



Government of Western Australia
Department of Justice



Innovate Reconciliation Action Plan

January 2022 – January 2024



The Department of Justice respectfully acknowledges the Traditional Custodians of the land as being the First Peoples of this country. We embrace the vast Aboriginal cultural diversity throughout Western Australia and recognise their continuing connection to country, water and sky. We pay our respects to Elders past, present and emerging.

The Department of Justice is committed to fostering respectful partnerships with Aboriginal colleagues, clients and those in our care.



"I am a proud Noongar man who grew up in Ballardong Country with ties to Yuat and Minang Country. I always start my paintings with an idea in mind but as I progress the painting takes on a life of its own.

This painting is my interpretation of the 2021 NAIDOC Week theme Heal Country.

There are animals in the painting that represent air, land and sea.

These animals, along with many others, have suffered and are still suffering due to our Country not being looked after and respected.

My aim with this painting about Heal Country is to draw you in to raise your awareness of the importance of taking care of Country the best way possible. If we can do this as a nation, we can embrace and showcase our Country and its strong culture to the rest of the world.

It is time for us as a nation to stand up and take part in Healing Country so that we as a nation can move forward together as one.

Heal Country and Country will heal us."

Heal Country is by an Aboriginal prisoner artist located at Pardelup Prison Farm.

Terminology statement: *The Department uses the term 'Aboriginal peoples' throughout this document to refer to both Aboriginal and Torres Strait Islander peoples.*

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Message from the Director General

I am pleased to welcome you to the Department of Justice's Reconciliation Action Plan (RAP) 2022-2024, which will continue the Department's advancement of reconciliation and our strong commitment to improving outcomes for all of our State's Aboriginal peoples. This is the second RAP for our Department and will build upon the achievements and lessons we have learned from the inaugural RAP that was completed in 2021.



Since 2017 we have shared a reconciliation journey, achieving strong outcomes and laying the foundation to support further accelerated advancement. We can all be proud of our achievements and of the important work we are doing to make a difference. This Innovate RAP will continue to embed reconciliation practices and principles across the Department's business.

We acknowledge Aboriginal peoples as the Traditional Custodians of the land upon which the Department's services are based and operate, and we pay our respects to all Elders, past, present and emerging. The diversity of Aboriginal peoples within Western Australia is acknowledged, as is the resilience and strength Aboriginal peoples demonstrate through the challenges overcome and the ongoing survival of the world's oldest continuing cultures. Finally, we recognise the right of Aboriginal peoples to self-determination, thereby building a better future for all in our society.

The overarching philosophy of this RAP is one that promotes the empowerment of Aboriginal peoples and aims to bring them to the table to actively participate in decision making processes. The Department is aware of the need for Aboriginal peoples to have their own independent and powerful voice and that this voice is amplified.

The Department also acknowledges that Aboriginal employees often navigate two worlds. In recognition of this and the

State's focus on Aboriginal empowerment, the Department will support senior Aboriginal employees to lead the development of policies and the implementation of programs and initiatives that have a strong or singular focus on Aboriginal peoples, including their overrepresentation in the justice system.

It is my expectation that the Department continues to improve the services it provides and the relationships it builds with Aboriginal peoples, communities and organisations. As we move forward in progressing the Deliverables outlined in this RAP, I expect that all employees of the Department, from our senior leaders to our new employees, will contribute to this agenda and advance reconciliation.

This RAP incorporates Actions that are aimed at contributing to improved justice-related outcomes for Aboriginal peoples. The Department's various business areas have committed to implementing RAP Deliverables that are brave rather than safe, and challenging rather than easily achieved. While there are no quick fixes to addressing the issue of overrepresentation, I believe that by delivering on the initiatives and measures outlined in this RAP we can continue to shift momentum.

I remain steadfast in my support of our reconciliation journey through the Actions and Deliverables in this RAP and I will continue to lead it, together with all members of the Department's Corporate Executive Committee.

Dr Adam Tomison
Director General
Department of Justice



Message from Reconciliation Australia

Reconciliation Australia commends the Department of Justice on the formal endorsement of its second Innovate Reconciliation Action Plan. 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Department of Justice 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 the Department of Justice will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Department of Justice 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 the Department of Justice 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, the Department of Justice will ensure shared and cooperative success in the long-term.

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

Congratulations to the Department of Justice on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision

Our vision for reconciliation is that Aboriginal Australians have the same standard of care in the justice system as non-Aboriginal Australians and are not overrepresented in the criminal justice system, whether in incarceration or under community-based supervision.

It also means that Aboriginal peoples have a level of access to justice resources that will result in equitable outcomes and that the provision of justice-related services occurs in a manner which is culturally safe, cognisant of how past wrongs have impacted on Aboriginal peoples' involvement with the justice system, and recognises the unique and diverse cultures within Western Australia's Aboriginal communities.

Achieving reconciliation will promote a just and equitable society that will benefit all members of the Western Australian community.

Our business

The Department aims to provide a fair, just and safe community for all Western Australians through the provision of professional, performance-driven services. The Department is committed to ensuring that these services are provided in a culturally safe manner, centred on the principles of substantive equality to achieve positive justice outcomes for Aboriginal peoples.

The Department is responsible to the Attorney General and the Minister for Corrective Services, assisting in the administration of more than 200 Acts of Parliament and managing the State's correctional facilities. The Department provides administration and support to our State's judicial system.

The Department also provides support to the Public Advocate, who holds statutory guardianship over some of our State's most vulnerable people, and to the Public Trustee, who has responsibility for administering the financial affairs for similarly vulnerable people as well as a significant role in the provision of services relating to wills and deceased estates.

The Department oversees the rehabilitation of convicted offenders in custody, youth detention and in the community. Additionally, it supports and assists victims of crimes in our State, as well as having oversight of the State's registry of births, deaths and marriages.

In late 2020, the Western Australian Equal Opportunity Commission administratively became a part of the Department, although it maintains its independence as a statutory commission. The Commission oversees the *Equal Opportunity Act 1984* (WA), investigates alleged breaches of this legislation and promotes the principles and practice of substantive equality.

In August 2021, over 6 per cent of the Department's workforce identified as Aboriginal employees; we were responsible for over 2,700 Aboriginal people in custody and more than 2,250 Aboriginal people under community-based supervision or youth justice services.¹

With operational locations across the State, a workforce of over 7,000² employees and a budget exceeding \$1.5 billion, the Department is well positioned to positively influence and further advance reconciliation.

Our RAP

The Department is proud to be one of the more than 1,100 organisations nationally who have developed a RAP. We know that organisations with a RAP recognise the importance of relationships between Aboriginal and non-Aboriginal Australians, show greater pride in Aboriginal cultures, acknowledge the importance of these cultures in forming Australia's national identity, accept historical facts relating to the impact colonisation and government practices had on Aboriginal peoples and, importantly, believe that a united Australia is a real possibility.³ The evidence supporting the benefits to advancing reconciliation, and for the general community as a whole, through developing and implementing a RAP is clear.

The Department has an Innovate RAP. This RAP allows the Department to outline Actions and identify associated Deliverables that are both challenging and ambitious, which will further the Department's advancement of reconciliation. This is the Department's second RAP, representing our continuing dedication to advancing reconciliation and improving justice outcomes for our State's Aboriginal communities.

The Department is driven to rectifying the current and unacceptable overrepresentation of Aboriginal peoples in the Western Australian criminal justice system. The Department acknowledges there is significant work still to occur in order to transform the current state of affairs. It is considered vital that our commitment to change this situation is detailed in a core strategic document that outlines specific, measurable objectives to be achieved and which underpins reform in this area. This RAP will be collectively championed by our Corporate Executive Committee which is chaired by our Director General.

1 Sourced from online reporting (26 August 2021) and the AWDU, Corporate Services.

2 Annual Report 2020/21 identifies 7,131 employees in total.

3 Reconciliation Australia. 2019 RAP Impact Measurement Report. May 2020. pp3-5.

While we celebrate the achievements of our inaugural RAP, we must reflect and continue to strive to ensure our programs, policies and operations across the justice system meet the needs of Aboriginal peoples.

The 2022-2024 RAP builds on the achievements made under the Department's inaugural RAP, following the merging of the former Departments of the Attorney General and Corrective Services in 2017.

A number of Actions from our previous RAP are incorporated into this RAP and are considered to be necessary ongoing activities that are integral to the process of reconciliation. This RAP also identifies a number of new Actions and Deliverables that were developed following a consultation process with our employees and Departmental stakeholders.

Our governance

In this RAP, we have broadened responsibility to ensure every part of the Department's business progresses reconciliation. The Department's Corporate Executive Committee, which consists of the heads of the Department's divisions or statutorily appointed authorities, have responsibilities to promote the RAP, and the majority of the Deliverables in the RAP are their direct responsibility.

The Department has a well-established RAP governance mechanism in the form of its RAP Steering Committee. The RAP Steering Committee has met regularly to provide advice and oversee the delivery of the Department's previous RAP. It will continue to fulfil this role during the term of this RAP.

The RAP Steering Committee comprises senior representatives from areas throughout the Department, four of whom identify as Aboriginal, which promotes a strong sense of shared ownership for our RAP. The members of the RAP Steering Committee are as follows:

- Director, Aboriginal Justice Transformation (co-Chair).
- Executive Director, Strategic Reform (co-Chair).
- Executive Director, Professional Standards.
- Commissioner, Office of the Commissioner for Victims of Crime.
- Commissioner, Equal Opportunity Commission.
- Deputy Commissioner – Offender Services, Corrective Services.
- Director Magistrates Courts and Tribunal, Courts and Tribunal Services.
- Director, Advisory Services.
- Executive Manager – Outer Metro and City Services, Courts and Tribunal Services.
- Manager People Development, Public Trustee.
- Manager – Aboriginal Advisory Services, Courts and Tribunal Services.
- Manager Aboriginal Justice, Aboriginal Justice Transformation.
- Public Advocate, Office of the Public Advocate.
- Registrar, Registry of Births, Deaths and Marriages.
- Manager Reconciliation and Policy, Aboriginal Justice Transformation (Secretariat).

The RAP Steering Committee has a number of working groups which progress various key Actions and Deliverables and are accountable to the RAP Steering Committee. These include the following:

- Aboriginal Cultural Capability Working Group, which is responsible for overseeing the delivery of outcomes relating to the development and implementation of the Aboriginal Engagement Strategy, Aboriginal Family Safety Strategy and the Aboriginal Cultural Capability Training Strategy.
- National Reconciliation Week and NAIDOC Week Working Group, which has responsibility for overseeing the development and implementation of activities and events that celebrate and commemorate these important weeks.
- Aboriginal Workforce Development Strategy Working Group, which has responsibility for overseeing the progression of outcomes relating to Aboriginal employment rates and career aspirations within the Department.

As the Department progresses the Actions and Deliverables outlined in this RAP it may establish other Working Groups as required, which will report to the RAP Steering Committee and support the Department's reconciliation journey.

The RAP Steering Committee has been instrumental in the development of this RAP and will continue to undertake an important role as the Department proceeds with its implementation.

Our RAP journey so far

The Department of Justice was formed in March 2017 by the merging of the former Departments of the Attorney General and Corrective Services. The Department's formal reconciliation journey began with the establishment of its inaugural RAP in July 2018. The inaugural Innovate RAP for the Department was launched during NAIDOC Week 2018 and committed to a number of Actions that would foster reconciliation. These included the display of Aboriginal artworks throughout the Department's facilities, the implementation of a strategy to increase the representation of Aboriginal employees within the Department, the use of Senior Aboriginal Liaison Officers within Western Australian courts and an undertaking to revamp the Aboriginal Services Committee initiative that had previously been operational in each of the State's prison facilities.

The 2018 - 2021 RAP identified in excess of 80 Deliverables to advance reconciliation and embed culturally safe and capable practices throughout the Department. Although the COVID-19 pandemic impacted on timelines associated with some Deliverables, the Department was still able to progress and achieve significant milestones that progressed our reconciliation journey.

Some of the Department's key reconciliation outcomes to date include:

- The establishment of the Custody Notification Service, in conjunction with the WA Police and the Aboriginal Legal Service of Western Australia: a key recommendation stemming from the Royal Commission into Aboriginal Deaths in Custody, which aims to reduce Aboriginal deaths and harm in custody while promoting the protection of Aboriginal people's legal rights.
- Ensuring our procurement strategy enabled the Department to exceed key Government targets relating to the procurement of Aboriginal businesses.
- Regular public displays of artworks produced by Aboriginal prisoners, which has facilitated understanding for both Departmental employees and the public regarding Aboriginal cultures throughout the State and contributed to a valuable rehabilitative process.
- The introduction of a cultural symposium series for employees that utilises truth telling processes and increases the cultural understanding of the Department's employees.
- Continued operation of Aboriginal Justice Open Days in regional and remote locations to facilitate Aboriginal peoples' access to justice services, promoting diversion from the criminal justice system and supporting access to personal identity documents.
- Enhancing the Driver Training and Education Program (including through linking Work and Development Permits to these services to assist in the expungement of outstanding court fines) and rolling out the revised Aboriginal Mediation Service. Both of these initiatives aim to reduce Aboriginal peoples' involvement in the criminal justice system.
- Reviewing the factors that underpin the rate of remand of Aboriginal peoples, and subsequently designing and implementing initiatives to reduce the overrepresentation of Aboriginal peoples held on remand in custody. This has led to the formal introduction of the Reducing Avoidable Remand project. The review process has increased the understanding of what the common gaps are in terms of supports that prevent bail being granted, such as a lack of appropriate accommodation or readily accessible drug and alcohol programs, and will continue to promote policy and program development to address this issue.
- Revamping the Aboriginal Services Committee initiative, throughout Western Australia's Prison Estate, to better address the specific needs of Aboriginal peoples in our care and achieve better outcomes for this cohort.





Relationships

The Department of Justice is committed to the continued development of strong relationships and partnerships with Western Australia's First Nation communities, organisations and Aboriginal employees. It is important these are built on principles of mutual respect, trust and meaningful engagement. Above all, the Department will partner with our State's Aboriginal communities in a manner that continues to progress improved outcomes for Aboriginal peoples involved in the justice system in Western Australia.

Focus areas: 'Improved service delivery and collaboration' and 'Improved community safety and security' from the Key Result Areas in the Department's Strategic Framework.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Implement and review the Department's Aboriginal Engagement Plan to facilitate effective engagement and promote partnerships with our Aboriginal stakeholders.	June 2023	Director Aboriginal Justice Transformation (AJT)
	2. Provide executive support to the Aboriginal Justice Advisory Committee (AJAC) to fulfil their remit to provide targeted, culturally based advice to the Department.	Report October 2022, 2023	Director AJT
	3. Incorporate advice and feedback from the AJAC into the development and delivery of initiatives that will positively impact Aboriginal peoples.	Report October 2022, 2023	Director AJT
2. Build relationships through celebrating National Reconciliation Week (NRW).	4. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees to promote examination and discussion over the annual theme.	27 May – 3 June 2022, 2023	Director AJT
	5. RAP Steering Committee (RAPSC) members to participate in at least one external NRW event.	27 May – 3 June 2022, 2023	RAPSC members
	6. Encourage and support employees, particularly our Corporate Executive Committee and senior leaders, to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022, 2023	Corporate Executive Committee
	7. Organise at least one major Departmental NRW event each year.	April 2022, 2023	Director AJT
	8. Register our NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	Director AJT
3. Promote reconciliation through our sphere of influence.	9. Ensure induction of new employees contains information on the RAP and the Department's expectation and commitment to reconciliation.	December 2022, 2023	Executive Director Corporate Services
	10. Develop and implement strategies to engage our staff in reconciliation.	July 2023	Director AJT
	11. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2023	Director AJT
	12. Communicate our commitment to reconciliation publicly.	June 2022, 2023	Director AJT
	13. Use the Department's social media platforms, such as Facebook, LinkedIn and Twitter, to promote reconciliation initiatives and events.	June 2022, 2023	Executive Manager Strategic Communications
	14. Champion reconciliation as a CEC member and create opportunities to positively influence our senior executive to drive reconciliation outcomes across the Department.	May 2022, 2023	Director AJT
	15. Promote reconciliation beyond the Department, for example through interagency working groups and engagement with the community sector.	December 2022, 2023	Corporate Executive Committee
	16. Collaborate with RAP organisations and other like-minded organisations to develop ways to advance and support reconciliation.	April 2022, 2023	Director AJT

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	17. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2022	Executive Director Corporate Services
	18. Engage with Aboriginal employees and Aboriginal advisors to consult on our anti-discrimination policy.	September 2022	Executive Director Corporate Services
	19. Develop, implement and communicate an anti-discrimination policy for our organisation, that includes mechanisms for employees and external stakeholders to report culturally unsafe practices.	December 2022	Executive Director Corporate Services
	20. Educate senior leaders and managers on the effects of racism.	January 2023	Director AJT
	21. Develop and implement a strategy to improve the focus on the principles and practice of substantive equality.	December 2022	Commissioner for Equal Opportunity
	22. Investigate working with external stakeholders to develop sector wide culturally safe justice practices that combat discrimination.	December 2023	Corporate Executive Committee
5. Raise internal and external awareness of our RAP and the services the Department offers.	23. Promote understanding of the operation of the <i>Guardianship and Administration Act 1990 (WA)</i> amongst Aboriginal stakeholders and the services provided by the Public Trustee.	December 2022, 2023	Public Trustee
	24. Engage with Aboriginal stakeholders to raise awareness of equal opportunity legislation and the functions of the Equal Opportunity Commission.	December 2022, 2023	Commissioner for Equal Opportunity
	25. Develop a partnership with an Aboriginal Controlled Community Organisation to present one community education session per year regarding services provided by the Office of the Public Advocate.	December 2022, 2023	Public Advocate



ReSet (Wungening Aboriginal Corporation) - Relationships built on trust and respect

The need to provide culturally appropriate and safe throughcare and reintegration services for Aboriginal peoples in our care is a vital component in achieving the Department's goal of reducing the rates of recidivism and the overrepresentation of Aboriginal peoples in custody. To that end, the Department entered into a significant partnership with the ReSet consortium, led by the Wungening Aboriginal Corporation. Wungening, along with its partners, delivers the ReSet service which assists people while they are in prison and continues to do so following their re-entry into the community.

The Department has also partnered with Wungening, as well as Palmerston, to create Australia's first residential alcohol and other drug treatment program delivered within a maximum-security prison. The program incorporates multiple elements of local Noongar culture, with stages of the program relating to the Noongar seasonal calendar. The program promotes the development of a strong sense of cultural identity and staff are trained to ensure it is delivered in a culturally safe manner that incorporates the principles of trauma informed care.

Importantly, Wungening is an Aboriginal Controlled Community Organisation that provides culturally competent and safe services to Aboriginal peoples within the Perth Greater Metropolitan Area. As well as providing services to prisoners, Wungening is also involved (with Palmerston) in delivering intervention services through the General Court Intervention Program, which is a voluntary program that provides priority access to community programs and services for people appearing in the Perth Magistrates Court and who have been granted bail. This initiative aims to intervene and address the underlying causes of offending behaviour for participants. The Department will continue to develop significant relationships with all Aboriginal stakeholders.



Emma Jarvis - Palmerston, Superintendent James Schilo and Daniel Morrison - Wungening Aboriginal Corporation.





Respect

Developing and maintaining respect and understanding is a key component of the Department's goal of improving justice outcomes for Aboriginal peoples. The Department celebrates Aboriginal peoples as the First Peoples of Australia. We acknowledge the continued strength and resilience of Aboriginal cultures and recognise the importance of developing and implementing culturally safe practices in all of our operations. The Department is committed to fostering respect towards Aboriginal peoples through the truth telling process.

Focus area: *'Respecting rights and diversity' and 'Being fair and reasonable' from the Values and 'Trained, safe and supported' from the Principles in the Department's Strategic Framework.*

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value, recognition and respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge, rights and peoples through cultural learning and building a culturally safe environment.	26. Develop and implement the Aboriginal Cultural Capability Training Strategy for all employees to promote culturally responsive practices.	July 2022	Director AJT
	27. Organise for Aboriginal employees, external Aboriginal stakeholders and the AJAC, to review the effectiveness of the Aboriginal Cultural Capability Training Strategy.	December 2023	Director AJT
	28. Work with the AJAC to strengthen respect for and increase understanding of the value and recognition of Aboriginal cultures, histories, knowledge and rights.	December 2023	Director AJT
	29. Organise at least one event for Corporate Executive Committee members to undertake a cultural immersion of no less than 1.5 days, at a location of cultural significance.	October 2023	Director AJT
	30. Make it mandatory that all new employees complete an agreed online toolkit, such as the Reconciliation Australia 'Share our Pride' online learning module, and that existing employees conduct a refresher every three years.	December 2022, 2023	Executive Director Corporate Services
	31. Conduct a minimum of four cultural symposia per year and encourage Departmental employees to attend or view online recordings of past cultural symposia.	March, June, September, December 2022, 2023	Director AJT
	32. Consult with recognised local Aboriginal Elders to name meeting areas across locations using local Aboriginal language.	July 2023	Director AJT
	33. Increase the display of local Aboriginal art works and acknowledgement of local Traditional Owner groups in all public facing justice facilities, including court and tribunal facilities, across Western Australia.	December 2023	Corporate Executive Committee
	34. Ensure the Aboriginal and Torres Strait Islander flags are flown consistently at various justice locations throughout the State.	December 2023	Corporate Executive Committee
	35. Identify and promote culturally safe engagement practices with Aboriginal stakeholders of the Public Trustee's Office.	December 2022, 2023	Public Trustee
36. Provide Professional Standards investigators with information and in-house training regarding the Anunga Rules ⁴ to ensure culturally safe and competent engagement with Aboriginal peoples.	December 2022, 2023	Executive Director Professional Standards	
37. Include at least one session relating to the impact of the legal system on Aboriginal peoples as part of the Parliamentary Counsel Office's Continuing Professional Development program for its drafters.	March 2022, 2023	Parliamentary Counsel	

4 The Anunga Rules are guidelines formulated by the Northern Territory Supreme Court in 1976 for the questioning of Aboriginal peoples whose first language is not English. They are designed to safeguard certain legal rights (such as the presence of an interpreter in police questioning and the use of clear and simple language) and failure to abide by these guidelines can result in evidence being ruled inadmissible.

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	38. Review and update our cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country and the engagement of a local Traditional Owner to provide a Welcome to Country (or other appropriate cultural protocol) at significant events.	March 2023	Director AJT
	39. Increase employee understanding of the purpose and significance behind cultural protocols, including the development of aids to assist in Acknowledgement of Country and Welcome to Country practices.	July 2023	Director AJT
	40. Consult with the State's Native Title Representative Bodies, or relevant Prescribed Body Corporates in areas where native title has been determined, to assist in identifying the correct cultural group to refer to when conducting an Acknowledgement of Country.	October 2022	Director AJT
	41. Include an Acknowledgement of Country or other appropriate protocol at the commencement of important Departmental meetings.	July 2023	Corporate Executive Committee
	42. Embed the Department's endorsed Acknowledgment of Country in the banner of all employees' emails. ⁵	July 2022	Director Advisory Services
	43. Provide the Department's Acknowledgement of Country in the Department's Annual Report and all official publications.	September 2022, 2023	Director Advisory Services
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	44. RAPSC to participate in at least one external NAIDOC Week event.	July 2022, 2023	RAPSC members
	45. Annually review new and revised HR policies and procedures to remove barriers to employee participation in NAIDOC Week, and promote Aboriginal employee engagement with their community and culture during NAIDOC Week.	July 2022, 2023	Executive Director Corporate Services
	46. Organise at least one major Departmental NAIDOC Week event each year.	July 2022, 2023	Director AJT
	47. Promote and encourage all employees, particularly Corporate Executive Committee members and senior leaders, to participate in external NAIDOC Week events.	July 2022, 2023	Director AJT
	48. Ensure that the prisoner education program includes information about the significance of NAIDOC Week.	April 2022, 2023	Commissioner for Corrective Services
9. Formally acknowledge other significant dates, outside of National Reconciliation Week and NAIDOC Week, that promote the reconciliation process.	49. Ensure the Department draws attention to commemorative days that are aligned with reconciliation. ⁶	February, March, August 2022, 2023	Director AJT
	50. Create a dates of significance calendar for all employees to access.	June 2022	Director AJT
10. Provide opportunities for Aboriginal peoples in our care to display their artworks.	51. Ensure artwork produced by Aboriginal peoples in our care is professionally and lawfully managed, curated, catalogued and displayed throughout the State in locations managed by the Department.	Report December 2023	Commissioner for Corrective Services
	52. All areas of the Department to use their best endeavours to acquire, display and interpret Aboriginal art in their offices.	Report December 2023	Corporate Executive Committee

⁵ Acknowledging judicial officers are not employees of the Department and their personal staff are exempt from this requirement.

⁶ Such as the Anniversary of the National Apology to Stolen Generations, National Close the Gap Day, the International Day for the Elimination of Racial Discrimination, Aboriginal and Islander Children's Day and the International Day of the World's Indigenous Peoples.

Aboriginal Cultural Symposia Series - Increasing respect through developing understanding

The rich and sophisticated Aboriginal societies in existence at the time of British colonisation were impacted by the, often unjust, actions and policies adopted by colonial, and later State, authorities. In turn, this has had significant, intergenerational impacts on Aboriginal peoples and their social and cultural welfare. The need to promote truth telling and understanding about such impacts, as well as appreciation for the continued survival of Aboriginal peoples and cultures despite such impacts, is a key mechanism to promote respect for, and improve the ability of non-Aboriginal people to meaningfully engage with, Aboriginal Australians.

One way in which the Department of Justice is improving the cultural understanding and competency of its employees, as well as progressing the truth telling process, has been by the introduction of regular symposia that examine Aboriginal cultures, history and experiences. The first of these events, which occurred in December 2019, involved a confronting presentation by local Whadjuk man, Mr Ezra Jacobs-Smith, who discussed the use of Wadjemup (Rottnest Island) as a prison from 1838 to 1931, where many Aboriginal men and boys from throughout the State died in custody. However, the talk also highlighted the strength and perseverance of the Aboriginal men and boys incarcerated on Wadjemup. In addition, attention was drawn to the recent improvements in the management and commemoration of significant places located on Wadjemup, which assist healing within Aboriginal communities throughout the State from trauma associated with Wadjemup's past history.



Image from the Fanny Balbuk Yooreel in conversation presentation showing the area of her influence.



Image from Bernier and Dorre Islands Aboriginal Lock Hospital presentation. *Don't Look at the Islands* – Smith Sculptures and Lock Hospital Working Group. Photo courtesy of Melissa Sweet.

Other symposia included:

- The life of local Whadjuk Elder Fanny Balbuk, who was born in 1840 and was determined to maintain her people's cultural practices in the face of increasing colonisation of her Country.
Fanny Balbuk Yooreel symposium presented by Whadjuk Elder Marie Taylor and Gina Pickering (May 2020).
- The limitations of applying mainstream law in addressing family and domestic violence issues in Aboriginal communities, presented by Professor Harry Blagg and Adjunct Professor Victoria Hovane, whose findings are contributing to the development of the Department's Aboriginal Family Safety Strategy.
A healing approach to family violence grounded in Aboriginal Law and Culture symposium presented by Professor Harry Blagg and Adjunct Professor Victoria Hovane (September 2020).
- The Coolbaroo Club, which was a place where Aboriginal and non-Aboriginal people could socialise in Perth from 1947 to 1960 and raised awareness of the emerging Aboriginal rights movement.
Coolbaroo Club symposium presented by Dr Barbara Hostalek (November 2020).
- The Aboriginal Lock Hospital based on Bernier and Dorre Islands, near Carnarvon, where between 1908 and 1919 more than 800 Aboriginal men, women and children were removed from their Country and incarcerated for treatment of suspected venereal diseases. Many of these people did not have venereal disease, many did not survive the experience, and many were buried in unmarked graves on these islands.
The Bernier and Dorre Island Lock Hospital Tragedy presented by Kathleen Musulin and Dr Jade Pervan (May 2021).
- The child artists resident at the Carrolup Native Settlement and the government practices leading to the Stolen Generations that resulted in the placement of Aboriginal children in institutions such as Carrolup.
Connecting Carrolup - truth telling and opportunities for healing presented by Michelle Broun and Tony Hansen (August 2021).

Opportunities

Improving opportunities for our internal and external Aboriginal stakeholders supports Aboriginal empowerment and capacity building. The Department recognises the need to provide opportunities in accordance with the principles of substantive equality to ensure that there are equal opportunities available to Aboriginal peoples that result in meaningful and equitable outcomes. This will assist in enhancing socio-economic outcomes for Aboriginal communities and in achieving a fair, just and safe community for the entire Western Australian community.

Focus area: *'Fostering Service Excellence' and 'Being fair and reasonable' from the Values and 'Sustainable strategies and outcomes' from the Key Result Areas in the Department's Strategic Framework 2017 – 2020.*

Action	Deliverable	Timeline	Responsibility
11. Implement strategies to improve justice outcomes for Aboriginal peoples.	53. Deliver on the Department's commitment to Closing the Gap as set out in Western Australia's Jurisdictional Implementation Plan by: <ul style="list-style-type: none"> implementing initiatives to achieve outcomes for which the Department is responsible (specifically Outcomes 10 and 11 to reduce the overrepresentation of Aboriginal peoples incarcerated or in detention); and collaborating with other agencies to support the delivery of outcomes where the Department can make a meaningful contribution. 	Report December 2022, 2023	Corporate Executive Committee
	54. Undertake assessment on all new strategic projects and to identify and assess policies, practices and procedures to ensure they do not adversely impact on Aboriginal peoples or contribute to systemic discrimination (in accordance with the Public Sector Commissioner's Circular <i>Implementation of the Policy Framework for Substantive Equality</i>).	Report December 2023	Corporate Executive Committee
	55. Promote the Criminal Property Confiscation Grants Program to Aboriginal Community Controlled Organisations and encourage them to make applications that meet funding guidelines and criteria.	June 2022, 2023	Director Advisory Services
	56. Support and promote the Driver Training and Education Program as an option under the Work and Development Permit Scheme for Aboriginal peoples.	December 2022	Director Advisory Services
	57. Support Aboriginal Community Controlled Organisations in becoming registered Work and Development Permit Sponsors under the Work and Development Permit Scheme.	December 2022	Director Advisory Services
	58. Enable more Aboriginal peoples to obtain identity documents, such as birth certificates, WA Photo Cards and driver's licences, and address outstanding fine matters, through Aboriginal Justice Open Days, and develop targets for these Open Days.	June 2022, 2023	Director AJT
	59. Evaluate the effectiveness of the delivery of Aboriginal Justice Open Days.	September 2023	Director AJT
	60. Support improved criminal compensation outcomes for Aboriginal peoples through the Office of Criminal Injuries Compensation Aboriginal Community Outreach Program.	June 2022, 2023	Executive Director Courts and Tribunal Services
	61. Improve the efficiency and effectiveness of service provision for identity documents being granted to Aboriginal peoples through forming additional partnerships with Aboriginal Community Controlled Organisations, other agencies and not-for-profit organisations.	December 2022	Registrar, Registry of Births, Deaths and Marriages

Action	Deliverable	Timeline	Responsibility
11. Implement strategies to improve justice outcomes for Aboriginal peoples (continued).	62. Increase the number of employees from the Registry of Births, Deaths and Marriages who engage with and meet the unique needs of Aboriginal peoples.	December 2022, 2023	Registrar, Registry of Births, Deaths and Marriages
	63. Increase access to identity documents for Aboriginal prisoners prior to their re-entry to the community.	December 2022, 2023	Commissioner for Corrective Services
	64. Increase opportunities for developing partnerships with tertiary research institutions to improve access to data relating to the overrepresentation of Aboriginal peoples in the WA criminal justice system.	November 2022	Executive Director Strategic Reform
	65. Ensure the Western Australian Office of Crime Statistics and Research (WACSAR) considers the outcomes for Aboriginal peoples separately and explicitly within each evaluation it undertakes. ⁷	December 2023	Director, WACSAR
	66. Facilitate the delivery of legal and support services to remote and regional Aboriginal victims of family and domestic violence.	September 2023	Director Advisory Services
	67. Improve culturally appropriate court-based support to regional and remote Aboriginal victims of family and domestic violence.	June 2023	Executive Director Courts and Tribunal Services
	68. Improve culturally appropriate victim support services available to regional and remote Aboriginal victims of family and domestic violence.	June 2023	Commissioner for Victims of Crime
	69. Work with Aboriginal stakeholders to co-design, develop and implement the Department of Justice Aboriginal Family Safety Strategy to support and strengthen Aboriginal families.	December 2022	Director AJT
	70. Develop and implement strategies to facilitate access to estates from wills administered by the Public Trustee where Aboriginal peoples are identified beneficiaries.	December 2022	Public Trustee
	71. Improve support to Aboriginal clients of the Department by promoting culturally appropriate case management.	December 2022	Corporate Executive Committee
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development through the principles of substantive equality.	72. Appoint an Aboriginal person to the Senior Executive Service position of Director Aboriginal Justice Transformation (50d), a position which is a member of the Department's Corporate Executive Committee.	February 2022	Executive Director Strategic Reform
	73. Achieve 6.5% Aboriginal employment within the Department.	June 2022	Executive Director Corporate Services
	74. Achieve 6.75% Aboriginal employment within the Department.	June 2023	Executive Director Corporate Services
	75. Improve the equity index for Aboriginal employees by increasing representation in mid to high salary groupings.	July 2022, 2023	Executive Director Corporate Services
	76. Engage with Aboriginal employees to develop and implement an Aboriginal Workforce Development Plan that includes focus on improving the recruitment, retention and professional development of both metropolitan and regionally based Aboriginal employees and supports hosting regular conferences.	(Plan) September 2022 (Implementation) February 2023	Executive Director Corporate Services
	77. Establish initiatives to improve career pathways and the appointment and development of Aboriginal employees into leadership positions.	February 2023	Executive Director Corporate Services
78. Build an understanding of current Aboriginal staffing within the Department to inform future employment and professional development opportunities, including through consultation with Aboriginal employees.	September 2022	Executive Director Corporate Services	

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The Western Australian Office of Crime Statistics and Research employs a collaborative, evidence-based approach to the development of criminal justice policy and the provision of advice by undertaking evaluations, research, and data analytics. Ensuring there is specific focus on outcomes for Aboriginal peoples will enable the identification of factors that are effective in improving outcomes and those which are not. This will support the development of stronger policy and programs that lead to improved outcomes for Aboriginal peoples.

Action	Deliverable	Timeline	Responsibility
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development through the principles of substantive equality (continued).	79. Establish and maintain an agency network for Aboriginal employees for collegial support.	January 2022	Executive Director Corporate Services
	80. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2022	Executive Director Corporate Services
	81. Increase representation of senior Aboriginal employees on Departmental selection panels.	September 2022	Executive Director Corporate Services
	82. Review new and revised HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in Departmental workplaces.	September 2022	Executive Director Corporate Services
	83. Evaluate the potential to expand the Aboriginal Traineeship program to regional locations.	January 2023	Executive Director Corporate Services
	84. Develop a program to assist Aboriginal students with a tertiary level scholarship.	June 2023	Executive Director Corporate Services
	85. Liaise with tertiary institutions to promote the Department as an employer of choice and attract Aboriginal students and graduates.	January 2023	Executive Director Corporate Services
	86. Provide support to Aboriginal applicants regarding the job application process for advertised positions in the Department.	December 2022, 2023	Executive Director Corporate Services
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	87. Investigate the establishment of Aboriginal Liaison Officers under s50(d) of the <i>Equal Opportunity Act 1984</i> (WA) in Departmental divisions (where such positions do not currently exist) to work with Aboriginal clients and improve engagement, both regionally and for the metropolitan areas.	December 2022	Corporate Executive Committee
	88. Participate in the WA Aboriginal Business Expo.	December 2022, 2023	Executive Director Corporate Services
	89. Investigate Supply Nation membership.	December 2022	Executive Director Corporate Services
	90. Develop and implement an Aboriginal procurement strategy and investigate the possibility of forming a strategic alliance, through a corporate venture, with an Aboriginal business.	June 2022	Executive Director Corporate Services
	91. Achieve a procurement target of at least 4% of total Departmental contracts being awarded to Aboriginal businesses.	June 2022, January 2023, December 2023	Executive Director Corporate Services
	92. Develop and communicate opportunities for procurement of goods and services from Aboriginal businesses to employees.	June 2023	Executive Director Corporate Services
	93. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal businesses, including through actively promoting the use of Aboriginal businesses, inclusive of matters less than \$50k.	September 2022	Executive Director Corporate Services
	94. Develop additional commercial relationships with Aboriginal businesses, including through involving such businesses in Departmental service delivery workshops.	December 2022	Executive Director Corporate Services



Action	Deliverable	Timeline	Responsibility
14. Improve outcomes for Aboriginal victims of crime.	95. Improve accessibility to the National Redress Scheme for Aboriginal Victims of Crime clients in a culturally appropriate and safe way.	December 2022	Commissioner for Victims of Crime
	96. Improve support offered to Aboriginal peoples who make applications under the National Redress Scheme while serving a prison sentence.	December 2022, 2023	Commissioner for Victims of Crime
	97. Increase opportunities for Aboriginal peoples to engage with and access Victim of Crime services.	December 2023	Commissioner for Victims of Crime
	98. Ensure the Department's 'Victims of Crime Strategy' acknowledges the overrepresentation of Aboriginal peoples as victims of crime, and contains recommendations for place-based, culturally informed support services.	March 2022	Commissioner for Victims of Crime
	99. Improve the cultural safety and competence of support services delivered by the Department to Aboriginal peoples, by providing culturally informed trauma support training to employees.	December 2023	Commissioner for Victims of Crime
15. Increase support for Aboriginal peoples involved in court matters.	100. Evaluate the Senior Aboriginal Liaison Officers – Courts program and investigate expanding the delivery of this program.	January 2023	Executive Director Courts and Tribunal Services
	101. Evaluate the Protection and Care Children's Court pilot program to identify benefits to Aboriginal participants and the potential to expand this program.	June 2023	Executive Director Courts and Tribunal Services
16. Increase supports for Aboriginal adults and young peoples in custody and those under community correction supervision.	102. Continue the Aboriginal Services Committee (ASC) initiative and investigate the potential to expand this initiative into community correction centres.	March, June, September, December 2022, 2023	Commissioner for Corrective Services
	103. ASCs to provide regular reports examining service availability, gaps, trends and potential improvements to service delivery for Aboriginal peoples.	March, June, September, December 2022, 2023	Commissioner for Corrective Services
	104. Performance of ASCs to be part of performance agreements for Corrective Services Leaders and Managers.	July 2022, 2023	Commissioner for Corrective Services
	105. Facilitate the increase in numbers of Aboriginal prisoners participating in section 95 activities under the <i>Prisons Act 1981</i> (WA), including by reviewing the security assessment process.	March 2023	Commissioner for Corrective Services
	106. Develop additional programs for Aboriginal peoples under our care that increases understanding and promotes the preservation of traditional Aboriginal cultures, languages and knowledge.	December 2022	Commissioner for Corrective Services



Aboriginal Employee Conference - “Our Voice. Our Truth. Our Journey.” Advancing Aboriginal employees

On 21 – 22 November 2019, the Department hosted its inaugural Aboriginal Employee Conference. Out of the Department’s total of 288 Aboriginal employees, 170 Aboriginal employees were in attendance, with around half of the attendees coming from locations outside Perth.

The conference focused on four key themes, being:

- Relationships and networking.
- Employee support.
- Foundations of Aboriginal employment.
- Career pathways.

The Department’s Aboriginal Workforce Development Unit organised the Conference as part of the implementation of the Aboriginal Workforce Development Strategy under the RAP, and was able to ensure attendees experienced multiple sessions, with a wide variety of presenters being engaged to facilitate the conference. These presenters included the Western Australian Attorney General, the Department’s Director General and the Commissioner for Corrective Services.

Topics covered included relationships and networking, support avenues for Aboriginal employees, leadership, an Aboriginal employee workshop and career pathways. In addition, Professor Harry Blagg from the University of Western Australia presented some of his findings and understandings based on 20 years of criminological research conducted with Aboriginal peoples, including with urban, rural and remote communities.

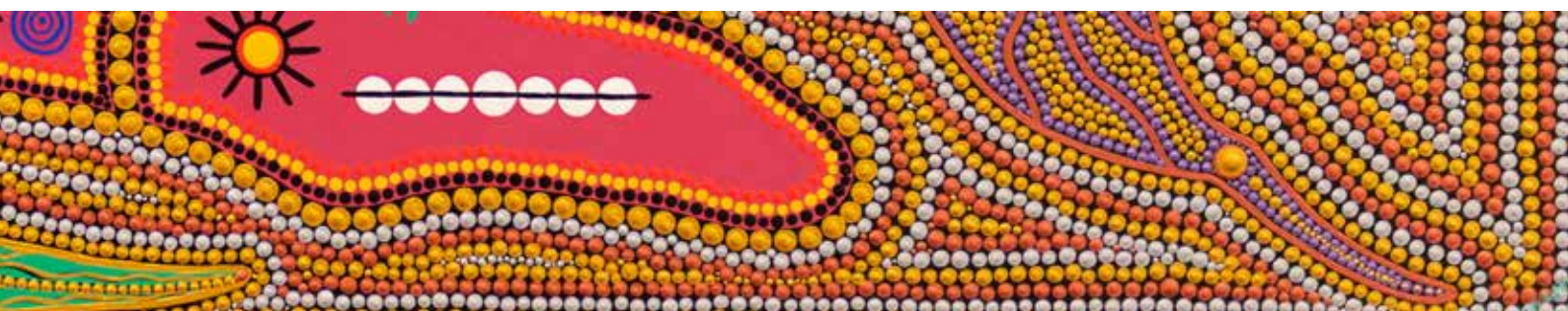
The conference allowed the Department’s Aboriginal employees to strengthen networks, engage on matters that are important to them as Aboriginal employees, and provide a body of considered advice to the Department about actions to improve outcomes for Aboriginal employees and ensure Aboriginal peoples’ perspectives were embedded in all areas of the Department’s operations.



Session at the Aboriginal Employee Conference in November 2019.



Governance			
Action	Deliverable	Timeline	Responsibility
17. Establish and maintain an effective RAPSC to drive governance of the RAP.	107. Maintain Aboriginal and Torres Strait Islander representation on the RAPSC.	December 2022, 2023	RAPSC members
	108. Review and update the Terms of Reference for the RAPSC.	December 2022	Director AJT
	109. RAPSC meets at least six times per year to drive and monitor RAP implementation.	February, April, June, August, October, December 2022, 2023	Director AJT
	110. All Working Groups established to progress RAPSC Actions and Deliverables are to report to the RAPSC on progress.	April, June, October, December 2022, 2023	Director AJT
	111. All Working Groups established to progress RAPSC Actions are to have Terms of Reference that have been approved by the RAPSC.	June 2022	RAPSC members
18. Provide appropriate support for effective implementation of RAP commitments.	112. Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022	Director AJT
	113. Define and provide adequate resourcing to oversee RAP implementation, monitoring and review to Aboriginal Justice Transformation directorate.	May 2022	Director General
	114. Engage and report to our senior leaders and other employees in the delivery of RAP commitments.	March, June, September, December 2022, 2023	Corporate Executive Committee
	115. All Corporate Executive Committee members to be active RAP Champions, demonstrating their commitment to all RAP Actions and Deliverables, to advance reconciliation in the Department.	June 2022	Corporate Executive Committee
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	116. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Director AJT
	117. Publicly report our RAP achievements, challenges and learnings in the Department's Annual Report and other key external and internal publications.	September 2022, 2023	Director Advisory Services
	118. Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Director AJT
20. Continue our reconciliation journey by developing our next RAP.	119. Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	Director AJT



***“Whatever differences we have between us as societies we need today
to find the collective courage to negotiate our way through them, to
mutually agreed outcomes.”***

Professor Patrick Dodson
Australian National University
Reconciliation Lecture 2013

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