

Reconciliation Action Plan

July 2022 - June 2024



OFFICE OF THE INSPECTOR
OF CUSTODIAL SERVICES



RECONCILIATION
ACTION PLAN
INNOVATE

The Office of the Inspector of Custodial Services acknowledges the Traditional Custodians of this land and their continuing connection to land, waters and community. We pay our respect to all members of Aboriginal and Torres Strait Islander communities and their cultures and the Elders past, present and emerging.

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Cover artwork was created by Office of the Inspector of Custodial Services staff and Independent Visitors during the Office's biennial Independent Visitor Service Conference in 2021. Our thanks Mr Justin Martin from Djurandi Dreaming who led an interactive cultural awareness session teaching our team.

The painting is a depiction of the Derbal Yerigan (Swan River). The strong blue tones celebrate the Noongar Season of Makaru (June – July) symbolising the rain and the colder weather at this time of year. The painting also includes animal tracks as they prepare for breeding in the coming months.

More broadly, the yarning circles represented symbolise the key tool our Office and the Independent Visitors use to ensure we are listening to the voices of Aboriginal and Torres Strait Islander peoples we engage in our work.

Message from the Inspector



I am pleased to present our inaugural Innovate Reconciliation Action Plan (RAP) for 2022 to 2024 which has been developed in conjunction with and endorsed by Reconciliation Australia. This RAP represents our proud and public commitment to reconciliation and contains the actions that we are setting for ourselves as we travel the next part of our reconciliation journey to promote equity and respect and celebrate diversity.

We acknowledge the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders past, present and emerging. We acknowledge the invaluable contribution that our current and former Aboriginal staff and volunteers have made to the work of our office.

Our work with people in custody brings into sharp focus the need for reconciliation action. First Nations peoples comprise only 3.3 per cent of the Western Australian population, yet they make up approximately 40 percent of the adult prison population and an alarming 75 per cent of young people in detention. Much of our work highlights unacceptable levels of overrepresentation and underrepresentation of First Nations peoples in key aspects of custodial services. By the actions and outcomes included in our RAP we aim to build on our strengths and improve on our weaknesses, so we are better able to do this important work.

Our RAP is a meaningful and living document. It contains many actions that we will undertake ourselves, such as looking at our internal policies, practices and strategies around how we work. But some of the most important actions we have set for ourselves revolve around increased participation and engagement with Aboriginal and Torres Strait Islander peoples. And most importantly, listening to First Nations peoples and representative organisations and hearing what they are telling us. This is the area that creates the greatest opportunity for lasting improvement and change, and I look forward to being further guided by their knowledge and expertise.

Our plan is an ambitious one that contains many actions that may seem challenging within the set timeframes. But our whole-of-office commitment to achieve reconciliation is genuine and we will work hard to achieve the outcomes that we have set in our RAP.

Finally, I am grateful for the hard work of our Maar Team in developing this Innovate RAP and am very much looking forward to the next phase of our journey to reconciliation.

Eamon Ryan

Inspector of Custodial Services

Message from the Reconciliation Australia CEO



Reconciliation Australia commends the Office of the Inspector of Custodial Services, Western Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for the WA Office of the Inspector of Custodial Services to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The WA Office of the Inspector of Custodial Services is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the WA Office of the Inspector of Custodial Services' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations to the WA Office of the Inspector of Custodial Services on your Innovate RA, and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer

Reconciliation Australia

Our Vision

Our reconciliation vision is for a fair and impartial Western Australian custodial system where Aboriginal and Torres Strait Islander peoples are proportionately represented; are treated with equity and respect; and their diversity is acknowledged and celebrated.

We are committed to transforming this vision into practice by continuing to operate with a lens that prioritises First Nations peoples' experiences and perspectives as we fulfil our statutory obligations. This includes a focus on meaningful and culturally safe engagement with Aboriginal and Torres Strait Islander people in custody, their families and communities, and First Nations-led service providers and other stakeholders.

Our reconciliation action plan is guided by this vision and our own organisational values:

Integrity: We act ethically, honestly, impartially and in the best interests of the community.

Quality: We are efficient, deliver on-time, and provide well researched advice and recommendations.

Equity: We treat all people with respect and value diversity.

Innovation: We value creativity, learning and continuous improvement.

Our Business

The Office is an independent statutory body established under the Inspector of Custodial Services Act 2003. We provide fair and independent oversight of the Western Australian custodial system. Our responsibilities include:

- inspecting adult prisons, the youth detention centre, court custody centres, and some prescribed police lock-ups
- reviewing custodial services, including a custodial service in relation to one or more particular individuals
- carrying out thematic reviews to examine systemic issues across multiple custodial facilities
- administering and supporting the Independent Visitor Service which engages community volunteers in inspecting the conditions of custody, and hearing and resolving complaints from people in custody.

It is our mission to establish independent, expert and fair oversight to provide the Western Australian Parliament, the Minister for Corrective Services, government and non-government stakeholders, the media, and the general public with up-to-date information and analysis about places of custody and custodial services, so that debate and discussion may be enhanced as to whether and to what extent the key objectives of these activities are being achieved. Through direct and indirect means, we aim to improve public confidence in custodial services, reduce reoffending, and ensure custodial operations function with consideration for the rights and wellbeing of people in custody.

There are 19 people employed within our Office located in Perth on Whadjuk Noongar Boodja (Country). This includes our Community Liaison Officer (CLO) who is a proud Ballardong man and emerging Elder. Our CLO provides highly valued cultural context in working with staff across the Office and with people in the community. He maintains a large community network and helps us to engage with culturally diverse prisoners and young people in detention, community organisations, and families. He also provides advice to staff in the Office on cultural issues and protocols.

We also have 48 Independent Visitors who are an experienced and diverse group of community volunteers who work across Western Australia. Appointed by the Minister for Corrective Services, Independent Visitors regularly visit prisons and the youth detention centre to inspect the conditions of custody and to hear complaints and issues from people in custody and staff. Independent Visitors seek to resolve those matters with centre managers at the end of each visit and more formally via a report back to the facility through our Office. While our Office is legislatively constrained from dealing with any individual complaints, our involvement with the Independent Visitor Service is invaluable in understanding the concerns of people in custody and in discerning which issues are systemic in nature.

Our RAP

The Office has a 20 year-plus history of valuing First Nations peoples and cultures, heritage, and connections to land, waters, and community. This is demonstrated in the frequent commentary and critical analysis we have provided within our Inspection and Review reports. These reports which may include findings, advice and recommendations are tabled in Parliament ensuring a high level of transparency for custodial services in Western Australia.

Importantly, the Office cannot enforce recommendations else this blurs the lines of our oversight responsibilities. However, our public role in drawing attention to issues and concerns ensures custodial services are accountable within our broad sphere of influence. This includes to Parliament, the Minister for Corrective Services, the media, and the wider community.

We firmly believe our influence is critical given in 2021, First Nations people in custody in Western Australia made up approximately 40 per cent of the adult prisoner population and a staggering 75 per cent of young people in detention. Our reports have regularly called out levels of overrepresentation or underrepresentation even against these benchmarks. For example, we often find Aboriginal and Torres Strait Islander prisoners are less likely to be employed in higher earning employment positions compared to non-Indigenous prisoners, and in a recent report examining use of force incidents, Aboriginal and Torres Strait Islander prisoners were more frequently involved in those incidents compared to their proportion of

the prisoner population. We have argued for First Nations peoples in custody to attend funerals and participate in Sorry time to meet their cultural obligations which do not cease at the prison or detention centre gate. We also consistently draw attention to the need for First Nations people in custody to remain on Country, particularly highlighting our concerns with detaining young people from across Western Australia in Perth as Banksia Hill Detention Centre is the only youth detention centre in the state.

Our statutory responsibility requires that we continue to highlight these systemic and important issues. And this Innovate Reconciliation Action Plan (RAP) is our formal commitment to progress our vision for reconciliation and for a fair and impartial custodial justice system.

Our RAP Working Group - Maar

In developing this RAP, the Office has appointed the Deputy Inspector as our RAP Champion and charged him with the overall responsibility for the RAP implementation. We have also established a RAP Working Group, named Maar - meaning 'hand' in Noongar language. Our CLO spent time in our initial working group meeting to speak from the Koort (heart) describing how meaningful re-establishing a RAP was to him personally, as an employee within this Office, and as a critical liaison between us as a government agency and the community. In sharing his cultural knowledge, he reflected how the working group members were representatives of the five divisions, or 'five fingers' within our Office working together as 'one hand' to foster our reconciliation journey. Our CLO suggested we rename our working group with respect to this cultural learning and meaningful experience.

Our RAP Champion and the Maar are dedicated to safeguarding the actions and deliverables within this RAP by ensuring they are woven into our daily business. Together they will monitor the implementation of the RAP for its continued relevance and its success, offering expert advice to the Office's Senior Management Team (SMT).

At this initial stage currently only one of our Maar members identifies as an Aboriginal man. The remaining four members are from non-Indigenous backgrounds. Maar positions comprise the following:

OICS Division	Standing member appointments	Maar Role
Senior Management Group	Director Review	Chair
Corporate Services	Manager Corporate Governance	Deputy Chair
Community Relations	Community Liaison Officer	Member
Inspections	Inspections and Research Officer	Member and secretariat
Review	Research and Review Officer	Member

However, membership is not exclusionary – The Maar remains open to all staff within our Office, and every staff member has been given the opportunity for input into our RAP. We

hope to invite external representation to our Maar in the near future by building on our existing relationships with Aboriginal and Torres Strait Islander peoples and stakeholders.



Our RAP journey to date

Our first RAP was developed for 2008 – 2009 with 21 action items. We completed a progress report in 2010 against this inaugural RAP but since that time we have not submitted a formal RAP through to Reconciliation Australia. In revisiting the RAP this past year, we identified that in large part this gap was due to relying on a single person, rather than a position(s), to champion reconciliation through our Office. Our reflection was clear: in a small organisation like ours, if processes and procedures are not fully entrenched in the everyday activities of the office, they are vulnerable to falling away when champions move on.

We acknowledge this reflection and know that maintaining the momentum we have built revisiting this process will be our most important test this time round. And it is for this reason that we have embedded mechanisms that will hold ourselves accountable. These mechanisms include:

- Taking a top-down approach where all members of the SMT have been assigned deliverables spreading ownership across the Office and reducing the risk of the RAP being deprioritised.
- Encouraging SMT members to delegate deliverables to staff within their teams so every employee within the Office has an active role in building and promoting reconciliation.
- Defining and maintaining the appropriate governance systems to track and measure the implementation of our deliverables.
- Implementing regular reporting both internally and externally via
 - quarterly reporting to our SMT and our whole of Office under a standing agenda item
 - annually through our Annual Report tabled in the Western Australian Parliament
 - regular updates on our website and social media account with our RAP commitments and achievements.



Relationships

The Office has been building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples across Western Australia since 2000. Our oversight responsibilities take us from the Perth metropolitan area, the Whadjuk region, to the remote corners of Western Australia. Building meaningful positive partnerships with First Nations peoples and communities across these nations, helps us meet our oversight responsibilities.

It is important we continue to strengthen these relationships so to improve public confidence in the custodial justice system, reduce reoffending, and ensure custodial operations operate with consideration for the rights and wellbeing of Aboriginal and Torres Strait Islander peoples.

Focus area: Consult local Elders, communities, and other relevant stakeholders prior to regional inspections

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2022	Inspector and Deputy Inspector
	2. Develop and implement an Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Director Operations
	3. Develop and maintain a relationship with Aboriginal Interpreters WA to provide Aboriginal and Torres Strait Islander people in custody with the opportunity to engage with OICS in language.	November 2022	Director Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to OICS staff each year.	May 2023 May 2024	Inspections and Research Officer (Maar Secretary)
	2. Maar members to participate in at least one external NRW event.	27 May - 3 June 2023, 2024	Director Review (Maar Chair)
	3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	Director Review (Maar Chair)
	4. Organise at least one NRW event each year and encourage OICS staff to participate.	27 May - 3 June 2023 27 May - 3 June 2024	Research and Review Officer (Maar member)
	5. Register OICS NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	Director Review (Maar Chair)
	6. OICS to attend at least one NRW event organised at a custodial facility each year.	27 May - 3 June 2023, 2024	Director Operations
3. Promote reconciliation through our sphere of influence.	1. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	November 2022, June 2023, June 2024	Deputy Inspector
	2. Communicate our commitment to reconciliation publicly in the OICS Annual Report.	November 2022, November 2023	Inspector
	3. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2022	Deputy Inspector
	4. Collaborate with RAP and other like-minded organisations to develop ways to advance and support reconciliation.	March 2023	Maar led by Community Liaison Officer
	5. Use the OICS website and social media account to promote our reconciliation activities and initiatives externally.	June 2023	Director Review (Maar Chair)
	6. Communicate the Office's commitment to reconciliation to new employees by including our RAP in our induction package.	August 2022	Manager Corporate Governance
4. Promote positive race relations through anti-discrimination strategies to improve the cultural appropriateness of our Office's activities.	1. Conduct a review of OICS HR policies and procedures to identify existing antidiscrimination provisions, and future needs.	June 2023	Manager Corporate Governance
	2. Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our antidiscrimination policy throughout its development.	November 2022	Manager Corporate Governance
	3. Develop, implement, and communicate an antidiscrimination policy for our organisation.	November 2023	Manager Corporate Governance
	4. Educate all staff, including senior leaders, on the effects of racism.	March 2023	Director Operations
	5. Review feedback and input from First Nations stakeholders regarding our Inspections and Review activities to identify areas for improvement in cultural appropriateness and to promote anti-racism.	March 2023	Director Operations Director Review

5. Support and promote increased anti-racism strategies within custodial services through our Inspection and Review activities.	1. Highlight best practice anti-racism strategies and substantive equality measures identified through the course of our Inspections and Review activities, particularly regarding important issues such as maintaining cultural obligations for Aboriginal and Torres Strait people in custody and the effects of removing First Nations people from Country.	Review July 2023	Deputy Inspector
	2. Provide independent advice to the Western Australian Government and recommendations to the Department of Justice to improve outcomes for First Nations people in custody where defensible findings of systemic racism are identified through the course of our Inspections and Review activities.	Review July 2023	Deputy Inspector
	3. Liaise with our primary stakeholders to raise any concerns about systemic racism within the custodial sector in order to influence those stakeholders to address and eradicate racism.	Review July 2023	Inspector



Our reconciliation activities to date

Targeted advertising to attract more Aboriginal and Torres Strait Islander peoples to the Independent Visitors Services

Our Office administers the Independent Visitors Service (IVS). The IVS is made up of community volunteers who visit prisons and Banksia Hill Detention Centre and speak to both people in custody and staff. The IVS gives people the chance to voice complaints and concerns to help improve standards in custodial places.

Regional prisons have a higher proportion of Aboriginal and Torres Strait peoples in custody and therefore it is important to attract IV's from First Nations backgrounds. Aboriginal and Torres Strait Islander prisoners may feel more comfortable speaking to a First Nations IV. In order to attract both First Nations and local IV's, in 2021 we advertised in several local newspapers including the Mulga Mail, the Geraldton Guardian, the Mid West Times and the Pilbara News. One of the deliverables within this RAP is to broaden our recruitment practices in a targeted strategy to increase the percentage of Aboriginal and Torres Strait Islander IV's.

Celebrating the six Noongar Seasons

In 2021, our Office commenced celebrating the six Noongar seasons; Birak, Bunuru, Djeran, Makuru, Djiba and Kambarang. We celebrate with a morning tea and information session about the season we are entering. We begin with either a Welcome to Country or an Acknowledgement of Country. In the last season of Birak we celebrated by asking staff to bring in a dish, which contained native Australian ingredients. We had a wide range of dishes including yongka (kangaroo), macadamia nut brownies, and wattle seed cheese cake.

We hope to continue this cultural learning journey by creating a Days of Significance calendar as a deliverable within this RAP.

Show Cause Notice issued to Banksia Hill Detention Centre

In late 2021, our Office became increasingly concerned about the welfare of detainees at Banksia Hill Detention Centre (BHDC) and staff following a rise in the number of critical incidents. This prompted us to commence an inspection of the Intensive Support Unit (ISU) at BHDC in December 2021. As a result of the challenges that we observed, on the 17th of December 2021 we issued a show cause notice under section 33A of the Inspector of Custodial Services Act 2003, which required a response from the Department of Justice.

As part of our inspection, we closely examined four case studies of Aboriginal and Torres Strait Islander young people in detention, all of whom had spent time in the ISU. We made two recommendations both which were supported by the Department.

As a result of our inspection, the Department, among other actions, has committed to funding extra staff as part of an Aboriginal Services Unit at BHDC.

Reviewing our adult inspection standards

Our inspection and review activities are operationalised under established standards our Office expects to see in the custodial environments for which we have oversight. Originally, our general standards were published in 2007 which were complemented in 2008 by our 'Standards for Aboriginal Prisoners'.

In 2020 we conducted a significant body of work to revise the general standards and integrate the 'Standards for Aboriginal Prisoners' into one instrument. We did this based on feedback, hoping to ensure issues facing First Nations prisoners were elevated or 'front and centre' of our inspections and review processes.

We invited First Nations stakeholders to input submissions on the Revised Standards prior to finalising them and incorporating feedback where necessary.

As part of our commitment to ongoing improvement, one of the deliverables within this RAP is to assess whether this elevation of focus has been realised.



Respect

One of our Office's core values is Equity: We treat all people with respect, and we value diversity. Our staff consistently acknowledge, accept, and celebrate difference and aim to continually improve our awareness through a programme of ongoing learning.

We respectfully acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land. We honour their rich and continuing connection to land, waters, and communities. We mark and value their histories, rights, and languages. We respect their opinions and will continue to seek their views on all aspects of our work relevant to them.

Focus area: *Providing educational opportunities to our staff to further their cultural learning; Consistently give voice to Aboriginal and Torres Strait Islander peoples*

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Conduct a review of cultural learning needs within our organisation.	November 2022	Manager Corporate Governance
	2. Ensure all new and existing staff complete the SBS Diversity and Inclusion module 'Aboriginal and Torres Strait Islander Course' and Reconciliation Australia's 'Share Our Pride' online tool.	December 2022	Manager Corporate Governance
	3. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	November 2022	Deputy Inspector
	4. Develop, implement and communicate a cultural learning strategy for our staff.	March 2023	Manager Corporate Governance
	5. Provide opportunities for Maar, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2023	Deputy Inspector
	6. Investigate local cultural immersion opportunities for OICS staff and Independent Visitors.	November 2022, June 2024	Community Liaison Officer
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Increase OICS staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2022	Deputy Inspector
	2. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2022	Deputy Inspector
	3. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review November 2022	Inspector
	4. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important OICS meetings, including at the commencement and exit of our onsite inspections.	Review November 2022	Inspector
	5. Embed an Acknowledgement of Country within all OICS published reports.	August 2022	Deputy Inspector
	6. Embed an Acknowledgement of Country within staff's email signatures.	August 2022	Deputy Inspector
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.	1. Maar to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Director Reviews (Maar Chair)
	2. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2023	Manager Corporate Governance
	3. Promote and encourage participation in external NAIDOC events to all OICS staff.	First week in July 2022, 2023	Community Liaison Officer
	4. OICS to attend at least one NAIDOC Week event organised at a custodial facility each year.	First week in July 2022, 2023	Director Operations
	5. Develop a Days of Significance calendar accessible to all staff.	November 2022	Director Reviews (Maar Chair)
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by ensuring they can communicate to OICS in language.	1. Develop, implement and communicate a policy governing the use of interpreters to ensure that Aboriginal and Torres Strait Islander peoples feel respected and heard when communicating with OICS staff.	November 2022	Director Operations
	2. Develop processes for staff to book interpreters, so that where necessary, interpreters are used in the inspection and consultation process.	November 2022	Director Operations
	3. Ensure relevant interpreters are used in the inspection and consultation process, to aid in effective communication between Aboriginal and Torres Strait Islander peoples and OICS staff.	Review November 2022	Director Operations





Opportunities

The Office acknowledges the importance of applying Aboriginal and Torres Strait Islander peoples' perspectives to the work we do. We value the benefit that Aboriginal and Torres Strait Islander people and organisations bring to achieving successful outcomes for those involved in the custodial justice system.

We also appreciate that the diverse skills and experiences reflective of the community and our stakeholders, create a strong, and culturally and psychologically safe workplace. As such, we aim to increase opportunities for Aboriginal and Torres Strait Islander peoples and organisations within our Office through the successful attraction, recruitment, retention, and promotion of Aboriginal and Torres Strait Islander employees and trainees, among the experts we consult, and in our administration of the Independent Visitor Service. We also seek to procure goods and services from Aboriginal and Torres Strait Islander owned businesses where possible.

Focus area: *Attraction, recruitment and development of Aboriginal and Torres Strait Islander staff, experts and volunteers*

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2022	Deputy Inspector
	2. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2022	Deputy Inspector
	3. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2023	Manager Corporate Governance
	4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review July 2022	Deputy Inspector
	5. Review OICS HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2022	Manager Corporate Governance
	6. Increase the number of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2024	Inspector
	7. Engage local Aboriginal and Torres Strait Islander community members for involvement (as expert consultants) on regional inspections.	November 2022	Director Operations
	8. Increase the percentage of Aboriginal and Torres Strait Islander Independent Visitors who volunteer on behalf of the Minister for Corrective Services through more targeted recruitment and promotion.	November 2022	Independent Visitor Coordinator
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in line with the Common Use Agreement.	March 2023	Manager Corporate Governance
	2. Investigate Supply Nation membership.	November 2022	Manager Corporate Governance
	3. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2023	Manager Corporate Governance
	4. Review and update OICS procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	Manager Corporate Governance
	5. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2023	Manager Corporate Governance
12. Support public sector career entry pathways for Aboriginal and Torres Strait Islander peoples.	1. Develop and implement an Aboriginal and Torres Strait Islander internship programme to provide work integrated learning opportunities within OICS.	June 2023	Deputy Inspector
	2. Engage Aboriginal and Torres Strait Islander people as trainees through the WA Public Sector Commission's Aboriginal Intern Program.	January 2023	Deputy Inspector
13. Support and promote best practise in custodial management and rehabilitative outcomes for Aboriginal and Torres Strait Islander peoples.	1. Consult with First Nations peoples currently or formerly experiencing custody to identify improvements in custodial care and strategies to reduce recidivism.	Review July 2022	Inspector
	2. Ensure that these First Nations insights and identified improvements are incorporated into our reports and reviews as appropriate.	Review July 2022	Inspector
	3. Review the inclusion of our Inspection Standards for Aboriginal Prisoners (2008) in our Revised Inspection Standards for Adult Custodial Services (2020), to assess whether an elevated focus on First Nations prisoners' issues has been realised.	October 2022	Director Operations
	4. Make necessary revisions or adjustments to the Revised Inspection Standards for Adult Custodial Services (2020) based on the above review.	January 2023	Director Operations
	5. Assess the operations of the Department of Justice's Aboriginal Services Committees in each prison and other First Nations specific services for people in custody during our Inspection and Review activities to examine their effectiveness at addressing the specific needs of First Nations people in custody and to identify any future improvements in service delivery.	October 2022	Director Operations

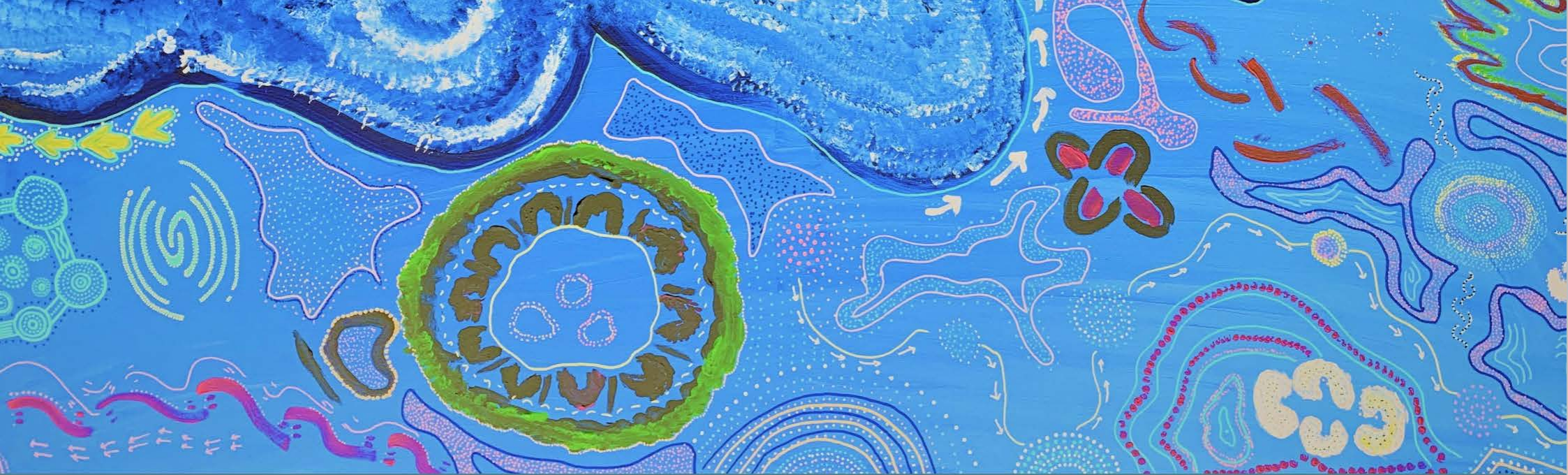




Governance

Action	Deliverable	Timeline	Responsibility
14 Establish and maintain an effective RAP Working group (Maar) to drive governance of the RAP.	1. Maintain Aboriginal and Torres Strait Islander representation on the Maar.	July and October 2022 January, April, July, October 2023, January and April 2024	Director Review (Maar Chair)
	2. Establish and apply a Terms of Reference for the Maar.	July 2022	Maar led by Director Review (Maar Chair)
	3. Maar to meet at least four times per year to drive and monitor RAP implementation.	July and October 2022 January, April, July, October 2023, January and April 2024	Director Review (Maar Chair)
	4. Use our Engagement Plan to invite external representatives to become members of the Maar	July 2023	Director Review (Maar Chair)
15 Provide appropriate support for effective implementation of RAP commitments.	1. Define resource needs for RAP implementation.	July 2022	Director Review (Maar Chair)
	2. Engage OICS senior management and other staff in the delivery of RAP commitments.	October 2022 January, April, July, October 2023, January and April 2024	Director Review (Maar Chair)
	3. Define and maintain appropriate systems to track, measure, and report on RAP commitments.	November 2022	Director Review (Maar Chair)
	4. Appoint and maintain an internal RAP Champion from senior management.	July 2022	Deputy Inspector
16 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Maar led by Director Review (Maar Chair)
	2. Report RAP progress to all staff and senior leaders quarterly.	October 2022 January, April, July, October 2023, January and April 2024	Director Review (Maar Chair)
	3. Publicly report our RAP achievements, challenges, and learnings, annually in the OICS Annual Report.	30 September 2022, 2023	Inspector
	4. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Manager Corporate Governance
	5. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	Director Review (Maar Chair)
	6. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	Director Review (Maar Chair)
	7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024	Director Review (Maar Chair)
17 Continue our reconciliation journey by developing our next RAP.	1. Register via Reconciliation Australia's website to begin developing our next RAP using our achievements, challenges, and learnings.	March 2024	Director Review (Maar Chair)





All enquires can be directed to
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