

Reconciliation Action Plan 2017 - 2019



DIRECTOR GENERAL'S FOREWORD

I AM PLEASED TO PRESENT THE DEPARTMENT OF TRANSPORT'S (DOT) RECONCILIATION ACTION PLAN 2017-2019 (RAP).

Our RAP has been developed in close consultation with a diverse group of DoT employees, including Aboriginal and Torres Strait Islander representatives. Through this process, we have further strengthened our commitment to delivering on the focus areas outlined in the plan across our business.

As an agency with State-wide responsibilities, we will continue to tailor our services with respect to the common values we share with Aboriginal and Torres Strait Islander peoples, as well as our cultural differences. Our Remote Areas Licensing Service is a great example of how we have adapted our service delivery model to suit the unique needs of those living in remote communities.

Our RAP also details our plans to make our recruitment processes more accessible to Aboriginal and Torres Strait Island peoples and to improve and increase their employment outcomes at DoT.

The practical steps we take towards reconciliation in the next two years will build on what we have already achieved as an organisation and move us closer to a future where our vision for reconciliation is embedded in the way we work.

I would like to thank everyone who contributed to this plan, in particular the Department of Aboriginal Affairs and Reconciliation Australia for their ongoing guidance and support.

We all have an important role to play in realising our vision for reconciliation and I am proud to be a part of this journey.

Richard Sellers

Director General



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Cover image:

From left to right, Susan Shirliff (Ngarliyarndu Bindirri Aboriginal Corporation CEO), Mandi Brennan (Remote Licensing Officer), Marney Brahim (Program Coordinator, Ngarliyarndu Bindirri Aboriginal Corporation), Samantha Churnside (Senior Program Manager, Ngarliyarndu Bindirri Aboriginal Corporation), and Lauren Croft (Training and Support Officer).

RECONCILIATION ACTION PLAN

JULY 2017 - JUNE 2019

Our vision for reconciliation

DoT embraces the wide diversity of our community. Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples and their cultures are fully recognised, respected and valued by all. In all our activities, including policy, planning, regulation and service provision, we will continue to work in partnership with stakeholders to improve relationships and opportunities for Aboriginal and Torres Strait Islander peoples. We are also committed to creating an inclusive workplace to welcome Aboriginal and Torres Strait Islander peoples as employees and support their development and careers with DoT.

Our business

We provide and enable safe, accessible and efficient movement for the economic and social prosperity of Western Australia. Our vision is to have the best integrated and intelligent transport services and solutions for the State.

We are responsible for operational transport functions and strategic transport planning and policy across public and commercial transport systems that service Western Australia. We connect people with goods and services through an intricate system of roads, railways, airports, ports and waterways and educate and regulate to keep them safe within those networks.

With more than 1,400 employees, we have the expertise to deliver and connect a complex, inter-related economic and social network that allows our economy to grow.

We are State focused, delivering transport services and solutions in the Perth metropolitan area and across regional Western Australia.

DoT operates its business from 27 locations in the Perth metropolitan and regional areas. DoT accommodation comprises both leased and State owned office space which includes Driver and Vehicle Services Centres, Vehicle Examination Centres, Regional Offices and Marine Operations Centres.

Our RAP

Our RAP is designed for compatibility with our Strategic plan and other DoT plans and government initiatives, including the Substantive Equality Framework Implementation Plan and Disability Access and Inclusion Plan. DoT is continuing to implement a Workforce Diversity Plan 2016-2020 and currently has 15 employees (two per cent of the workforce) identifying themselves as either Aboriginal or Torres Strait Islander. Increasing representation and engagement of Aboriginal and Torres Strait Islander peoples is a priority of the Workforce Diversity Plan and initiatives to achieve this are referenced throughout the RAP.

In July 2015, an Access and Inclusion Committee was established to champion access and inclusion across DoT. The Committee is chaired by the Director, Office of the Director General who as a member of DoT's Corporate Executive provides strategic leadership on access and inclusion. The Committee also oversees the development, implementation and review of the RAP, Substantive Equality Framework Implementation Plan and Disability Access and Inclusion Plan.

In November 2015, DoT's Access and Inclusion Committee formed a working group to develop the RAP. The working group consisted of staff from across DoT including Aboriginal and Torres Strait Islander representatives as well as the Director, Strategy and Performance and the Manager, Corporate Planning and Performance from the Department of Aboriginal Affairs (DAA). Importantly, this plan has a strong commitment at DoT's executive level.

Our RAP also incorporates our response to government policy documents including the *State Aboriginal Economic Participation Strategy 2012-2016* and the *WA Public Sector Commission's Aboriginal Employment Strategy* and recommendations one and two of the *Law Reform Commission's Aboriginal Customary Law Report 2006*. We have set out how we will strengthen relationships with Aboriginal customers and take

into account their specific needs and priorities in developing integrated transport policies and plans.

DoT is committed to continuing to foster reconciliation through our RAP. The plan will be updated to reflect new strategies as they are identified and achievements and progress towards our targets will be monitored by the Access and Inclusion Committee and reported annually to Corporate Executive, in our Annual Report and to Reconciliation Australia.

RAP 2012-2016 achievements

DoT has established the Remote Areas Licensing program to improve outcomes for people residing in remote areas of Western Australia through obtainment and retention of a driver's licence. The program is ongoing and consists of a combination of project and operational work including:

- delivering driver and vehicle licensing services to remote Aboriginal communities;
- managing agreements with Aboriginal corporations to deliver services on behalf of DoT;

- accepting Centrelink BasicsCard for all driver and vehicle licensing transactions; and
- partnering with other government agencies to implement solutions to the complex issues around proof of identity, fines enforcement and driver licensing. This includes participation in community Open Days which is a "one stop shop" for driver licensing and related services managed by the Department of the Attorney General's Aboriginal Justice Program.

DoT has established a stationery contract with Australia's largest Aboriginal business and office supplies company - Kulbardi Pty Ltd. Kulbardi is a registered Aboriginal business enterprise that contributes part of its profits back into Aboriginal communities. This contract leads the way in DoT's investment in Aboriginal economic participation while contributing towards the outcomes of our RAP.

DoT has implemented a successful traineeship program hosting 11 Aboriginal students since 2012, with 75 per cent of trainees having completed their Certificate III in Government in 2016 and transitioned into DoT employment.

Access and Inclusion Committee

Director, Office of the Director General (Chair)
Manager, Governance Review and Audit, Office of the Director General
Manager, Communications, Office of the Director General
Remote Area Licensing Coordinator, Regional Services
Director, Organisational Development, People and Organisational Development
Contact Centre Manager, Driver and Vehicle Services
Business Manager, Corporate Services
Network Planner, Integrated Transport Planning
Senior Governance and Projects Officer, Office of the Director General

RAP Working Group

Manager, Governance Review and Audit, Office of the Director General (Chair)
Team Leader Contact Centre, Driver and Vehicle Services
Manager Communications, Office of the Director General
Remote Area Licensing Coordinator, Regional Services
Organisational Development Consultant, People and Organisational Development
Regional Director Central, Regional Services
Manager Contracts and Policy, Procurement and Fleet Management
Client Support Officer, On-demand Transport
Training and Support Officer, Regional Services
Senior Governance and Projects Officer, Office of the Director General
Counter Operations Supervisor, Driver and Vehicle Services
Director Strategy and Performance, DAA
Manager Corporate Planning and Performance, DAA
Includes five members from the Aboriginal and Torres Strait Islander community

1. RELATIONSHIPS

We will encourage and foster strong working partnerships with Aboriginal and Torres Strait Islander communities and with key government and non-government stakeholders on planning, developing and delivering transport infrastructure and services. We will actively engage with our stakeholders to better understand their needs and incorporate the key themes into our vision for transport across the State.

Focus area: Strategic Relationships and Organisational Capability

Action	Deliverable	Timeline	Responsibility
1.1 Develop a RAP with appropriate oversight to ensure the timely implementation of actions, progress tracking and reporting.	<ul style="list-style-type: none"> Access and Inclusion Committee oversee the development, endorsement and launch of the RAP. Ensure Aboriginal and Torres Strait Islander representation on the Access and Inclusion Committee. Review Access and Inclusion Committee Terms of Reference to incorporate RAP monitoring. Access and Inclusion Committee meet three times a year to monitor RAP implementation. Report annually to Corporate Executive, in our Annual Report and to Reconciliation Australia. 	<p>July 2017</p> <p>November 2017</p> <p>November 2017</p> <p>July 2017 & 2018, November 2017 & 2018, March 2018 & 2019</p> <p>September 2017 & 2018, June 2018 & 2019</p>	Director, Office of the Director General
1.2 Actively participate in National Reconciliation Week celebrations to raise awareness of diversity and provide the opportunity to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Raise awareness of the importance and benefits of a diverse workplace and how diversity in the workforce can be achieved. Promote and raise awareness of diversity by celebrating and participating in National Reconciliation Week. Organise at least one internal event for National Reconciliation Week each year. Register our National Reconciliation Week event via Reconciliation Australia's National Reconciliation Week website. Support an external National Reconciliation Week event each year. Ensure all employees have an opportunity to participate in recognising and celebrating National Reconciliation Week. Ensure all members of the Access and Inclusion Committee participate in an external event to recognise and celebrate National Reconciliation Week, where practical. 	<p>May 2018 & 2019, June 2018 & 2019</p>	Executive Director, People and Organisational Development

Action	Deliverable	Timeline	Responsibility
1.3 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Review DoT community engagement resources and identify opportunities to improve future engagement with our Aboriginal and Torres Strait Islander stakeholders. 	<p>October 2018</p> <p>June 2019</p>	Manager, Communications
1.4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Develop and implement a communications plan to communicate our RAP to internal and external stakeholders. Increase staff awareness about reconciliation, respect and cultural issues through our internal communication strategies including stories, profiles and promoting significant events. Promote reconciliation through ongoing active engagement with all stakeholders. 	<p>December 2017</p> <p>Ongoing</p> <p>Ongoing</p>	Manager, Communications
1.5 The principles of substantive equality are applied to strengthen DoT's relationships with Aboriginal and Torres Strait Islander stakeholders.	<ul style="list-style-type: none"> Review relevant corporate and, where required, transport operational policies and practices to reflect process of substantive equality as outlined in the Equal Opportunity Commission Framework for Substantive Equality. Consider substantive equality as part of customer-centric service design and delivery. Promote RAP at employee induction. 	<p>July 2017 – June 2019, monthly</p> <p>July 2017 – June 2019, quarterly</p> <p>August 2017 – June 2019, bi-monthly</p>	<p>Director, Office of the Director General and policy owners</p> <p>General Manager, Driver and Vehicle Services</p> <p>Manager, Governance Review and Audit</p>



Remote Areas Licensing Vehicle

Action	Deliverable	Timeline	Responsibility
2.2 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> • Invite a Traditional Owner to provide a Welcome to Country. • Include Acknowledgement of Country protocols at DoT Corporate Induction. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Include Acknowledgement of Country at the commencement of important internal and external meetings. • Review current Acknowledging Traditional Owners of the Country Policy. 	<p>RAP launch (July 2017)</p> <p>August 2017 – June 2019, bi-monthly</p> <p>October 2017</p> <p>June 2018</p> <p>March 2019</p>	<p>Manager, Communications</p> <p>Executive Director, People and Organisational Development</p> <p>Manager, Communications</p> <p>Manager, Communications</p> <p>Manager, Communications</p>
2.3 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • Promote and raise awareness of diversity by celebrating and participating in NAIDOC Week. • Ensure all employees have an opportunity to celebrate and participate in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. • Review policies and procedures to ensure that when operational requirements allow, there are no other barriers to staff participating in NAIDOC Week. 	<p>July 2017 & 2018</p> <p>July 2017 & 2018</p> <p>July 2017 & 2018</p> <p>June 2018 & 2019</p>	<p>Executive Director, People and Organisational Development</p>
2.4 Access and Inclusion Champions to promote access and inclusion events and information and provide practical advice within their business area on equality matters.	<ul style="list-style-type: none"> • Access and Inclusion Champions are invited and encouraged to help publicise and raise awareness of events including NAIDOC Week, National Reconciliation Week and Harmony Week events within business areas. 	<p>June 2018 & 2019</p>	<p>Executive Director, People and Organisational Development</p>

3. OPPORTUNITIES

DoT recognises within its core values of Great People and Excellent Service the importance of representing the cultural make-up of our community within our workforce. We value our First Peoples of Australia and are committed to enhancing opportunities for Aboriginal and Torres Strait Islander peoples to participate in the State's economy. We aim to incorporate values that support these aspirations into our business and conduct our business in a way that encourages positive relationships. Our RAP provides the basis upon which we aim to increase and retain our Aboriginal and Torres Strait Islander workforce.

Focus area: Service Design and Delivery and Our People

Action	Deliverable	Timeline	Responsibility
3.1 Implement DoT Workforce Diversity Plan 2016-2020 initiatives to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander employees participate in the Performance Partnership Program including an Individual Learning and Development Plan to build their skills and capability for current and future roles. Participate in the Public Sector Commission Aboriginal Traineeship Program and facilitate successful placement of Aboriginal and Torres Strait Islander Trainees at DoT. Engage with agencies and experts such as Reconciliation Australia, Department of Aboriginal Affairs and Equal Opportunity Commission to better understand the barriers to the attraction and retention of diverse employees as well as opportunities to increase representation in DoT workforce. Provide managers with resources to assist them to understand, support and retain Aboriginal and Torres Strait Islander employees through partnering and sharing information with key organisations. Promote success stories for employees from the Aboriginal and Torres Strait Islander Public Sector Commission Traineeship Program to raise awareness. Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy: <ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	<p>January 2018 & 2019, July 2017 & 2018</p> <p>July 2017</p> <p>December 2017</p> <p>December 2017</p> <p>January 2018 & 2019, June 2018 & 2019</p> <p>June 2018 & 2019</p>	Executive Director, People and Organisational Development

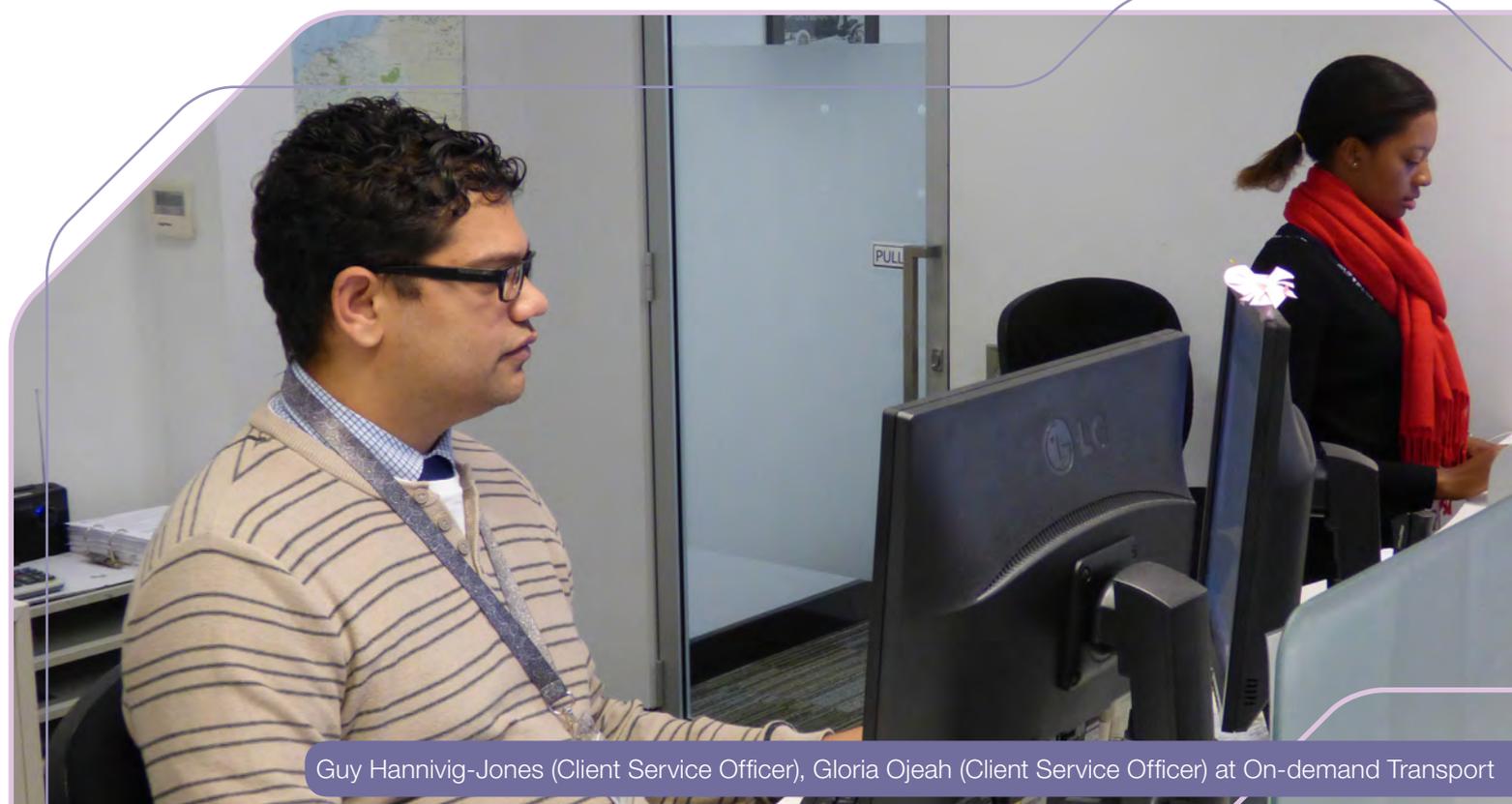
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> o Continue to provide training in recruitment and selection for panel members to ensure decisions are free from discrimination and bias. o Include an equity and diversity statement on all advertised vacancies. o Ensure photographs and videos in advertisements and official publications reflect our commitment to a diverse workforce. o Advertise vacancies on the Aboriginal Workforce Development Centre website and other suitable Aboriginal and Torres Strait Islander media. • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	June 2018 & 2019	
3.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within DoT.	<ul style="list-style-type: none"> • Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services. • Raise internal awareness of Aboriginal and Torres Strait Islander businesses that have a contract with DoT for the procurement of goods and services. • Raise internal awareness of Aboriginal and Torres Strait Islander businesses that are available to be considered for procurement exercises of goods and services. • Explore opportunities to develop a commercial relationship with an Aboriginal or Torres Strait Islander-owned business and where that business is best suited to provide the goods and/or services, waive the requirement for competitive quotations (in accordance with State Supply Commission Open and Effective Competition policy). • Investigate Supply Nation membership. 	<p>August 2017 & 2018</p> <p>August 2017 & 2018</p> <p>August 2017 & 2018</p> <p>April 2018</p> <p>April 2018</p>	Director, Procurement and Fleet Management
3.3 Improve relationship and access of services by attending appropriate community events and promoting DoT services, such as driver licensing.	<ul style="list-style-type: none"> • DoT services are promoted at appropriate community events (such as NAIDOC Week celebrations). 	July 2017 & 2018	General Manager, Driver and Vehicle Services and General Manager, Regional Services

Action	Deliverable	Timeline	Responsibility
3.4 Partner with schools with a high percentage of Aboriginal and Torres Strait Islander students to implement programs to assist students obtain their learner's permit and progress to a provisional driver's licence.	<ul style="list-style-type: none"> • Deliver theory testing sessions at Clontarf Aboriginal College and other identified high schools. • Deliver information sessions about driver licensing requirements, such as proof of identity, vehicle requirements for practical assessments and fees to high schools attended. 	July 2017 & 2018	General Manager, Driver and Vehicle Services and General Manager, Regional Services
3.5 Maintain and expand agreements with private industry and Aboriginal and Torres Strait Islander corporations for the delivery of licensing services. Expanding the 'agent' network will increase community capacity, facilitated by DoT, and will aid in breaking down barriers for customers and improve customer interactions with DoT.	<ul style="list-style-type: none"> • Review current service delivery agreement model and seek to enhance and add value where possible to make an agreement with DoT more beneficial for stakeholders. This will increase the number of agreements entered into and in doing so: <ul style="list-style-type: none"> o Increase the number of people seeking to obtain or regain their licence. o Increase the number of theory tests delivered. 	November 2017 & 2018	General Manager, Driver and Vehicle Services and General Manager, Regional Services
3.6 Enhance and/or explore opportunities to add value to the Remote Licensing Service for remote communities to increase the uptake in services by Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> • Increase the total number of visits to remote Aboriginal communities by conducting additional trips to those communities that would benefit from services. • Explore opportunities to partner with other agencies and/or add more DoT functions to the Remote Licensing Service to increase the value of trips for Aboriginal and Torres Strait Islander people living in remote communities. 	December 2017 & 2018	General Manager, Driver and Vehicle Services and General Manager, Regional Services
3.7 Maintain and expand inter-agency arrangements with agencies including the Department of the Attorney General and the Department of Corrective Services, which support DoT's operational services for Aboriginal communities.	<ul style="list-style-type: none"> • Continue participation in, and support for, the following initiatives: <ul style="list-style-type: none"> o Community Open Days. o Driver licensing for prisoners. o WA Police driver training program at Police and Community Youth Centres. o Senior Officer Group for the Deaths in Custody and Aboriginal Over-representation in the Justice System work program. 	<p>August 2017 & 2018</p> <p>November 2017 & 2018</p> <p>January 2018 & 2019</p> <p>June 2018 & 2019</p>	General Manager, Driver and Vehicle Services and General Manager, Regional Services

4. TRACKING PROGRESS AND REPORTING

Access and Inclusion Committee to oversee the progress and reporting on RAP.

Action	Deliverable	Timeline	Responsibility
4.1 Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. Investigate participating in the RAP Barometer. 	<p>September 2017 & 2018</p> <p>July 2018</p>	<p>Director, Office of the Director General</p> <p>Executive Director, People and Organisational Development</p>
4.2 Report RAP achievements, challenges and learnings internally and externally to increase awareness.	<ul style="list-style-type: none"> Report to Corporate Executive on RAP achievements, challenges and learnings. Publically report our RAP achievements, challenges and learnings in our Annual Report and to Reconciliation Australia. 	<p>September 2017 & 2018</p> <p>September 2017 & 2018, June 2018 & 2019</p>	Director, Office of the Director General
4.3 Access and Inclusion Committee to review, refresh and update RAP.	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to review, refresh and update RAP based on learnings, challenges and achievements and plan for a new RAP to succeed this plan. Send draft RAP to Reconciliation Australia for formal feedback and endorsement. 	<p>September 2018</p> <p>March 2019</p>	Director, Office of the Director General



Guy Hannivig-Jones (Client Service Officer), Gloria Ojeah (Client Service Officer) at On-demand Transport

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The Department of Transport acknowledges the Traditional Custodians of this land and pays respect to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

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

The information contained in this publication is provided in good faith and believed to be accurate at time of publication.
The State shall in no way be liable for any loss sustained or incurred by anyone relying on the information. 190508