



Reflect

Reconciliation Action Plan

June 2023 – June 2024



Acknowledgement of Country

Infrastructure WA acknowledges the Traditional Custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of Aboriginal and Torres Strait Islander communities and their cultures and to Elders both past and present.

Infrastructure WA is committed to learning from Aboriginal and Torres Strait Islander peoples in the work that we do.

Infrastructure WA pays respect to Traditional Custodians and Elders of the land where we work, the Noongar people. This Reconciliation Action Plan has been prepared on Whadjuk Noongar Country and we thank all Aboriginal and Torres Strait Islander people who have guided the development of this document for their knowledge and perspectives.

Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of deceased persons in photographs or printed material.

Within WA, the term 'Aboriginal' is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of WA. The term 'Aboriginal and Torres Strait Islander' may be used in the national context and is also used in this document for inclusivity.

Contents

Acknowledgement of Country	2
Message from RAP Working Group Co-Chairperson and Aboriginal Engagement Lead	4
Message from our Chairperson and Chief Executive Officer	5
Message from the Chief Executive Officer, Reconciliation Australia	6
About the artwork and artist	7
Our organisation	8
Meet the team	10
Our reconciliation vision	13
Current activities and achievements	14
Our State Infrastructure Strategy	16
Our Reconciliation Action Plan	18
Relationships	20
Respect	21
Opportunities	22
Governance	23

Message from RAP Co-Chairperson and Aboriginal Engagement Lead

We are proud to formalise our commitment to this important process, reflecting on the journey so far and taking steps towards the future.

All levels of the organisation have demonstrated shared responsibility for achieving what we have set out to do over the next 12 months in this plan. This includes reflecting on the importance of truth-telling about historical infrastructure development throughout the state and an ongoing commitment to listen to Aboriginal and Torres Strait Islander peoples and advance their community infrastructure needs through the State Infrastructure Strategy process and other advice the organisation prepares.

Infrastructure development provides many opportunities for people and communities including employment and business opportunities. In addition to these opportunities, Infrastructure WA (IWA) promotes genuine and culturally appropriate engagement throughout infrastructure planning and delivery to ensure that sustainable, fit-for-purpose and long-term outcomes for Aboriginal and Torres Strait Islander peoples are being pursued through infrastructure.

IWA is in the early stage of their journey as an organisation and we are looking forward to forging strong and respectful relationships with Aboriginal and Torres Strait Islander communities as an advocate for their infrastructure needs.

Noel Morich, RAP Working Group Co-Chairperson and Catherine Holland, Infrastructure WA, Aboriginal Engagement Lead



RAP Working Group meeting 2023

Message from our Chairperson and Chief Executive Officer

We are proud to share IWA's Reflect Reconciliation Action Plan (RAP), which formalises our commitment to Aboriginal and Torres Strait Islander peoples and reconciliation. Our Reflect RAP sets out our vision to strengthen relationships with Aboriginal and Torres Strait Islander peoples and contribute to closing the gaps in opportunities and wellbeing.

IWA acknowledges that Aboriginal and Torres Strait Islander communities are diverse, each with their own rich aspirations, cultures, traditional knowledge and enduring connection to Country. We recognise that the infrastructure needs of Aboriginal and Torres Strait Islander peoples are unique and vary from region to region. Infrastructure connecting people and connected to Country can provide foundations for communities to flourish and celebrate culture.

IWA was established as part of infrastructure governance reforms to improve the way the state's extensive infrastructure portfolio is managed. Past and residual Government policies, practices and laws have negatively impacted the foundations of First Nations peoples' independence, prosperity and wellbeing and contribute to the barriers to equitable opportunities and self-determination experienced by Aboriginal and Torres Strait Islander peoples today.

IWA is committed to taking a new approach and working with Aboriginal and Torres Strait Islander peoples to provide a platform for their voices to shape infrastructure investment.

To do this we will:

- Start our journey with truth telling by reflecting on Australia's history of dispossession and disempowerment.
- Listen to the Traditional Owners and local Aboriginal and Torres Strait Islander peoples of the area we operate in and experience culture on Country to learn about their traditions and guide our way forward.
- Show leadership by engaging hearts and minds to drive change and mainstream good practice across the infrastructure sector.

We are excited about our journey and what we hope to achieve over the next 12 months and beyond. By respecting Aboriginal and Torres Strait Islander peoples and earning their respect we will ensure WA's infrastructure is building foundations for a stronger tomorrow.

Nicole Lockwood, Chairperson and Phil Helberg, Chief Executive Officer

Message from the Chief Executive Officer, Reconciliation Australia

Reconciliation Australia welcomes Infrastructure WA to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Infrastructure WA joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Infrastructure WA to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Infrastructure WA, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About the artwork and artist

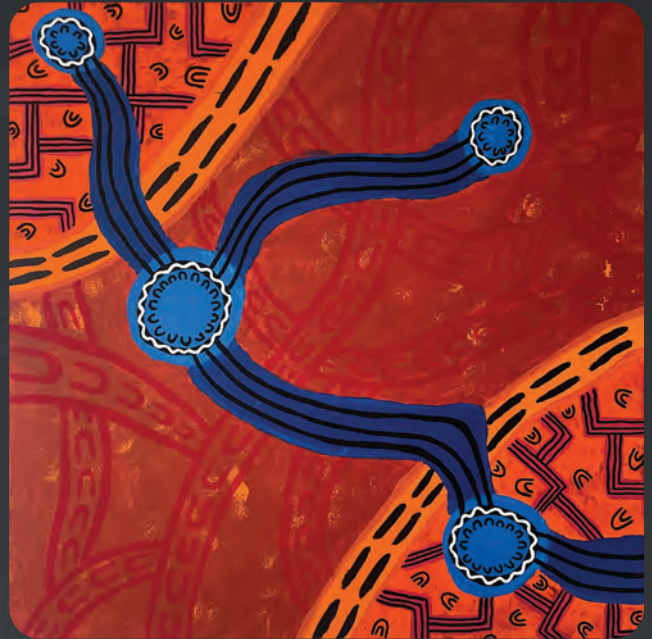
"I am a proud Nyul Nyul/Bardi man currently studying graphic design at Curtin University. When I finish my degree I want to work within health communication and create more accessible information designs for Indigenous communities. I aspire to be more engaged in my culture and community, working to develop strong ties and further progress my knowledge of Indigenous culture.

This art piece exhibits IWA's recognition of history, connection to culture, country, and land and how they incorporate themselves within the branching Indigenous communities across WA. The use of the straight and ridged lines represents the modern infrastructure being implemented across the landscape.

Ideally, modern infrastructure should seek to work around what is already there, allowing for nature and communities to still thrive, among the contemporary landscape.

This piece demonstrates IWA's continued dedication to engaging Indigenous communities and working together to achieve an outcome that suits all parties. The connections through these meeting places show IWA is working to build a community constructed through strong ties with First Nations People across WA."

William Peucker



William and Nani meeting with IWA

Our organisation

IWA's purpose is to help shape a sustainable future for WA through better long term infrastructure planning. We do this by providing objective, transparent, and informed advice and leadership to Government.

IWA's journey began with its establishment in 2019 as a new advisory agency to help Government manage the state's increasingly complex and expansive infrastructure portfolio. We operate at a whole-of-government level to improve the way the public sector coordinates, plans, delivers and makes decisions on public infrastructure.

IWA is a relatively small agency comprising 10 board members and approximately 20 staff. We have a strong drive to embed the perspectives of Aboriginal and Torres Strait Islander peoples, communities and businesses throughout our business functions, to improve social, economic and cultural wellbeing.

IWA employs one staff member who identifies as an Aboriginal and/or Torres Strait Islander person, and a Board member and the Co-chairperson of the RAP Working Group who also identify as Aboriginal and/or Torres Strait Islander peoples. By having Aboriginal and Torres Strait Islander voices at the table we hope IWA will be viewed as an organisation that listens and engages in a culturally appropriate way.

IWA Corporate Plan - Values



IWA's core business functions

State Infrastructure Strategy

Setting strategic direction for public infrastructure –

We do this by preparing the 20-year State Infrastructure Strategy (Strategy). We released the first Strategy in 2022 and must update it at least every five years. Aboriginal and Torres Strait Islander matters are a strong focus, and the Strategy identifies a range of opportunities and challenges we would like to explore further on our reconciliation journey. IWA also has a role to report annually on Government's progress in implementing the Strategy's recommendations that are supported by the Government.

Major Infrastructure Proposal Assessment

Improving infrastructure impact and investment decision-making –

We do this through assessing major infrastructure proposals (valued at \$100 million or more) prior to Government making investment decisions. We have opportunity to check whether Aboriginal and Torres Strait Islander peoples have been properly consulted and to influence public sector infrastructure planning and delivery practices, such as encouraging meaningful engagement and consultation practices with Aboriginal and Torres Strait Islander peoples.

Infrastructure advice

Providing the Premier with objective and informed infrastructure advice –

We do this by providing research and analysis on investment priorities and ways to improve the infrastructure system. Our advice is only as good as the information it is based on, so engaging firsthand with Aboriginal and Torres Strait Islander peoples and providing a platform for their voices will be critical to how we do our job.

Corporate functions

Ensuring IWA is an efficient, accountable and responsible organisation –

We do this by establishing partnerships, and implementing organisational policies and practices that aim to better support Aboriginal and Torres Strait Islander peoples.



Smoking ceremony held by Nyungar Elder Neville Collard at the Planning Institute Australia event Authentic Engagement with Aboriginal people

Meet the team



2023 IWA team at Property Council of Australia event - Designing with Country

Our Board – providing leadership and strategic guidance for IWA's RAP

Nicole Lockwood, Chairperson

Terry Agnew, Deputy Chairperson

Kerryl Bradshaw, Member

Rebecca Tomkinson, Member

Dr Richard Walley, OAM, Member

Hon Jay Weatherill, AO, Member

Peter Woronzow, Member

Michael Barnes, Under Treasurer (ex-officio)

Anthony Kannis, Director General, Department of Planning, Lands and Heritage (ex-officio)

Emily Roper, Director General, Department of the Premier and Cabinet (ex-officio)

Our RAP Champion – driving and championing internal engagement and awareness of the RAP

Nicole Lockwood, IWA Board Chairperson



2023 IWA Board tour of the Western Trade Coast

Our RAP Working Group – champions for reconciliation outcomes through development and of the RAP

IWA's RAP Working Group was established to drive the development of the RAP. Guided by an external Aboriginal Co-chair, the RAP Working Group included:

Noel Morich, RAP Aboriginal Co-Chairperson

Liliana Pelle, Director, Planning and Strategy and RAP Co-Chairperson

Phil Helberg, Chief Executive Officer

Ryan Victa, Principal Policy Officer

Geraldine Thomas, Principal Policy Officer

Matthew Preece, Director, Infrastructure Proposals

Cassandra Hodge, Senior Corporate Project Officer

Catherine Holland, Aboriginal Engagement Lead

Whilst the RAP Working Group have taken a lead on the development of IWA's RAP, all staff and the Board have been engaged during the development of this first RAP, to seek feedback on the approach to its development and provide input to the action plan.

To transition to the implementation phase, a new RAP Working Group has been formed including:

Phil Helberg, Chief Executive Officer

Liliana Pelle, Director, Planning and Strategy

Melanie Davies, Director, Proposals

Madeleine Pavlinovich, Manager, Communications and Engagement

Aboriginal Engagement Lead – driving improved Aboriginal engagement across business functions

Catherine Holland, Aboriginal Engagement Lead



RAP Working Group for the development of the Reflect RAP





IWA team in Carnarvon with Wooramulla Eco Cultural Journeys



IWA participating in 2022 National Reconciliation Week Walk for Reconciliation.

Our reconciliation vision

Our RAP vision is for a unified Australia where Aboriginal and Torres Strait Islander peoples, communities and their diverse cultures are acknowledged, respected and celebrated.

We will realise this vision through delivering advice on infrastructure which values and elevates Aboriginal and Torres Strait Islander culture and heritage and recognises the role that infrastructure can play in supporting empowerment, acknowledgement and in improving life outcomes.

We will do this through better understanding of the wrongdoings of our past, strengthening our cultural capabilities, and developing authentic, respectful relationships through meaningful engagement and partnerships with Aboriginal and Torres Strait Islander peoples. We will also advocate for the planning and development of infrastructure as a platform to support reconciliation.



IWA Sorry Day 2023 cultural yarn with Noongar Traditional Owner Greg Ugle

Current activities and achievements

While this Reflect RAP sets out a range of future reconciliation activities, key achievements to date include:

- Consultation activities, including regional workshops on Country to hear from Aboriginal and Torres Strait Islander peoples and incorporate what we heard throughout the State Infrastructure Strategy.
- Appointment of Aboriginal and Torres Strait Islander peoples throughout our organisation including to our Board, and staff, and consultants.
- Engagement of an Aboriginal Co-chair to our RAP Working Group to ensure it is Aboriginal and Torres Strait Islander led.
- Completion of cultural awareness training or immersion by our Board, Executive and staff.
- Participation in culturally significant events such as National Reconciliation and NAIDOC Week.
- Completion of an organisation baseline survey to understand level of cultural competency and training needs of staff which will help us to monitor IWA's progress over each stage of the reconciliation journey.
- Engagement of highly professional Aboriginal and Torres Strait Islander businesses for a spectrum of services, from stationary supplies, to catering, and consultancy.
- IWA has incorporated reconciliation into our Corporate Plan as a core commitment by our organisation. We have embedded development and implementation of our Reconciliation Action Plan in response to our strategic objectives to build stakeholder confidence through mutual awareness and understanding and, to foster a safe and healthy organisation.



Niyiyaparli and Yindjibarndi community leader Jahna Cedar presenting on behalf of IWA at Kimberley Regional Workshop in 2021, as part of development of the State Infrastructure Strategy



IWA team during NAIDOC Week 2023

Our State Infrastructure Strategy

The 20-year State Infrastructure Strategy provided to Government in 2022 sets out the long-term strategic direction for infrastructure to support a strong society, economy and environment. It imagines *“WA as a sought-after place to live, visit, study and invest, with infrastructure improving productivity and equity, and unlocking industry growth that leverages WA’s advantages and diversifies its economic base.”*

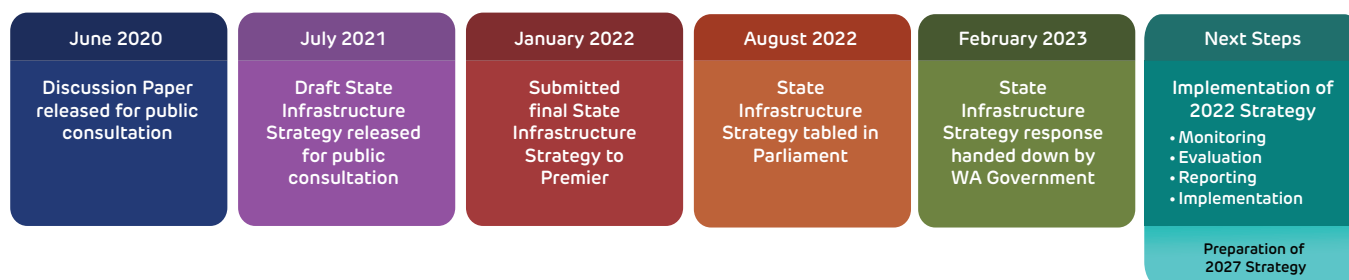
Recognising the range of opportunities and challenges that Aboriginal and Torres Strait Islander peoples face, and the role that infrastructure can play, we were keen to ensure that Aboriginal matters were a focus of the Strategy. One of the Strategy’s 10 strategic objectives targets improvement of Aboriginal wellbeing, and we also established Aboriginal cultural heritage, wellbeing and enterprise as a cross-cutting theme throughout the Strategy.

Acknowledging the diversity of the many different metropolitan, regional and remote communities across WA, and to listen to and incorporate Aboriginal perspectives throughout the Strategy, we visited all regions of the state to consult with communities and businesses. We recognised that we were only at the very start of our journey to build relationships with Aboriginal peoples, so we engaged an Aboriginal consultant to guide our Aboriginal engagement program and inform the focus of our recommendations. Development of the Strategy was also guided and informed by the WA Aboriginal Empowerment Strategy.

Many of those we consulted with talked about the potential of infrastructure to generate Aboriginal and Torres Strait Islander business and employment opportunities, and support empowerment and self-determination. This led to a range of recommendations which call for infrastructure to play a stronger role in addressing significant gaps between the life outcomes of Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples addressing matters such as Aboriginal and Torres Strait Islander engagement, procurement and business development, improving housing and health infrastructure for Aboriginal peoples, and improving infrastructure in remote communities and town-based reserves.

We acknowledge that the breadth of engagement undertaken with Aboriginal and Torres Strait Islander peoples when preparing the Strategy only skimmed the surface and we did not get to meet with all interested stakeholders. Now that we have put into place WA’s first long-term infrastructure strategy we are committed to using our reconciliation journey to better prepare us for earlier and richer engagement to listen to more Aboriginal and Torres Strait Islander peoples about issues that the next Strategy needs to address, and how we can incorporate what we learn into our day to day work.

State Infrastructure Strategy journey





IWA participating in 2022 National Reconciliation Week Walk for Reconciliation, alongside Mungart Yongah Nyoongah Arts Enterprise

Our Reconciliation Action Plan

IWA is committed to promoting and facilitating reconciliation and has developed this Reflect RAP as the first step in our reconciliation journey. It recognises the opportunities we have to contribute to reconciliation in our workplace, but also within the environment in which we operate. It clearly sets out the steps IWA will take to prepare us for reconciliation and is aligned with our corporate values.

Focussed on building cultural competency and understanding, the actions we take over the next 12 months will enable us to engage meaningfully with Aboriginal and Torres Strait Islander peoples, listen to their needs, and to explore what we can do to ensure Aboriginal and Torres Strait Islander perspectives on infrastructure are reflected throughout our activities and better prepare us to make positive change through our sphere of influence.

We are also exploring some early ideas on ways to improve Aboriginal and Torres Strait Islander engagement and elevate culture in infrastructure planning. We would like to use our reconciliation journey over the next year to hear ideas from Aboriginal and Torres Strait Islander peoples and further develop these concepts, and identify potential partners. Some early ideas include:

- Identifying how to approach Aboriginal and Torres Strait Islander engagement in infrastructure projects to include in our Major Infrastructure Proposals Assessment guidelines
- Exploring infrastructure from an Aboriginal and Torres Strait Islander perspective, and driving a national discussion on ways infrastructure can elevate culture and contribute to closing the gap
- Investigating opportunities to enable Aboriginal and Torres Strait Islander organisations to share the benefits from infrastructure through our expert advice about the infrastructure sector

Through an implementation plan, the RAP Working Group will be tracking, measuring, and reporting against the action plan and whether we are meeting milestones and contributing towards the outcomes and measures for each of the 5 reconciliation dimensions of the RAP. Outcomes and measures for each of the dimensions are outlined below.

Implementation of this RAP allows us to further scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders and to identify future reconciliation activities. This will support the development of future RAPs in identifying meaningful and mutually beneficial activities that make a genuine contribution to reconciliation.

“It’s been a pleasure to work with William and the IWA team to develop this RAP. It’s a true testament to what we can do together when time is given to create something truly meaningful. I’m excited to see where IWA head next.”

- Kevin Wilson (Nani Creative)



IWA participating in 2023 National Reconciliation Week Walk for Reconciliation

IWA's outcomes and measures under the five dimensions of reconciliation

Relationships	Respect	Opportunities	Governance & Reporting
Outcomes			
Mutually respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples.	A culturally safe workplace that recognises culture, histories, and knowledge through strong leadership.	Direct employment and supplier outcomes and supporting opportunities for Aboriginal and Torres Strait Islander peoples through infrastructure advice.	Strong governance structures that support our reconciliation journey and progress in achieving our RAP vision.
Measures			
Increased connections with Aboriginal and Torres Strait Islander peoples across all of our business functions.	Improved cultural awareness and continuous experiences on Country to develop cultural competency.	Increased Aboriginal and Torres Strait Islander cultural recognition, employment, business, and infrastructure outcomes.	Number of RAP actions progressed / completed.

Relationships



Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2023	Aboriginal Engagement Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Aboriginal Engagement Lead
			Senior Policy Officer, Planning & Strategy
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's and Reconciliation WA's NRW resources and reconciliation materials to our staff.	March 2024	RAP WG Chair
	RAP Working Group members to participate in an external NRW event.	May 2024	RAP WG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024	RAP WG Chair
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2023	RAP WG Chair
	Identify external stakeholders that our organisation can engage with on our reconciliation journey including RAP and other like-minded organisations that we could approach to collaborate.	September 2023	Director, Proposals Aboriginal Engagement Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2023	Principal Policy Officer, Proposals
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Manager Governance & Support



Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2024	Director, Planning & Strategy
	Conduct a review of cultural learning needs within our organisation.	January 2024	Manager Governance & Support
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2024	Director, Planning & Strategy
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Manager Communications & Engagement
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff and Board about the meaning of NAIDOC Week.	July 2023	Principal Policy Officer, Proposals
	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	July 2023	RAP WG Chair
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	RAP WG Chair

Opportunities



Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a plan for Aboriginal and Torres Strait Islander employment within our organisation and build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Manager Governance & Support
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a plan for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2024	Manager Governance & Support
	Investigate Supply Nation membership.	September 2023	Principal Policy Officer, Planning & Strategy
	Research and communicate best practice Aboriginal and Torres Strait Islander engagement for major infrastructure proposals	December 2023	Director, Proposals, Senior Policy Officer, Planning & Strategy
10. Promote implementation of relevant State Infrastructure Strategy (SIS) recommendations to improve Aboriginal and Torres Strait Islander outcomes	Monitor and report on Government's progress in implementing supported State Infrastructure Strategy recommendations relevant to Aboriginal and Torres Strait Islander peoples and remote communities as part of Strategy monitoring and reporting	December 2023	Principal Policy Officer, Planning & Strategy



Governance			
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	Review RAP WG membership to govern RAP implementation phase.	July 2023	RAP WG Chair
	Revise Terms of Reference for the RAP WG for implementation phase	July 2023	RAP WG Chair
	Retain Aboriginal and Torres Strait Islander representation on the RAP WG	July 2023	RAP WG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation including allocation of actions to each staff member	July 2023	RAP WG Chair
	Engage senior leaders in the delivery of RAP commitments including distributing targets and responsibilities via managers.	July 2023	RAP WG Chair
	Appoint a senior leader to champion our RAP internally	July 2023	RAP WG Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments	July 2023	RAP WG Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	RAP WG Chair
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	July 2023 and annually	RAP WG Chair
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2023 and annually	RAP WG Chair
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	RAP WG Chair



Contact

Liliana Pelle

RAP Co-Chairperson and Director
Planning and Strategy

08 6552 5229

enquiries@infrastructure.wa.gov.au