



Government of **Western Australia**
Department of **Transport**



RECONCILIATION
ACTION PLAN

INNOVATE

Reconciliation Action Plan

November 2022 – October 2025



This Plan is available
in alternative formats
upon request.



Acknowledgement

The Department of Transport acknowledges the Traditional Custodians of this land and pays respect to the Elders past, present and future.

Aboriginal and Torres Strait Islander peoples should be aware that the Department of Transport's Reconciliation Action Plan may contain images of people who have since passed away.

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MESSAGE FROM RECONCILIATION AUSTRALIA

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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. WA Department of Transport continues to be part of a strong network of more than 1,100 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 WA Department of Transport will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to WA Department of Transport 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 is an opportunity for WA Department of Transport 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, WA Department of Transport will ensure shared and cooperative success in the long-term.

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

Congratulations WA Department of Transport on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



FOREWORD

We are pleased to present the Department of Transport's (DoT) Reconciliation Action Plan (RAP) 2022-2025 that will support DoT's purpose to enable a thriving community.

This Innovate RAP is shaped on the core pillars of Relationships, Respect and Opportunities and enables DoT to continue our reconciliation journey and build on the steps we have taken in our previous plans to strengthen our relationships and provide opportunities for Aboriginal and Torres Strait Islander peoples.

DoT's Access and Inclusion Committee will monitor the implementation and achievements will be highlighted in our Annual Report and in our Access and Inclusion Communiques that are published on our website following committee meetings.

The Transport Portfolio is committed to maximising opportunities for First Nations peoples and businesses and we have a target to achieve a total spend of \$700 million on procurement, contracts, and jobs with Aboriginal businesses; and provide 3.5 million hours of employment to First Nations peoples for the five year period 1 July 2021 to 30 June 2026.

The Transport Portfolio has recently established an Aboriginal Engagement Transport Portfolio (AETP) branch, led by the Director AETP to drive First Nations participation outcomes.

We would like to thank the RAP working group and everyone who contributed to the development of this plan, in particular Reconciliation Australia for their ongoing guidance and support.

We all have an important role to play in realising our vision for reconciliation and to continue to strengthen our relationships, promote respect through truth telling and increase opportunities for Aboriginal and Torres Strait Islander peoples as members of our thriving community.

Peter Woronzow
Director General
Transport

Iain Cameron
Managing Director
Department of Transport





Our vision for reconciliation

Our vision for reconciliation is to empower Aboriginal and Torres Strait Islander peoples as members of our thriving community by connecting them to goods, services and places and providing linkages between land and sea. We are committed to maximising opportunities for Aboriginal and Torres Strait Islander peoples and businesses to access jobs and contracts. We will develop authentic respectful relationships through meaningful engagement and participation with Aboriginal and Torres Strait Islander peoples. We will do this by celebrating cultures, supporting truth telling and creating sustainable opportunities that leave a legacy for which we can all celebrate.

Our business

DoT Western Australia is part of the Government's Transport Portfolio, which also includes Main Roads Western Australia, the Public Transport Authority, METRONET, the Westport Program, the Portfolio Strategic Projects Office, and the Office of Major Transport Infrastructure Delivery. Together the Transport Portfolio plans and delivers transport solutions for the prosperity of Western Australians. As a Portfolio we co-ordinate and prioritise the transport related infrastructure that allows our economy to grow.

With more than 1,600 employees, DoT plays a key role in connecting people to goods, services and places and providing linkages between land and sea. Through an intricate system of roads, railways, airports, ports and waterways, we educate and regulate to keep people safe within those networks. Currently 18 DoT employees have identified as Aboriginal or Torres Strait Islander people.



DoT integrates and enhances coordination of the State's transport operations, regulatory functions, and planning and policy development processes to deliver a diverse range of specialist transport services that benefit and support all Western Australians. We have 35 Office locations across Western Australia and our services to the community include:

- vehicle, boat and driver licensing and regulation;
- boating facility management;
- marine safety regulation and education;
- coastal infrastructure planning and project delivery;
- on-demand transport regulation and reform;
- transport and urban planning and coordination;
- planning and improving bike riding and pedestrian infrastructure;
- aviation regulation and reform;
- freight and ports regulation and reform; and
- marine oil pollution and transport incident response.

Our sphere of influence includes all members of the Western Australian community who access our services and it extends to the many internal and external stakeholders with whom we work.

Our Reconciliation Action Plan

We develop another Reconciliation Action Plan (RAP) to foster cultural respect and awareness and to build upon our relationships with Aboriginal and Torres Strait Islander peoples and ensure our workplaces, information, and services are inclusive and accessible to all Western Australians.

COVID had a significant impact on the capacity and availability of staff to undertake a number of initiatives contained in the RAP. We have continued to provide driver and vehicle licensing services to remote communities throughout the pandemic, ensuring continuity of service in some of the most remote areas of WA. This has included using towns as service delivery hubs and establishing a phone service for basic transactions where it has not been possible to attend a community.

The development of an Aboriginal Engagement Plan has been a challenge given the breadth and reach of our services across Western Australia. Projects such as METRONET and Transforming Bunbury's Waterfront have dedicated Aboriginal Engagement Plans/Strategies relevant to their project and area.

The Transport Portfolio has recently established an Aboriginal Engagement Transport Portfolio (AETP) branch, led by the Director AETP to drive First Nations participation outcomes.

Our RAP outlines our commitment to exploring new ways to increase and sustain Aboriginal and Torres Strait Islander participation in all aspects of our business activities.

DoT's Access and Inclusion Committee (AIC) monitors access and inclusion across DoT and leads the delivery of the RAP. The committee is chaired by the Executive Director, Office of the Director General (ODG) who, as a member of DoT's Corporate Executive, provides strategic leadership on access and inclusion. The Executive Director ODG together with the Senior Governance and Policy Officer (Executive Officer of AIC) champions our RAP.

In September 2021, the AIC formed a working group to develop the RAP. Both the AIC and the RAP Working Group include Aboriginal and Torres Strait Islander representatives. This will be the third Innovate RAP for DoT as we continue to strengthen our relationships and improve outcomes for Aboriginal and Torres Strait Islander peoples.



Access and Inclusion Committee

Executive Director, ODG (Chair)

Director Governance and Audit, ODG

Director Accommodation and Building Services, Regional Services

Manager Media and Communications, ODG

A/Program Manager - Aviation Infrastructure, Freight, Ports, Aviation and Reform

Contact Centre Team Leader, Driver and Vehicle Services

A/Manager Driver Services, Driver and Vehicle Services

A/Director Capability and Change, People and Culture

Remote Services Coordinator, Regional Services

Manager Business Support, Maritime

A/Director Intelligence and Education, Driver and Vehicle Services

Manager Communications, METRONET Office and Westport Office

Project Assistant, Travel Behaviour Change, Urban Mobility

Senior Governance and Policy Officer, ODG

Reconciliation Action Plan Working Group

Director Governance and Audit, ODG

Manager Media and Communications, ODG

Customer Service Manager, Driver Vehicle Services

Port Operations Officer, Maritime

Manager Cartographic Services, Maritime

Senior Environmental Planner, Maritime

METRONET Strategy Lead - Aboriginal Engagement, METRONET Office

A/ Senior Customer Service Officer, On-demand Transport

Senior Customer Service Officer, On-demand Transport

Manager Organisational Change, People and Culture

Trainee, People and Culture

Contracts Officer, Procurement and Fleet Management

A/ Team Leader Lease Management, Procurement and Fleet Management

Remote Services Coordinator, Regional Services

Operations Manager (Kimberley), Regional Services

Operations Manager (Pilbara), Regional Services

A/Planning and Project Officer, Urban Mobility

Senior Program Officer Design, Urban Mobility

A/ Director Finance and Business Services, Westport Office

Senior Governance and Policy Officer, ODG

On Advisory Capacity: RAP Program Officer, Reconciliation Australia

Since the launch of DoT's first RAP in May 2013, we have implemented strategies to move towards a more culturally diverse and aware workforce, and to conduct business in ways that promote relationships and opportunities for Aboriginal and Torres Strait Islander peoples.

Recent achievements include:

- **Continued delivery of the Remote Services program and expansion of the Driving Access and Equity Program** – providing a coordinated and sustainable approach to improving outcomes for Aboriginal and Torres Strait Islander peoples, particularly those in remote communities through obtaining/maintaining a driver's licence. The programs comprise of a number of initiatives to increase access to DoT services as well as addressing identified barriers.
- **Movement and Place framework for Western Australia** - DoT is leading the development of the framework for which part of the assessment process for places and corridors is to understand and consider the cultural significance of a location and the histories of Traditional Owners. Locations will be identified using Aboriginal mapping and place names, informing the formal assessment process and significance of place.
- **Directional wayfinding guidelines** – to increase the number of people walking and riding bicycles across the State, DoT is developing directional wayfinding guidelines that will involve consultation with Aboriginal groups to identify and name locally significant destinations to further promote place names and language of Traditional Owners and Aboriginal connections to Country.

→ **Welcoming workplaces**

- Acknowledgement of Country plaques paying respect to Traditional Owners were installed across all regional and metropolitan DoT centres. The staff have embraced the new signage and the welcoming and inclusive atmosphere it provides.
- Art direction of the internal fit out of the office building at Walyalup Square in Fremantle. Team members from the Maritime Business Unit worked with an Aboriginal performer, writer and artist, Dr Richard Walley OAM, to create a series of drawings illustrating and reflecting DoT and its relationship with the stories of Fremantle. The artwork can be seen throughout the building, including on fabrics and textiles, wayfinding signage, murals and etchings, and glazing.
- During National Reconciliation Week 2021, DoT employees were invited to rename the six meeting rooms at 140 William Street Perth with Aboriginal names that paid respect and acknowledgement to our Traditional Owners. The six Noongar seasons; Birak, Bunuru, Djeran, Makuru, Djilba and Kambarang were the clear winners of the naming competition, while the judges decided to blend the names of two of the rooms to pay respect to two renowned Noongar names.

→ **Cultural Awareness Training workshops**

- held on-country by Sister Kate's Home Kids Aboriginal Corporation, the full-day workshops give DoT employees the opportunity to participate in Noongar cultural customs with the aim of increasing their understanding of the purpose and significance behind cultural protocols, share historical truths and engage in meaningful dialogue on how we can improve our services and interactions with Aboriginal and Torres Strait Islander peoples.



Image above:

Travelling through Country (Boodja)

The artwork is the result of the art component in the Cultural Awareness Training workshops delivered to DoT staff by Sister Kate's.

The connecting circles represent the different communities that DoT work with throughout WA.

The main meeting place is shown as bringing metro and regional communities closer together and respecting country (Boodja) and culture.

Case Study: Cultural Awareness Training: Walking Together

In October 2020, DoT embarked on a cultural awareness journey with Sister Kate's Home Kids Aboriginal Corporation (SKHKAC), as part of our commitment to raising awareness, understanding and respect for Aboriginal peoples, their history, culture and connection to Country within DoT.

Held on-country by SKHKAC, the half-day "Connecting People with Culture and Country" workshops give DoT staff the opportunity to participate in Noongar cultural customs and aims to increase their understanding of the purpose and significance behind cultural protocols, share historical truths and engage in meaningful dialogue on how we can improve our services and interactions with Aboriginal peoples.

Truth telling is about developing a shared understanding, which can serve as the basis for us all to move forward together. At its core, truth telling must be driven by the goal of recognising rights and driving reform.

Professor Tom Calma AO

The workshops support DoT's commitment to improving outcomes for Aboriginal and Torres Strait Islander peoples, through an uplift in knowledge and cultural capability as outlined in our previous Reconciliation Action Plan 2020-2022.

Over 900 DoT staff have participated in these sessions. Feedback has been positive and many shared that it was an emotive experience that they will not forget. It has given them a better understanding of the cultural challenges that were faced and how we can better support Aboriginal peoples.



Case Study: DoT Aboriginal and Torres Strait Islander Yarning Circles

Yarning for Aboriginal and Torres Strait Islander peoples is a conversational process that involves the telling of stories as a way of passing on cultural knowledge. These circles provide a safe place for all to speak without judgement.

In October 2021, DoT held its first Aboriginal and Torres Strait Islander Yarning Circle. The meetings are designed to;

- Allow Aboriginal and Torres Strait Islander employees to have their say in anything that matters to them at work in a safe space.
- Encourage responsible, respectful and honest interactions between employees, building trusting relationships.
- Promote interactions and community connections.
- Allow the group to act as an internal Aboriginal and Torres Strait Islander advisory group.

The first meeting, which was attended by six employees, discussed and agreed on the Group's purpose:

'DoT Yarning Circles' purpose is to act as an informal reference group aiming to lead change in the organisation and support policy development.

The circle grew to nine employees by the third meeting.

During the first three meetings, the team discussed several opportunities to influence the organisation towards a positive and genuine shift. Those opportunities included but were not limited to;

- Improve Aboriginal and Torres Strait Islander employment strategy and influence the sourcing process differently to attract the right people.
- Increase Indigenous representation in the business.
- Encourage all teams to start meetings with an Acknowledgment of Country.
- Expand Aboriginal and Torres Strait Islander Traineeship across DoT.

One of the critical topics that the group discussed and supported was the Aboriginal Engagement Strategy.

DoT is very proud to see Aboriginal and Torres Strait Islander employees influencing and having a say in designing multiple processes and initiatives within the organisation.



Case Study: Supporting the Warmun community's access to the Royal Flying Doctor Service

DoT has been working with the Warmun community and Rio Tinto in the East Kimberley region to ensure that the community continues to have convenient access to the Royal Flying Doctor Service (RFDS).

Warmun has an airstrip located between two hills and the RFDS cannot land at night or during days when there is low visibility. The airstrip is also unsealed and cannot be accessed during periods of heavy rainfall.

As a result, there are regularly times when RFDS is required to go to the nearest airstrip which is located at Rio Tinto's Argyle diamond mine, located 64km away from the Warmun community. In 2020, the mine closed after nearly 40 years of operation.

To ensure the community has continued access to the Argyle airstrip and RFDS services, DoT facilitated a signed protocol between Rio Tinto, the Warmun community and RFDS. This protocol enables continued access by RFDS to the Argyle airstrip until the end of 2023. Without this protocol RFDS would be forced to use the airstrip at Halls Creek which is 161km from Warmun, substantially increasing the driving time for community members to access the RFDS.

The on-going use of the Rio Tinto airstrip is unlikely to be a medium or long term option. It is likely that an upgrade of the Warmun airstrip will be required.

To assist the community, DoT awarded a 2021-23 Regional Airports Development Scheme (RADS) grant to the Warmun Community (Turkey Creek) Incorporated, valued up to \$99,215 (ex GST) for a Warmun Aerodrome Usability and Future Improvement Study.

The study will analyse a range of possible infrastructure and non-infrastructure options that can support RFDS emergency evacuations for the Warmun community.

DoT facilitated the study and provided administrative and procurement support for the Warmun Community Incorporated tender process.

DoT also formed a Warmun Community Aerodrome Committee comprising:

- the Warmun community CEO (representing the Warmun Community Inc.);
- DoT (Committee Chair);
- Main Roads Western Australia;
- Rio Tinto;
- the Kimberley Development Commission;
- the Department of Communities;
- the Department of Jobs, Tourism, Science and Innovation (Observer); and
- Aerodrome Management Services (the contractor awarded the tender for the study).

Once the study is finalised the committee will determine its preferred option for the Warmun community. DoT will then take this option and the findings of the study to develop a business case for any required infrastructure works to put to the Government for funding consideration.

Case Study: Taking the transport safety message to the Dampier Peninsula

In March 2021, DoT and the Road Safety Commission joined forces to share important transport safety information with members of four remote Aboriginal communities on the Dampier Peninsula.

The initiative was part of a commitment to the Dampier Peninsula Working Group to improve transport initiatives on the Peninsula following the sealing of the Cape Leveque Road and the expected increase in road traffic as a result. This exercise saw the team hold ‘pop-up’ events at Ardyaloon (One Arm Point), Djarindjin, Lombadina and Beagle Bay.

Kimberley Operations Manager Daren Hutchins coordinated the sessions and was joined on the road by employees from Regional Services’ Kimberley team, Maritime, Driver and Vehicle Services, and the Road Safety Commission.

In addition to the usual vehicle and licensing services provided on a Remote Services community visit, each session saw the team deliver free vehicle checks, free child car restraint fitting and checking, marine safety education and awareness sessions, lifejacket clinics, and information about on-demand transport and maritime commercial opportunities.

The Road Safety Commission also donated several new child car seats in each community to promote awareness and correct use of these devices.

“Overall, this was a really productive trip, with some definite successes as well as learnings we’ll take on board for the future,” Daren said.

“Building a trusting relationship with remote communities is not achieved in one visit, and we’re hoping to head back to some of these communities again soon to build on the relationships we’ve developed and further discuss some of the initiatives the community raised.”

Additionally, four of the main communities on the Peninsula (Ardyaloon, Lombadina, Djarindjin and Beagle Bay) have now received “Safety Grab Bags” for community members to use and to promote increased marine safety and awareness.

“These bags contain basic but essential safety equipment (Emergency Position Indicating Radio Beacon and Flares) to assist with identification and location of marine emergencies in what are some of the most remote locations in the Kimberley,” Daren said.



Image: Regional Services staff giving some excited students from Ardyaloon a “drive” on PV 11 and providing some tips on staying safe out on the water.

Case Study: Transport Portfolio commits to Aboriginal and Torres Strait Islander business and employment targets

In October 2021, the Transport Portfolio confirmed its commitment to maximising opportunities for engagement and capacity building for Aboriginal and Torres Strait Islander employees and businesses across its operations and projects.

New business and employment targets announced by the State Government for Aboriginal and Torres Strait Islander peoples on the State's major transport infrastructure program committed the Portfolio to awarding \$700 million of contracts to Aboriginal businesses and 3.5 million work hours completed by Aboriginal workers over the next five years to June 2026.

A Meet the Buyer and Supplier Forum was held in October 2021 with up to 300 attendees to connect Aboriginal businesses with road and rail construction and maintenance contractors and explore upcoming opportunities.

The new targets apply to projects delivered by DoT, Main Roads and Public Transport Authority, including METRONET projects.

These targets build on broader State Government updates to the Aboriginal Procurement Policy, which includes Aboriginal employment targets for the first time and came into effect from January 2022.



Peter Woronzow, Director General Transport, speaking at the Meet the Buyer and Supplier Forum



Hon. Rita Saffioti MLA and Peter Woronzow, Director General Transport, with MC Ben Wyatt, Nyoongar Elder Melville Collard and Q&A panel members Andy Graham, Peter Moore, Jarrad Oakley Nicholls, and Rowena Leslie.

RELATIONSHIPS

Creating authentic relationships is a cornerstone of achieving reconciliation in Australia. Under this plan, DoT will take further action to strengthen existing relationships with Aboriginal and Torres Strait Islander peoples and form new ones across our business. This will be achieved through opportunities for increased and ongoing collaboration through the governance of projects, programs, and services within the community including expert input. We will develop sustainable transport solutions and recognise the unique perspective of Aboriginal and Torres Strait Islander peoples and their connection to land, water and the environment.

Focus area: Community Centric Services



Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
1.1 Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2023	Executive Director, Office of the Director General
1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	
1.3 Engage with Traditional Owners early in the process when planning and delivering marine infrastructure across Western Australia to build and maintain relationships.	Review May 2023, 2024 & 2025 (ongoing)	Executive Director, Maritime
1.4 Engage the State Land Information Platform and State/Federal government agencies to identify available heritage datasets and explore opportunity to consolidate into an internal spatial browser. This will provide maritime project staff access to useful information for planning and engagement.	December 2022	
1.5 Partner with Traditional Owners, Land Owner groups and Aboriginal stakeholders relevant to the Westport Opportunities Strategy to build relationships and create future employment and business opportunities.	June 2024	Managing Director, Westport

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
2.1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees.	27 May - 3 June 2023, 2024 & 2025	Executive Director, People and Culture
2.2 Access and Inclusion Committee, Reconciliation Action Plan Working Group and employees to participate in an external NRW event as practicable.		
2.3 Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.		
2.5 Organise employees and senior leaders within their Business Unit or Region, to establish at least one NRW event each year		
2.6 Register all our NRW events on Reconciliation Australia's NRW website .		

Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across the workforce.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, People and Culture
3.2 Communicate our commitment to reconciliation publicly.	Review October 2023, 2024 & 2025 (ongoing)	Manager Media and Communications
3.3 Explore opportunities to positively influence our external stakeholders to promote and drive reconciliation outcomes.		
3.4 Collaborate with Transport Portfolio to share and develop innovative approaches to advance reconciliation.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, Office of the Director General & Executive Director, People and Culture
3.5 Use the Westport Aboriginal Opportunities Strategy to guide Westport Program reconciliation outcomes and identify social and economic opportunities for Aboriginal peoples.	June 2024	Managing Director, Westport

Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
4.1 Regularly review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, People and Culture
4.2 Review existing policies/procedures relating to anti-discrimination and develop, implement, and communicate across our organisation.	December 2022	
4.3 Engage with Aboriginal and Torres Strait Islander employees and/or external Aboriginal and Torres Strait Islander advisors, including from the Public Sector Commission, to consult on our code of conduct policy.	Review October 2023, 2024 & 2025 (ongoing)	
4.4 Educate senior leaders on the effects of racism.		

Action 5

Strengthen processes to ensure in the planning or revision stages of DoT service-related policies, programs and practices the needs of Aboriginal and Torres Strait Islander peoples are considered with genuine and appropriate consultation.

Deliverable	Timeline	Responsibility
5.1 Plan effective consultation with Aboriginal and Torres Strait Islander peoples prior to policy changes or development.	May 2025	Executive Director, Office of the Director General
5.2 Review processes to ensure all new and reviewed DoT service-related policies, programs and practices (directly relating to the provision of services to the public) are assessed by business areas in the planning or revision stages to determine if they require an Impact Assessment ¹ to be undertaken to assess the impact on Aboriginal and Torres Strait Islander peoples.		
5.3 Organise consultation with Aboriginal and Torres Strait Islander peoples as part of the development of long term cycle network plans.	Review October 2023, 2024 & 2025 (ongoing)	Director Active Transport and Safety

Action 6

Improve relationships and access of services by attending appropriate community events and promoting DoT services.

Deliverable	Timeline	Responsibility
6.1 Promote our services, including passenger transport licences, at appropriate community events, such as NAIDOC Week celebrations.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, Regional Services & Executive Director Drivers and Vehicles
6.2 Provision of on site (off centre) services for Indigenous groups in accordance with the Driver Vehicle Services mobile service model.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director Drivers and Vehicles
6.3 Showcase and promote Aboriginal and Torres Strait Islander peoples who we serve by capturing their stories and posting on social media.	Review October 2023, 2024 & 2025 (ongoing)	Manager Media and Communications

¹ *The Equal Opportunity Commission Screening New Policies: preventing systemic discrimination in new and revised policies is a guide to assist agencies look at outcomes of policies initiatives to achieve Substantive Equality. The guide provides an overview of when impact assessments would be required and includes a Substantive Equality Impact Assessment tool.*

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples and cultures and their ongoing connection to Country underpins all aspects of reconciliation. DoT will celebrate the cultures and histories of Aboriginal and Torres Strait Islander peoples through truth telling. We will continue localised cultural training and awareness for all staff, to increase our understanding and strengthen trust in our services. We will look for opportunities to acknowledge and celebrate the cultures and histories in our workplaces and our work.

Focus area: Capable and Future-Ready Organisation



Action 7

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
7.1 Review cultural learning needs within our organisation.	Review December 2022, 2023 & 2024 (ongoing)	Executive Director, People and Culture
7.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy for employees.	December 2022	
7.3 Develop, implement and communicate a cultural learning strategy for our employees.	June 2023	
7.4 Ensure mandatory cultural awareness training remains embedded in induction processes for all employees	July 2023	
7.5 Continue to provide face-to-face training for regional employees to raise local understanding and awareness.	Review December 2022, 2023 & 2024 (ongoing)	
7.6 Seek opportunities for sharing Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through stories, told by Aboriginal and Torres Strait Islander peoples for both National Reconciliation Week and NAIDOC Week.	May and July 2023, 2024 & 2025	
7.7 Identify and provide opportunities for Access and Inclusion Committee members, People and Culture managers and other key leaders and employees to participate in formal and structured cultural learning.	Review October 2023, 2024 & 2025 (ongoing)	
7.8 Further develop Westport Program team members' Aboriginal cultural awareness and history knowledge through Cultural Awareness Training and information sharing.	October 2025	Managing Director, Westport
7.9 Identify opportunities to learn from and embed the principles and themes of Aboriginal and Torres Strait Islander peoples heritage, tradition and culture in our activities. This may include: <ul style="list-style-type: none"> → the seasons and the cyclical nature of life → the sense of place → the cultural narrative → the song lines and paths 	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, Urban Mobility
7.10 Your Move School program develops an activity for schools and associated reward shop item to encourage local Aboriginal involvement in identifying cultural features/language on popular walking and riding routes to school.	December 2022	Director Active Transport and Safety

Action 8

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
8.1 Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review October 2023, 2024 & 2025 (ongoing)	Manager Media and Communications
8.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.		
8.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.		
8.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.		

Action 9

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
9.1 Access and Inclusion Committee to participate in an external NAIDOC Week event as practicable.	First week in July 2023, 2024 & 2025	Executive Director, People and Culture
9.2 Review HR policies and procedures to ensure no barriers exist to staff participating in NAIDOC Week.	First week in June 2023, 2024 & 2025	
9.3 Promote, support and encourage participation in external NAIDOC events to all employees and provide support for Aboriginal and Torres Strait Islander employees to participate.	First week in July 2023, 2024, 2025	

Action 10

Investigate opportunities to acknowledge Aboriginal and Torres Strait Islander cultures and histories in office accommodation.

Deliverable	Timeline	Responsibility
10.1 Explore opportunities to acknowledge Aboriginal and Torres Strait Islander cultures and histories in all existing offices and the refreshment of offices including at Tassels Place Innaloo.	October 2023, 2024 & 2025 (ongoing)	Director Accommodation and Building Services

Action 11

Investigate opportunities to acknowledge Aboriginal and Torres Strait Islander cultures and histories in WA Bike Network projects.

Deliverable	Timeline	Responsibility
11.1 Explore opportunities to acknowledge Aboriginal and Torres Strait Islander cultures on Western Australian Bicycle Network projects, including through heritage activation and bilingual signage.	October 2023, 2024 & 2025 (ongoing)	Director Active Transport and Safety

OPPORTUNITIES

Closing the gap of opportunity currently experienced by many Aboriginal and Torres Strait Islander peoples is critical for true reconciliation. This is also an essential element in DoT becoming a capable and future-ready organisation that embraces diversity and inclusion by acknowledging historical practices which support community centred outcomes. Culturally safe employment opportunities for Aboriginal and Torres Strait Islander peoples, a culture of integrity and accountability, and engaging Aboriginal businesses underpin DoT's approach. We will also focus on our services to improve accessibility for our Aboriginal and Torres Strait Islander customers.

Focus area: Community Centric Services



Action 12

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
<p>12.1 Implement and adhere to the WA Government’s Aboriginal Procurement Policy of our goods, services, community services and works contracts being awarded to Aboriginal businesses and progressive targets of:</p> <p>→ 2022-23 3.5 per cent of the number of awarded contracts</p> <p>→ 2023-24 4 per cent of the number of awarded contracts.</p>	Review October 2023, 2024 & 2025 (ongoing)	Director, Procurement and Fleet Management
12.2 Procurement and Fleet Management will utilise the Aboriginal Business Directory WA and Supply Nation Indigenous Business Direct (without membership), with suitably qualified organisations.		
12.3 Engage with registered Aboriginal business directly, without undertaking a competitive process for contracts under \$250,000 in value.		
12.4 Review and update procurement processes to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		
12.5 Promote the benefits of commercial relationships with Aboriginal and/or Torres Strait Islander businesses.		
12.6 Monitor DoT’s contribution to the Transport Portfolio’s target to achieve a total spend of \$700 million on procurement, contracts, and jobs with Aboriginal businesses; and provide 3.5 million hours of employment to Aboriginal peoples for the five-year period 1 July 2021 to 30 June 2026.	June 2025 - review October 2023, 2024 & 2025 (ongoing)	

Action 13

Ensure that the Regional Airports Development Scheme (RADS) grants are open and accessible to Aboriginal and Torres Strait Islander communities.

Deliverable	Timeline	Responsibility
13.1 Promote the RADS through direct engagement with Aboriginal Corporations.	Review October 2023, 2024 & 2025 (ongoing)	Director, Aviation
13.2 Liaise with Department of Communities and DoT regional managers to maintain up to date contact details for Aboriginal airstrips.	Review October 2023, 2024 & 2025 (ongoing)	Director, Aviation

Action 14

Research and apply Aboriginal worldviews and concepts of value to design, conduct and appraisal of applicable strategic projects.

Deliverable	Timeline	Responsibility
14.1 Explore opportunities to embed Aboriginal worldviews and concepts of value into relevant project designs: e.g. scenario-testing and transport disadvantage.	Review May 2023, 2024 & 2025 (ongoing)	Director, Future Mobility
14.2 Assess specific impacts on and needs of Aboriginal communities as part of these projects, where relevant.	Review May 2023, 2024 & 2025 (ongoing)	Director, Future Mobility

Action 15

Identify potential opportunities for Aboriginal and Torres Strait Islander suppliers early in the planning process for marine infrastructure projects.

Deliverable	Timeline	Responsibility
15.1 Identify opportunities through early engagement with Traditional Owners.	Review May 2023, 2024 & 2025 (ongoing)	Executive Director, Maritime
15.2 Ensure project staff consider Aboriginal and Torres Strait Islander businesses during planning process.	Review May 2023, 2024 & 2025 (ongoing)	Executive Director, Maritime

Action 16

Include Aboriginal place names and history/significance as a standard component of all Movement and Place Assessments.

Deliverable	Timeline	Responsibility
16.1 DoT is leading the development of the framework for which part of the assessment process for places and corridors is to understand and consider the cultural significance of a location and the history of Traditional Owners. Locations will be identified using Aboriginal mapping and place names, informing the formal assessment process and significance of place.	Review May 2023, 2024 & 2025 (ongoing)	Director, Transport Planning

Action 17

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

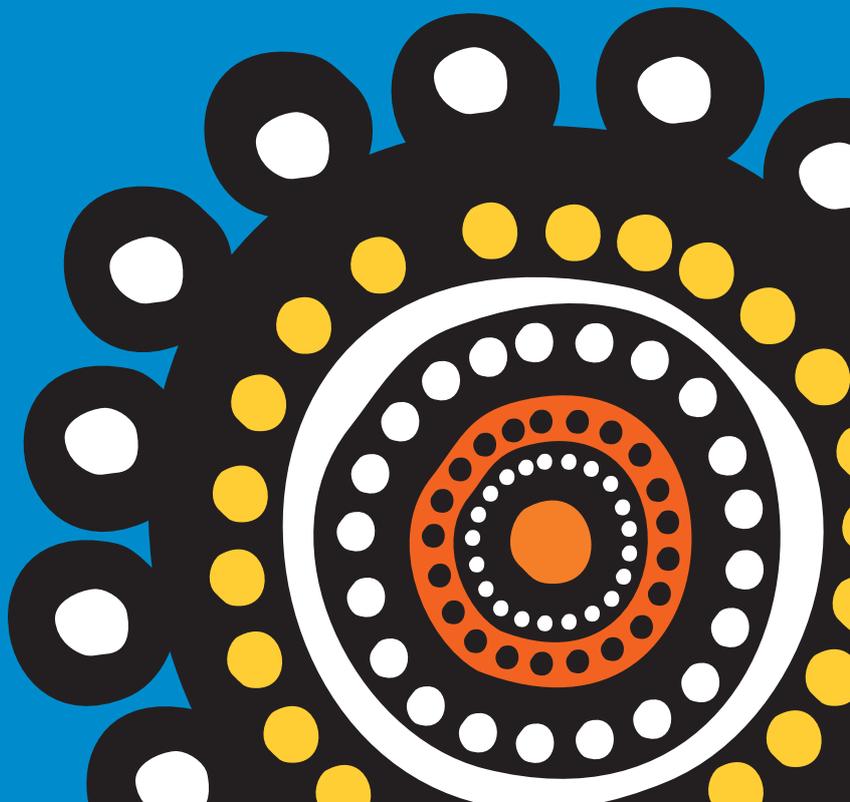
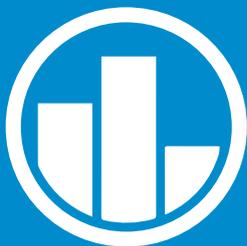
Deliverable	Timeline	Responsibility
17.1 Maximise opportunities for the employment of Aboriginal peoples and the engagement of Aboriginal businesses in accordance with the Transport Portfolio Aboriginal Procurement, Contracts and Employment Policy 2021-2026.	Review June 2023, 2024 & 2025 (ongoing)	Managing Director, Westport & Executive Director, Maritime
17.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review March, June and October 2023, 2024, 2025 (ongoing)	Executive Director, People and Culture
17.3 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2023	
17.4 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2023	
17.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review March, June and September 2023, 2024 & 2025 (ongoing)	
17.6 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review July 2023, 2024 & 2025 (ongoing)	

Action 18

Improve community capacity and service delivery to Aboriginal and Torres Strait Islander customers.

Deliverable	Timeline	Responsibility
18.1 Maintain relationships with private industry and Aboriginal and Torres Strait Islander organisations for the delivery of licensing services.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, Regional Services & Executive Director Drivers and Vehicles
18.2 Continue to participate in initiatives and explore opportunities that increase value and uptake of Aboriginal and Torres Strait Islander peoples accessing our services.		
18.3 Provide grants to local organisations to deliver driver training and support initiatives through the Driving Access and Equity Program.		
18.4 Explore opportunities to add value to Remote Services program and enhance the network for delivery of licensing services.	Review October 2023, 2024 & 2025 (ongoing)	Executive Director, Regional Services

GOVERNANCE



Action 19

Maintain an effective group to drive governance of the RAP.

Deliverable	Timeline	Responsibility
19.1 Maintain Aboriginal and Torres Strait Islander representation on the Access and Inclusion Committee.	Review November 2022, 2023 & 2024 (ongoing)	Executive Director, Office of the Director General
19.2 Maintain Terms of Reference for the Access and Inclusion Committee.		
19.3 Meet at least three times per year to drive and monitor RAP implementation and publish quarterly updates through Access and Inclusion Communiqué and Annual report.	April, August, October, December (annually)	Executive Director, Office of the Director General

Action 20

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
20.1 Define resource needs for RAP implementation.	Review November 2022, 2023 & 2024 (ongoing)	Executive Director, Office of the Director General
20.2 Engage our senior leaders and other employees in the delivery of RAP commitments.		
20.3 Maintain appropriate systems to track, measure and report on RAP commitments.		
20.4 Maintain an internal RAP Champion from senior management.		

Action 21

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
21.1 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 2023, 2024 & 2025 (annually)	Executive Director, Office of the Director General
21.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024 & 2025 (annually)	
21.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 October 2023, 2024 & 2025 (annually)	
21.4 Report RAP progress to Access and Inclusion Committee three times each year.	March / August / November 2022, 2023, 2024 & 2025 (annually)	
21.5 Report on RAP achievements to all employees and senior leaders quarterly.	March / August / October / December 2022, 2023, 2024 & 2025 (annually)	
21.6 Publicly report our RAP achievements, challenges and learnings, annually.	Review November 2022, 2023 & 2024 (annually)	
21.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	
21.8 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Review May 2024 (bi-annually)	Executive Director, People and Culture

Action 22

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
22.1 Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Executive Director, Office of the Director General

CONTACT

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