropolitan area, opening offices in Joondalup, Midland and Mirrabooka.

Impact Services chief executive Kerry Fry said Impact Services wanted to empower people to achieve success. 'When you get it right this is what works. You're not just changing the life of one person, you're changing the life of that person, that person's family, the way they see themselves, the way their family sees them, the way the community sees them,' Ms Fry said. 'If it's done right then Aboriginal procurement adds long-term sustainable value to the community itself.'

Aboriginal Procurement Policy wins gold

On 11 December 2020, the APP won the Gold Achievement Award for Best Practice in Collaboration Between Government and Non Government Organisations at the 2020 Institute of Public Administration Awards (IPAA) in Western Australia.



Treasury Aboriginal Empowerment Strategy

As a central government agency, DTF has both the opportunity and responsibility to drive meaningful change. We acknowledge that past policies, practices and laws caused pain and suffering to Aboriginal and Torres Strait Islander peoples, with impacts that continue to resonate today. We hold ourselves accountable and recognise that unconscious prejudice continues to challenge our society, policy development and decision-making.

DTF recognises that change requires genuine systemic reform and transformation at all levels of government. Most importantly, lasting improvements can only be achieved by working with Aboriginal and Torres Strait Islander peoples.

The Treasury Aboriginal Empowerment Strategy (TAES) developed in 2023 is DTF's commitment to embedding the principles of the Western Australian Aboriginal Empowerment Strategy and Closing the Gap Reforms into our business alongside championing the Aboriginal Procurement Policy and capability building. The TAES has laid down the foundation for integrating our commitments and Aboriginal Empowerment Principles (below) into our Innovate RAP:

- Walking together
- Culture at the heart
- Investing in foundations and futures
- Building Aboriginal empowerment into how we work.

The commitments under the TAES (below) are our responsibility and reflect our values of being solution focused and committed, through working collaboratively and, most importantly, making a difference to the lives of Aboriginal and Torres Strait Islander peoples.

DTF will:

- eliminate racism, promote respect for Aboriginal and Torres Strait Islander peoples and support truth telling
- review and transform our processes, systems and services to embed culture at the heart
- expand economic opportunities and provide shared access to data
- build genuine partnerships that support Aboriginal-led solutions and service.



*DTF RAP Working Group representatives
with Noongar artist Mel Spillman (Woods)*



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