



mainroads
WESTERN AUSTRALIA

INNOVATE RECONCILIATION ACTION PLAN

March 2021 to March 2023

THE ROAD TO JOBS &
BUSINESS OPPORTUNITIES

Main Roads 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.

"The term Aboriginal used throughout this document refers to Aboriginal and Torres Strait Islander peoples"



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Message from Our Commissioner

I am pleased to present our second Innovate Reconciliation Action Plan. This is our third Reconciliation Action Plan and is built on the pillars of Relationships, Respect and Opportunities. We have been working hard over the last few years to further understand the challenges faced by Aboriginal and Torres Strait Islander peoples and businesses to enable us to provide better, more sustainable employment and business participation opportunities that will lead to positive outcomes.

We recognise that many Aboriginal and Torres Strait Islander peoples experience vast differences in health, education, employment, and standards of living compared to many in our community. Our aim through this RAP is to create greater engagement opportunities with Aboriginal communities, forge stronger working relationships that are mutually beneficial and to work together to build on and create new networks to achieve our objectives.

In our Plan, we have identified the actions and initiatives that we have committed to implement over the next two years guided by these objectives drawn from our Aboriginal Engagement and Participation Policy:

- ☀ Respectfully engaging with Aboriginal and Torres Strait Islander peoples and businesses
- ☀ Working alongside our local communities to identify and develop employment and business opportunities for Aboriginal and Torres Strait Islander peoples
- ☀ Consulting with local Aboriginal and Torres Strait Islander peoples and communities impacted by our projects and involve them in our decision making processes
- ☀ Acknowledging and celebrating Aboriginal and Torres Strait Islander peoples, cultures and traditions.

I would like to acknowledge the support provided by our Aboriginal Advisory Group, Elders, members of the community, and staff from across the state for their valuable participation and input into developing our new Innovate Reconciliation Action Plan. I also extend my appreciation to Reconciliation Australia for their support as we developed our new RAP.

Having worked across Main Roads' business for many years, I have seen firsthand the significant and positive contribution Aboriginal and Torres Strait Islander peoples have made to our organisation. I look forward to working with our employees, Aboriginal Advisory Group members, local communities and industry partners to deliver outcomes that result in meaningful change that promotes respect, trust and positive relationships with Aboriginal and Torres Strait Islander peoples.

Peter Woronzow
A/Commissioner of Main Roads



Message from Our RAP Champion

As Main Roads' RAP Champion, I am pleased to join the A/Commissioner in presenting the Innovate Reconciliation Action Plan for Main Roads. I am committed to realising Main Roads' vision for reconciliation and promote greater awareness of, and support for our Reconciliation Action Plan and associated activities. As the RAP Champion, I will contribute to:

- ☀ Promoting Main Roads RAP,
- ☀ Heightening awareness of our work in the reconciliation space,
- ☀ Encouraging agency wide commitment to achieving the RAP Actions

Main Roads has a unique role in the community and we must ensure that we reflect our commitment to reconciliation in both what we do, and how we do it. This is a plan for all of Main Roads and provides an opportunity to do our part in furthering reconciliation.

Main Roads is proud to be a member of Supply Nation and to engage with a large number of Aboriginal and Torres Strait Islander owned businesses across all of our business activities. We are actively seeking direct procurement opportunities for Aboriginal and Torres Strait Islander businesses and through our supply chain in an effort to enhance our engagement and greater economic participation opportunities for Aboriginal and Torres Strait Islander peoples.

This Plan is in the interests of not only Aboriginal and Torres Strait Islander peoples within Main Roads, but within our wider Australian community. It is an opportunity for us, as an organisation and for us as individuals, to consider how to increase our engagement with Aboriginal and Torres Strait Islander businesses and potential recruitment candidates, and embed reconciliation in our everyday lives.

Phil D'Souza
A/Executive Director Finance and Commercial Services



Message from CEO of Reconciliation Australia

Reconciliation Australia commends Main Roads WA on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP). Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Main Roads WA will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to Main Roads WA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Main Roads WA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Main Roads WA will ensure shared and cooperative success in the long-term.

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

Congratulations Main Roads WA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Our vision for reconciliation is to provide a safe state-wide road transport network. Connecting Aboriginal and Torres Strait Islander communities with places increases access to integrated services, improving life and liveability.

We do this by working in partnership with Aboriginal and Torres Strait Islander peoples in planning, building, maintaining, and operating Western Australia's State Road Network throughout the state as far north as Kununurra, spreading east to Kalgoorlie and south to Albany. We continue to commit to providing opportunities for sustainable employment and collaborating on the delivery of successful community and business outcomes by working together with Aboriginal and Torres Strait Islander communities, organisations, and businesses.

Through ongoing and extensive engagement with Aboriginal and Torres Strait Islander and non-Indigenous communities from across the state, we continually grow our understanding of what we need to do together as we work towards reconciliation.



Cape Leveque children with gum leaves

Our Business and People

Main Roads is a major statutory authority responsible for Western Australia's freeways and main roads, operating from eight regional locations throughout the state to plan, build, maintain, and operate Western Australia's State Road Network valued at more than \$48 billion. We work closely with our portfolio partners, the Department of Transport and the Public Transport Authority as well as local government to support the needs of all road users across the state by providing an integrated world-class road transport network.

We are one of the most geographically dispersed road agencies in the world, responsible for more than 18,500 kilometres of road spread over 2.5 million square kilometres. Everyone who relies on or uses the road network is a customer of Main Roads. Our regional offices spread throughout the state as far north as Kununurra, spreading east to Kalgoorlie and south to Albany.

In 2020, we engaged directly with more than 4,900 suppliers and made more than \$1.753 billion in payments. Our suppliers are contractors and consultants or providers of goods and services and are predominately from the Western Australian economy. Our indirect supply chain is again more extensive with our construction projects engaging with multiple sub-contractors and suppliers.

Incorporated into the Main Roads 2020-2024 Corporate Business Plan are Aboriginal and Torres Strait Islander engagement and participation strategic initiatives - which ensures a strong commitment towards advancing reconciliation internally and within our sphere of influence. Embedding reconciliation initiatives into the Corporate Business Plan facilitates implementation of long-term strategies and guarantees defined measurable targets such as:

- Sharing Aboriginal Journey Ways stories with the community.
- Supporting the development, launch and implementation of the Reconciliation Action Plan.
- Developing Aboriginal Regional Stakeholder Model in consultation with Metropolitan Southern Regions and Central Northern Regions.
- Develop and implement Main Roads Aboriginal and Torres Strait Islander Participation Dashboard reporting system to capture all Aboriginal and Torres Strait Islander employment and procurement data to date; and
- Continue to implement and improve the Aboriginal and Torres Strait Islander engagement strategy for the Bunbury Outer Ring Road.

Main Roads is part of the wider WA public sector, which is our state’s largest employer. We employ 1121 employees of which 28 (approximately 2.27%) identify as Aboriginal and/or Torres Strait Islander people as of June 2020. We acknowledge we have more to do, hence, the development of the 2021-2024 Aboriginal Employment & Retention Plan the goal of which is to develop and implement an active and responsive long-term Plan, which will significantly improve meaningful Aboriginal and Torres Strait Islander employment and training opportunities within Main Roads.

The Plan:

- ③ Guides our commitment and outlines a cohesive set of actions to establish a foundation, attract, appoint, retain, and advance Aboriginal and Torres Strait Islander peoples.
- ③ Involves developing a range of entry points, employment pathways and supporting them through learning and development opportunities.
- ③ Provides a workplace where Aboriginal and Torres Strait Islander cultures and histories are embraced, respected, and full participation in our workforce and supply chain is commonplace.



Connecting People with Culture and Country Training

The actions in Main Roads Innovate RAP 2021-2023 will contribute towards addressing the five interrelated dimensions of reconciliation, as identified by The State of Reconciliation in Australia Report (2016).

Five Interrelated Dimensions of Reconciliation

RACE RELATIONS

All Australians understand and value Aboriginal and Torres Strait Islander and Non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free from racism.

EQUALITY AND EQUITY

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

UNITY

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

INSTITUTIONAL INTEGRITY

The active support of reconciliation by the nation’s political, business and community structures.

HISTORICAL ACCEPTANCE

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs never repeated.

Our Reconciliation Journey

The following are some examples of activities we have undertaken over the life of our previous Reconciliation Action Plans:



Relationships:

- Developed a Strategic Business Case with Nudge (a not for profit organisation) to increase the livelihood of Aboriginal and Torres Strait Islander peoples in Western Australia.
- Hosted NAIDOC week and National Reconciliation Week events annually. All events are promoted via internal intranet articles and invitations to attend. Events always include Welcome to Country by an Elder, invitations extended to Aboriginal and Torres Strait Islander entertainers, dancers, artists and storytellers. RAP launches have also been conducted on NAIDOC Week followed up with news articles on intranet. Main Roads also attends and supports external events annually to build relationships and networks across the community.
- Facilitated dialogue with a series of discussions and workshops with Aboriginal community leaders, Elders and businesses in the Kimberley, Pilbara, Metropolitan and Gascoyne regions.
- Created the Aboriginal Advisory Group, which holds quarterly meetings with well-respected Aboriginal and Torres Strait Islander business representatives from across the state to provide guidance and recommendations.
- Undertook extensive consultation across the regions of Western Australia to develop deliverables to be included in our RAP. This was to identify meaningful actions for Aboriginal and Torres Strait Islander communities where Main Roads conducts business. Awarded the 2019 Institute of Public Administration Australia (IPAA) WA Achievement Award for Best Practice in Corporate Social Values, for the employment of Aboriginal and Torres Strait Islander peoples and engagement of Aboriginal and Torres Strait Islander businesses.



Respect:

- Welcome to Country or Acknowledgement of Country held at all major business events.
- All our metropolitan employees have attended immersive cultural awareness training, a face to face cultural experience on Country, guided by a local Traditional Owner.
- Smoking ceremonies are performed prior to commencing construction on various projects.
- Sponsor the Department of Planning, Lands and Heritage Street Banner Project annually to promote reconciliation theme via five banners displayed in prominent locations across WA such as City of Perth, Elizabeth Quay, City of Geraldton, City of Kalgoorlie and City of Bunbury.

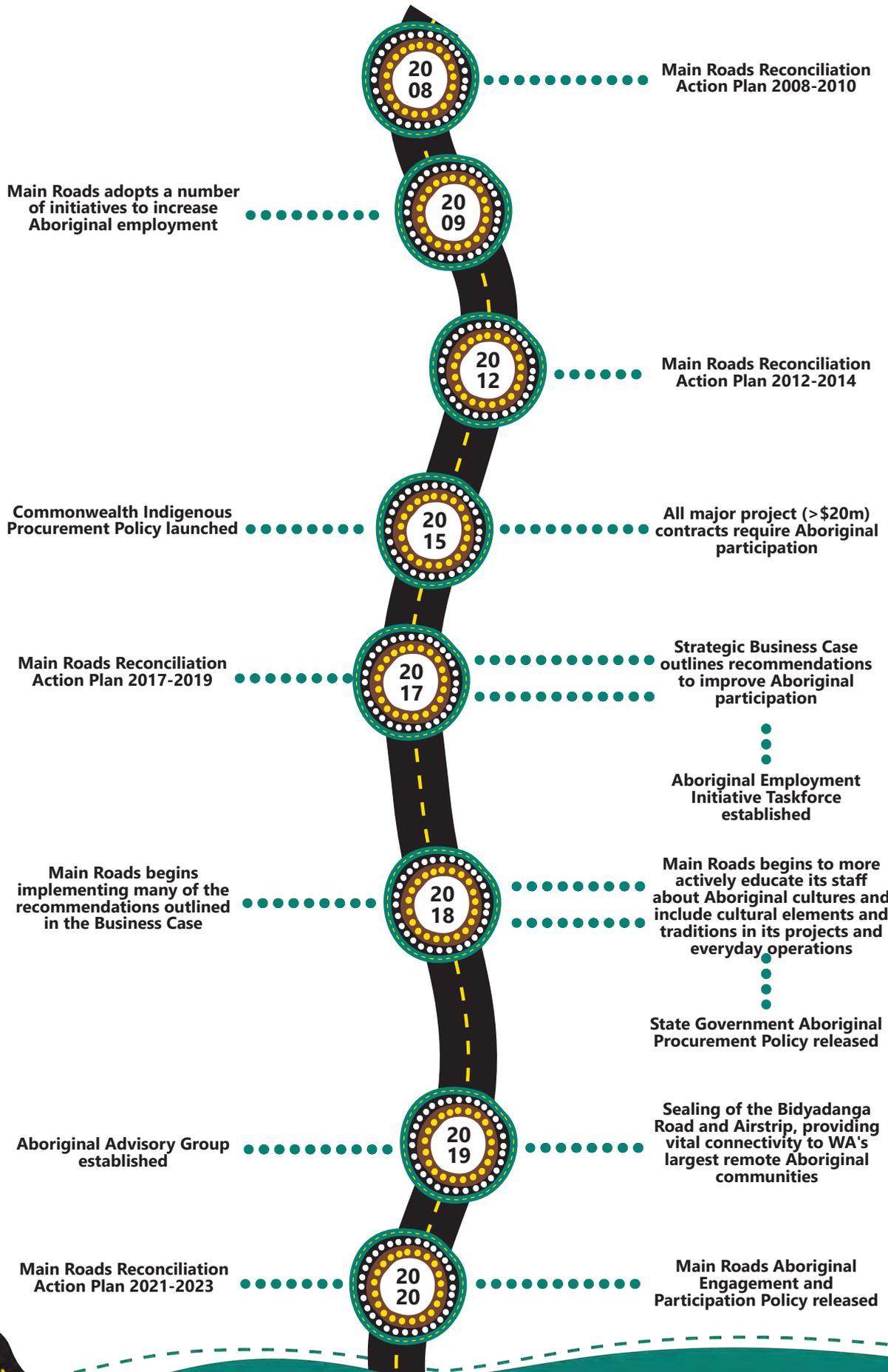


Opportunities:

- 🕒 Engagement of five Aboriginal and Torres Strait Islander trainees working in business support roles.
- 🕒 Creation of three 50d senior roles for Aboriginal and/or Torres Strait Islander people.
- 🕒 Amended contractual requirements and key performance indicators including:
 - Mandatory Aboriginal Participation Plan incorporating targets for Aboriginal and Torres Strait Islander employment, traineeships and business engagement via subcontracts.
 - Mandatory targets for Aboriginal and Torres Strait Islander employment and business engagement.
 - Incentivised targets for employment of Aboriginal and Torres Strait Islander peoples
 - Incentivised targets for procurement through Aboriginal and Torres Strait Islander businesses.
 - Price preferences up to \$500,000 for tenders from registered Aboriginal businesses.
- 🕒 Introduced Aboriginal and Torres Strait Islander participation initiatives into contracts resulting in:
 - 2018-19 Spend on Aboriginal and Torres Strait Islander businesses \$37 million (6% of contract value).
 - 2018-19 Aboriginal and Torres Strait Islander hours worked 374,000 hours (17% of total workforce hours).
 - 2019-20 Spend on Aboriginal and Torres Strait Islander businesses \$62 million (7% of contract value).
 - 2019-20 Aboriginal and Torres Strait Islander hours worked 466,000 hours (10% of total workforce hours).
- 🕒 Offered employment to 11 local Aboriginal and Torres Strait Islander trainees on the Outback Way Project who completed their training program.
- 🕒 Provided a grant for Kurongkurl Katitjin, the Centre for Australian Aboriginal Education and Research at Edith Cowan University to investigate and document traditional Aboriginal journey ways, tracks and places that aligned with Main Roads' road network.
- 🕒 Enabled a majority Aboriginal-owned electrical contractor to create 10 new electrical Aboriginal apprenticeships for work undertaken for Main Roads.
- 🕒 Facilitated on the job training at the Great Northern Highway Maggie Creek to Wyndham project for Aboriginal and Torres Strait Islander workers, including nine inmates. This resulted in securing full time work within the road industry for five of these participants.
- 🕒 Awarded the 2019 'Non-Aboriginal Organisation of the Year' winner at the East Kimberley Achievement Awards for contributions to the growth of Aboriginal businesses and opportunities in East Kimberley.

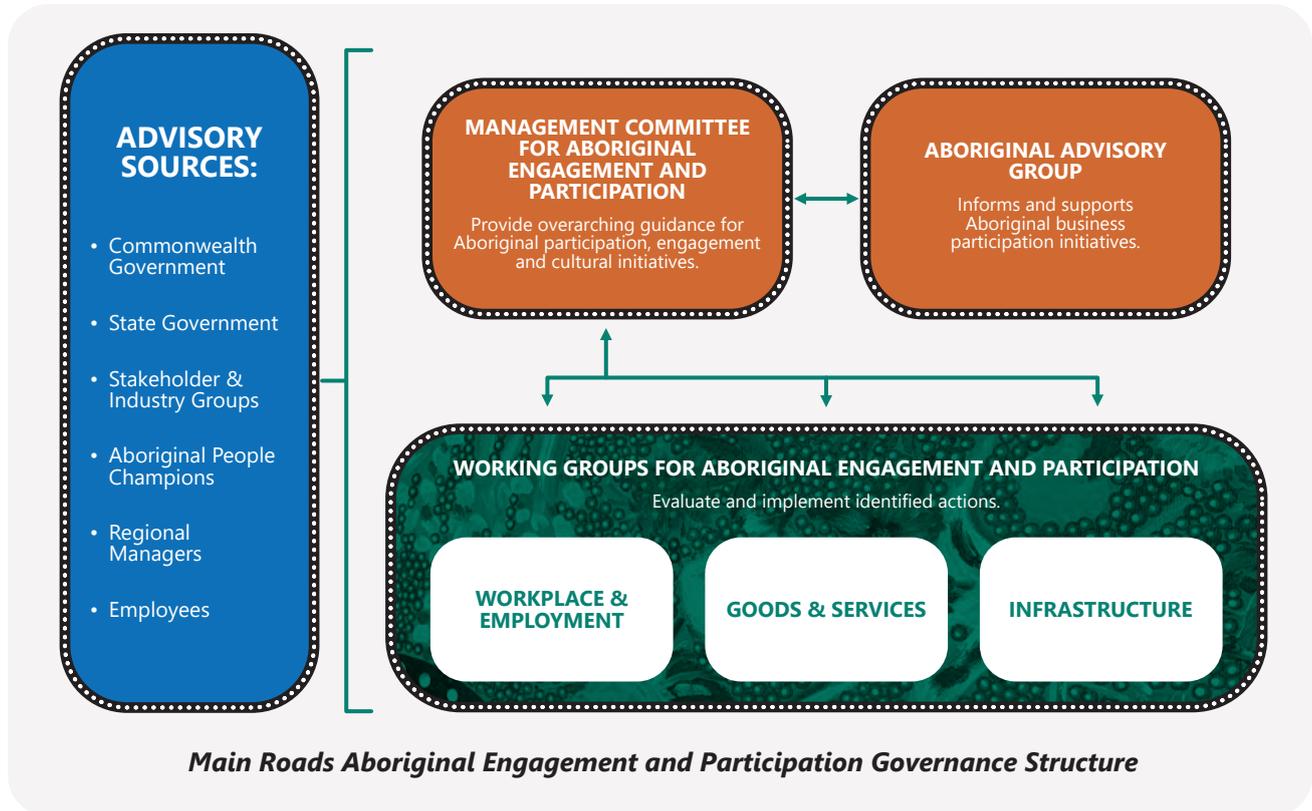
Through our RAPs, we work towards reconciliation by adopting Reconciliation Australia's vision for a just, equitable and reconciled Australia. Positive relations foster collaborative partnerships to achieve our aspiration of providing world-class outcomes for customers through a safe, reliable and sustainable road-based transport system.

Key milestones throughout Main Roads RAP journey



Supporting Our RAP

The key to our success is through the strong support of our Corporate Executive and key stakeholders, underpinned by a strong governance structure that drives our commitment and ensures ownership and accountability for delivering actions that are included in the Reconciliation Action Plan across the organisation.



Aboriginal Advisory Group (AAG)

Chaired by the A/Commissioner of Main Roads, this group includes well-respected Aboriginal and Torres Strait Islander business representatives from across Western Australian who are advocates for positive change for Aboriginal and Torres Strait Islander peoples. Other members include the A/Managing Director of Main Roads along with Executive Directors and our Principal Advisor Aboriginal Engagement and have the authority to direct changes that will improve Aboriginal and Torres Strait Islander employment and participation. The Aboriginal and Torres Strait Islander business representatives provide advice aimed at influencing and guiding policies and programs and the implementation and practical deployment of these. The objectives of this group include:

- ☀ Endorse and review the actions featured in the Reconciliation Action Plan and offer advice to the Managing Director to assist with achieving the outcomes set in the plan.
- ☀ Inform and support the implementation of the Aboriginal Employment Initiatives Strategic Business Case and participation initiatives across Main Roads.
- ☀ Assist in the guidance of Aboriginal and Torres Strait Islander business development across the state to assist in delivering our project works and associated services.
- ☀ Champion Aboriginal and Torres Strait Islander participation by raising awareness of state and federal initiatives that encourage Aboriginal employment.

There are three working groups in the portfolio areas of external business opportunities (infrastructure), internal employment (workplace and employment) and procurement (goods and services). They are all responsible for driving the actions through the Reconciliation Action Plan and implementing identified actions to provide recommendations and updates on progress to the Aboriginal Advisory Group. The Principal Advisor Aboriginal Engagement and Aboriginal Employment and Diversity Advisor are members of the working groups. The Chairs of each Working Group report to the Management Committee for Aboriginal Engagement and Participation who in turn report to the Aboriginal Advisory Group (AAG).

Aboriginal Engagement and Participation Policy

Released in May 2020, our Aboriginal Engagement and Participation Policy outlines our commitment to involve Aboriginal peoples in the works that we do and embrace their unique cultures and traditions. The Policy lists our intent and objectives as follows:

Intent

- ☀ Provide increased and sustainable employment and business opportunities for Aboriginal peoples
- ☀ Create a talented and diverse workforce and contractor base
- ☀ Ensure the views of local Aboriginal peoples and communities are considered
- ☀ Respect and value the unique cultures and traditions of our local Aboriginal peoples throughout WA

Objectives

- ☀ Engage with Aboriginal peoples and businesses
- ☀ Work alongside our local communities to identify and develop employment and business opportunities for Aboriginal peoples
- ☀ Consult with local Aboriginal peoples and communities impacted by our projects and involve them in our decision-making processes
- ☀ Acknowledge and celebrate local Aboriginal cultures and traditions

Moving Forward 2021-2023

This Plan builds on our previous RAPs and maps out the direction we will take over the next two years with a bigger focus on promoting reconciliation through our sphere of influence. We have explored new ways to increase and sustain Aboriginal and Torres Strait Islander participation in all aspects of our business activities by appointing senior Aboriginal Advisors such as:

- Principal Advisor Aboriginal Engagement
- Senior Advisor Aboriginal Business Engagement
- Senior Advisor Aboriginal Employment Participation
- Aboriginal Participation Project Manager (Rail)
- Aboriginal Participation Project Manager (Roads)
- Aboriginal Employment and Diversity Advisor Human Resources

We are equally committed to achieving a higher level of direct employment outcomes by appointing an Aboriginal Employment and Diversity Advisor within the Human Resources Directorate to develop a targeted Aboriginal Employment and Retention Plan to increase direct employment of Aboriginal and Torres Strait Islander peoples at Main Roads.

Main Roads' new Aboriginal Employment and Diversity Advisor began developing the new 2021-2023 Innovate RAP, which builds on learnings and findings from Main Roads former 2017-2019 Innovate RAP and describes the direction that Main Roads will take over the next two years with the new 2021-2023 Innovate RAP.

Consultation took place from regional workshops and an online survey with stakeholders such as Main Roads Internal Stakeholders, Regional Stakeholders, Metropolitan Stakeholders, Main Roads Aboriginal Advisory Working Groups, and Elders from Aboriginal and Torres Strait Islander communities and businesses.

This feedback culminated into priority actions for the Relationships, Respect and Opportunities pillars which was then sent to all business directorates for further consultation to ensure commitment to final actions across the next two-years with final endorsement from Corporate Executive.



Connecting People with Culture and Country Training

Main Roads new Innovate RAP is an integral component of Main Roads Diversity Framework, along with and supporting the Aboriginal Employment & Retention Plan and EEO & Diversity Management Plan which facilitates continued momentum towards refining, prioritising, and focusing our activities to result in real outcomes and meet our obligations through identified strategies in the action plan.

Our Key Reconciliation Themes

Since 2008, we continue our commitment to reconciliation by delivering on our actions, ensuring institutional integrity to our RAP and embedding engagement processes that contribute towards good governance practices.

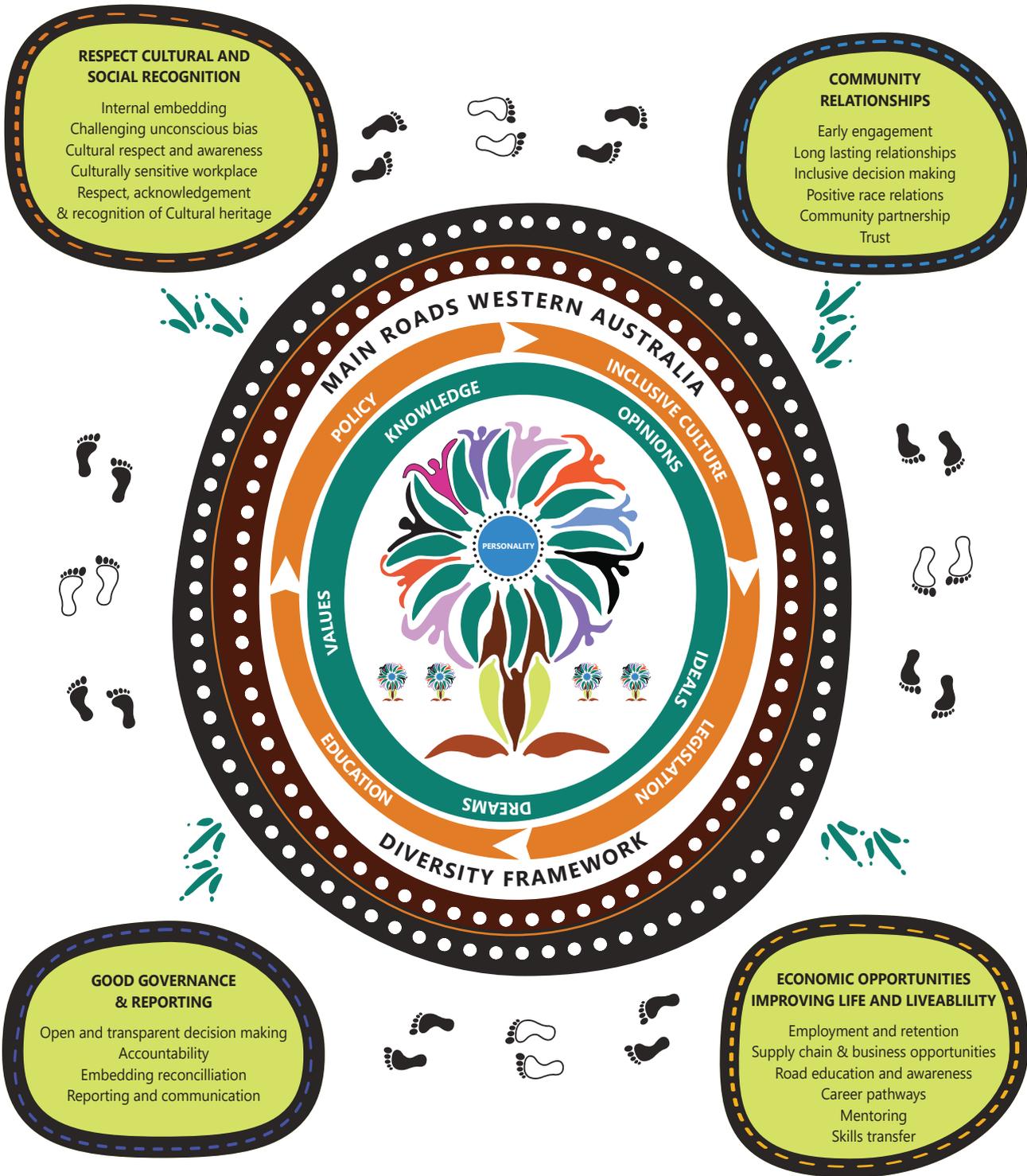
Main Roads two-year Innovate RAP further embeds reconciliation into our business by:

- ☀ Implementing longer-term strategies
- ☀ Working towards defined measurable targets and goals
- ☀ Aligning our reconciliation outcomes to our corporate planning and strategy processes
- ☀ Embedding reconciliation initiatives into our Diversity Framework.

Aboriginal Engagement and Participation is a Strategic Initiative embedded within the 2020-2024 Corporate Business Plan to increase Aboriginal employment, business spend and development opportunities, resulting in the engagement of Aboriginal businesses as 'business as usual'. Our key themes for reconciliation are outlined in our engagement model expanding around the pillars of Relationships, Respect, Opportunities and Governance.



Executive Director Human Resources Neville Willey Introducing NAIDOC 2020.



Main Roads Key Reconciliation Themes Engagement Model

BUILDING ON OUR RAP JOURNEY WE WILL

- ☀ Continue to expand existing and new business relationships with Aboriginal and Torres Strait Islander partners to grow strong, diverse, and sustainable supply chain partnerships.
- ☀ Contribute to the economic empowerment of Aboriginal and Torres Strait Islander peoples by providing opportunities for employment, training, procurement, and Aboriginal enterprise support.
- ☀ Ensure our people have the skills to build strong relationships with Aboriginal and Torres Strait Islander customers, businesses, and communities.
- ☀ Create a culturally safe and tolerant workplace, which will cultivate a greater workforce and stakeholder appreciation of Aboriginal and Torres Strait Islander cultures.

HOW WILL WE ACHIEVE OUR OUTCOMES?

We will achieve our outcomes based around the pillars of Relationships, Respect and Opportunities that constitute our Innovate Reconciliation Action Plan. Over the life of the RAP, we will deliver key actions from each pillar to guide us in achieving the vision we have identified in our RAP.



Aboriginal Artwork Reid Highway Dual Carriage Way Project



Relationships

We recognise the value and importance of meaningful and respectful relationships as a critical element to the overall success of our RAP. Positive relationships enhance the way we do business and is key to successful service delivery and supporting positive outcomes for Aboriginal and Torres Strait Islander Employment and Aboriginal and Torres Strait Islander businesses.

Aboriginal Journey Ways

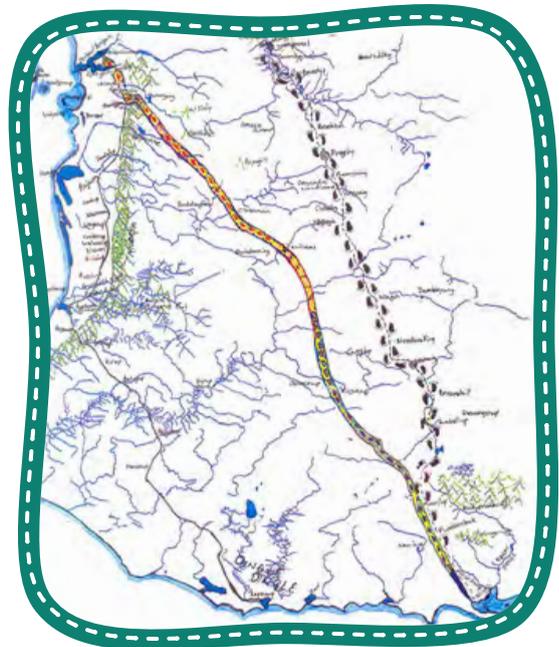
The Aboriginal Journey Ways project is a collaborative initiative between Main Roads and Kuringkurl Katitjin, the Centre for Australian Indigenous Education and Research at Edith Cowan University (ECU). Main Roads provided a grant to investigate and document traditional Aboriginal journey ways, tracks and places that aligned with Main Roads’ road network.

Researchers at ECU consulted with Custodial Elders and a wide range of Aboriginal stakeholders within Western Australia to produce five reports that include traditional narratives and maps aligned with modern main roads and bridges.

-  Nyoongar Bidi
-  The Inland Routes
-  Long Way Long Time
-  The Desert Routes
-  The Kimberley Routes

The research highlights the significance of Country and journey for Aboriginal peoples where groups and families made journeys, often over many generations.

We are now embarking on a project to honour this part of Aboriginal history by sharing these journeys and stories with the wider community, road users and visitors to Western Australia.



Focus Area: Working Collaboratively

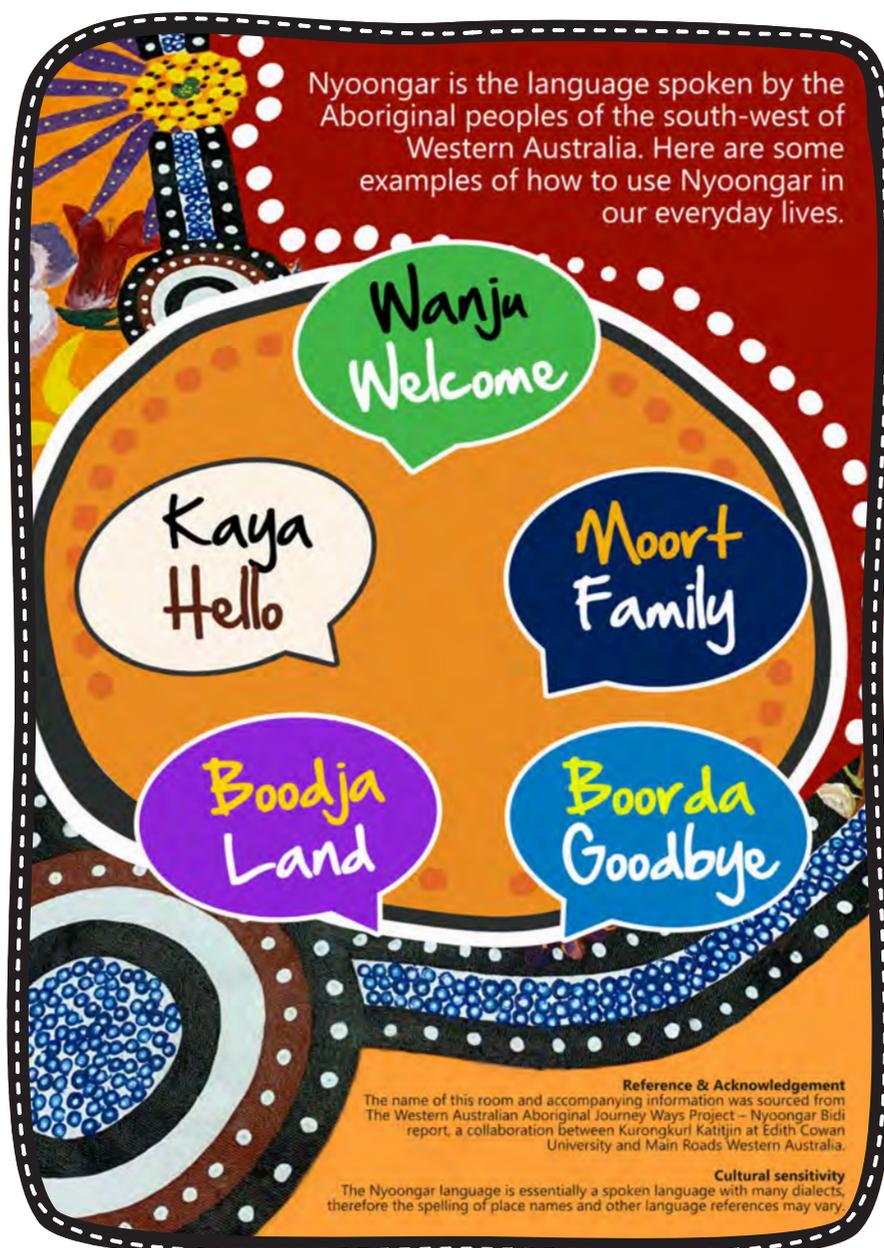
Action	Deliverable	Timeline	Responsibility
1. Collaborate Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Apr 2021	Principal Advisor Aboriginal Engagement
	1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2021	Principal Advisor Aboriginal Engagement
	1.3 Throughout this RAP establish and maintain formal two-way	Mar 2021	Principal Advisor Aboriginal Engagement

Action	Deliverable	Timeline	Responsibility
	partnerships with Aboriginal and Torres Strait Islander communities and organisations, including Aboriginal Advisory Councils across the Regions, Aboriginal civil construction businesses, other Aboriginal businesses, Cultural Awareness Consultants and Environmental and Heritage Advisors.		Principal Heritage Officer
2. Celebrate Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	27 May - 3 June, 2021, 2022	Executive Director Human Resources
	2.2 Staff and senior leaders to participate in two external events to recognise and celebrate NRW.	27 May - 3 June, 2021, 2022	Executive Director Human Resources
	2.3 Each Office to organise an internal NRW event, and hold at least one organisation-wide NRW event, each year.	27 May - 3 June, 2021, 2022	Executive Director Human Resources
	2.4 Register all our NRW events on Reconciliation Australia’s NRW website.	27 May- 3 June, 2021, 2022	Executive Director Human Resources
	2.5 Working Group members to participate in three external NRW events.	27 May - 3 June, 2021, 2022	Executive Director Human Resources
3. Partner Promote reconciliation through our sphere of influence.	3.1 Seek out and embark on new external collaborative relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to gain support and provide support to community not for profit organisations, tertiary institutions, other government agencies and private enterprise with their reconciliation initiatives with our expertise around Aboriginal and Torres Strait Islander businesses and employment opportunities by attending: <ul style="list-style-type: none"> • 3 reconciliation WA Yokai workshops each year; • 4 Aboriginal networking workshops with Generation One each year; • 4 Tertiary Aboriginal Employment & Education Committee Meetings 	July 2022	Manager HR Communities of Expertise and Aboriginal Employment and Diversity Advisor

Action	Deliverable	Timeline	Responsibility
	throughout each year to advise about employment opportunities with Main Roads and learn about training packages available to meet our traineeship needs, arrange partnerships.		
	3.2 Communicate our commitment to reconciliation publicly via LinkedIn, Facebook and our internal and external website.	May 2021	Executive Director Strategy and Communications
	3.3 Publish the RAP, Main Roads iRoads intranet site and external website.	May 2021	Executive Director Strategy and Communications
	3.4 Support local community projects that acknowledge and promote reconciliation such as: <ul style="list-style-type: none"> • Sponsoring banners to be placed in prominent locations across WA throughout National Reconciliation Week each year. • Purchase Aboriginal and Torres Strait Islander art and display through Main Roads buildings. • Attend not for profit launches such as Aboriginal Childcare Centres and Community Services Centres such as Jacaranda and Coolabaroo. • Join networks such as the National Indigenous Employment Network with Generation One at Mindaroo. 	27 May - 3 June, 2021, 2022	Executive Director Human Resources
	3.5 Release a quarterly Bulletin to share information about Aboriginal and Torres Strait Islander engagement and participation.	May, Oct and Dec 2021 Jan, May, Oct and Dec 2022 Jan 2023	Project Manager Corporate Projects
	3.6 Refresh bulletin boards every month in the elevators and cafeteria showcasing reconciliation initiatives and regional and metro project updates.	Mar 2021	Project Manager Corporate Projects
	3.7 Positively influence our external stakeholders to drive reconciliation outcomes by showcasing our	May, Oct and Dec 2021	Project Manager Corporate Projects

Action	Deliverable	Timeline	Responsibility
	initiatives on our external website.	Jan, May, Oct and Dec 2022 Jan 2023	
	<p>3.8 Collaborate with other like-minded organisations to implement ways to advance reconciliation, including:</p> <ul style="list-style-type: none"> • Department of Transport • Public Transport Authority • Tertiary Institutions • Generation One • Local Government • Anglicare • Aboriginal and Torres Strait Islander organisations 	<p>May, Oct and Dec 2021</p> <p>May, Oct and Dec 2022</p> <p>Jan 2023</p>	<p>Manager HR Communities of Expertise Aboriginal Employment and Diversity Advisor</p>
	3.9 Post National Reconciliation Week article on internal website with a list of National Reconciliation Week events, annual banner project locations, a link to Reconciliation WA website and Reconciliation Australia website to engage all staff in our reconciliation journey.	May 2021, 2022	Manager HR Communities of Expertise and Internal Communications Manager
	3.10 Build relationships with members of Aboriginal Employment, Education and Training Committees, National Aboriginal Employment Network members, regional offices, and Aboriginal and Torres Strait Islander communities to engage external stakeholders in our reconciliation journey.	Aug 2021	Manager HR Communities of Expertise Aboriginal Employment & Diversity Advisor
4. Promote Promote positive race relations through anti-discrimination strategies.	4.1 Review, update and communicate Code of Conduct, EEO & anti-discrimination, grievance policies and procedures.	Dec 2021	Manager HR Communities of Expertise
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Dec 2021	Manager HR Communities of Expertise Aboriginal Employment & Diversity Advisor
	4.3 Facilitate completion of mandatory eLearning training on EEO & anti-discrimination for all new starters and for all staff every three years to promote a culturally safe work	Dec 2021	Manager HR Communities of Expertise

Action	Deliverable	Timeline	Responsibility
	environment.		
4.4	Educate senior leaders on the effects of racism by providing face to face unconscious bias training to recognise and address the barriers that limit opportunities for diversity groups and promote inclusive, respectful culturally aware work places.	Dec 2021	Manager HR Communities of Expertise
4.5	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2021	Executive Director Human Resources



Nyoongar Language posters displayed in all Conference Rooms



Respect

An increased level of awareness and understanding of Aboriginal and Torres Strait Islander cultures, histories, achievements, and perspectives will increase, inform, and enhance the way we do our business. Recognising the contribution of Aboriginal and Torres Strait Islander peoples to Australia enables Main Roads to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

Connecting People with Cultures and Country

We are committed to ensuring all our employees participate in the Connecting People with Culture and Country program.

Acknowledging we have many levels of engagement with Aboriginal peoples across our state-wide organisation, and varied levels of cultural awareness and understanding, we set about creating a specific training program. The cultural awareness training program that was developed aims to educate participants about Aboriginal peoples and their cultures. Other objectives include:

- ☼ Increase understanding of the purpose and significance behind cultural protocols
- ☼ Ensure Main Roads employees have an opportunity for cultural knowledge sharing
- ☼ Educating for a better understanding of Aboriginal peoples
- ☼ Ensure positive engagement between cultures
- ☼ Engage methods of fruitful dialogue and beneficial practices to move past racism
- ☼ Nurture strong ideas of the collective human family and working positively together on core issues
- ☼ Increase understanding of how Main Roads work could potentially impact Aboriginal peoples.

Held on country, staff hear from Aboriginal Elders, participate in traditional ceremonies, learn about the significance of country and contribute to a piece of artwork that features native flora.

All staff have completed the program with the initial sessions developed in partnership with Sister Kate's for metropolitan based staff. We are planning to deliver a similar program in regional areas working closely with local Aboriginal peoples and stakeholders to tailor it for the local cultural groups.



(Photos by SKHKAC)





Focus Area:
Cultural Consciousness - Respect for, and promotion of Aboriginal and Torres Strait Islander peoples cultures and protocols.

Action	Deliverable	Timeline	Responsibility
5. Cultural Learning Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Develop, implement and communicate a cultural learning strategy for Main Road staff.	Apr 2021	Manager HR Communities of Expertise Manager Workforce Development Manager
	5.2 Engage Specialist Consultant to develop Cultural Awareness Training to deliver to Regional staff. Consultant will consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural awareness training.	Mar 2021	Manager HR Communities of Expertise and Workforce Development Manager
	5.3 Engage Specialist Consultant to develop Cultural Awareness Training to deliver to existing and new Metropolitan staff. Consultant will consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural awareness training.	Aug 2022	Manager HR Communities of Expertise and Workforce Development Manager
	5.4 Purchase and provide online Aboriginal and Torres Strait Islander Cultural Awareness training from Aboriginal and Torres Strait Islander registered provider.	Mar 2021	Manager HR Communities of Expertise and Aboriginal Employment and Diversity Advisor

Action	Deliverable	Timeline	Responsibility
6. Protocol Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols during graduate inductions, trainee inductions, new employee inductions and updates and reminders at NAIDOC and National Reconciliation Week events.	Mar 2021	Manager HR Communities of Expertise and Aboriginal Employment and Diversity Advisor
	6.2 Update corporate induction to inform and encourage Aboriginal and Torres Strait Islander employees to access Cultural Leave to participate/attend significant cultural events.	Mar 2021	Manager HR Communities of Expertise and Aboriginal Employment and Diversity Advisor
	6.3 Communicate cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	Sept 2021	Executive Director Strategy and Communications
	6.4 Invite local Traditional Owner / Custodian to perform a Welcome to Country or other appropriate cultural protocol at 5 significant events each year, including NAIDOC, National Reconciliation Week, Corporate events, and launchings.	March, May, July 2021 March, May, July 2022	Executive Director and Manager of the branch/ region/area
	6.5 Create a source for Project Managers to access that identifies local Traditional Custodians who can provide advice, support and deliver appropriate cultural ceremonies.	June 2021	Principal Advisor Aboriginal Engagement
	6.6 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal meetings.	Mar 2021	Executive Director and Manager of the branch/ region/area
	6.7 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Mar 2021	Commissioner of Main Roads
	6.9 Display eight Acknowledgment of Country plaques in our office/s or on our buildings.	June 2021	Manager Property Management

Action	Deliverable	Timeline	Responsibility
7. Engagement Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week such as cultural leave policy.	Mar 2021	Manager HR Communities of Expertise
	7.2 All metropolitan and regional staff supported to participate in local NAIDOC Week events such as: Department of Transport, Metronet, Public Transport Authority, local government, tertiary institutions, local not for profit such as Generation One and Aboriginal and Torres Strait Islander Childcare; small Aboriginal and Torres Strait Islander businesses such as cafes and Art and Craft business.	First week in July, 2021, 2022	Branch/region /area managers
	7.3 Aboriginal Advisory Group, Management Committee for Aboriginal Engagement and Participation and Working Groups to participate in 2 external NAIDOC events each year.	First week in July, 2021, 2022	Commissioner as the Chair of the Aboriginal Advisory Group



Welcome to Country and Smoking Ceremony performed at all new project launches



Fauna Bridge



Aboriginal Employment and Diversity Advisor



Fauna Bridge



Opportunities

We are committed to providing opportunities and being proactive in building a diverse workforce to increase the representation of Aboriginal and Torres Strait Islander peoples working in Main Roads. We will work in partnership with Aboriginal and Torres Strait Islander staff to ensure they are well supported and have access to rewarding career opportunities.

Broome Cape Leveque Project

Delivery of the Broome Cape Leveque Road Upgrade project has provided many local Aboriginal communities and businesses with sustained employment and development opportunities.

The main transport link on the Dampier Peninsula, the Broome Cape Leveque Road provides access to Aboriginal communities, pastoral stations, pearling industries and tourist destinations. The 90-kilometre section of road between Broome and One Arm Point is unsealed and prone to flooding and closures in the wet season, which can cut off critical access. Directly managed by Main Roads, the upgrade project involves sealing this section of road to improve safety and provide all weather access.

Early consultation with local Aboriginal communities and businesses helped us identify and understand local capabilities and capacity. It also helped us understand family and language groups and the various cultures in the region, ensuring we had the best engagement model to create long-term, mutually beneficial relationships.

Construction of the project was staged over three to four years to provide local Aboriginal communities and businesses opportunities for employment and training over an extended period. This approach is known to be more effective in delivering long-term economic and social benefits. The longer construction program also provides time for local communities to adapt and prepare for the increase in traffic and visitors that the fully sealed road is expected to bring to the area.

Many local Aboriginal peoples and businesses are part of the delivery team, bringing their intimate knowledge of the landscape to the project and increasing their capabilities in road construction and maintenance activities. The project has led the way in Aboriginal participation. Over 30 per cent of payments went to Aboriginal businesses and Aboriginal peoples make up over 60 per cent of the workforce.

We are confident that the skills and experience gained on the Broome Cape Leveque project has provided local Aboriginal peoples and businesses with the foundations for future success in the road construction and maintenance industry.



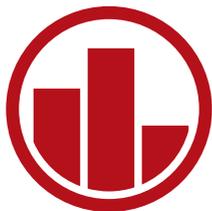
Aboriginal employees working on Broome Cape Leveque road upgrade

Focus Area:
Increase recruitment, retention and professional & career opportunities across all levels at Main Roads

Action	Deliverable	Timeline	Responsibility
8. Employment Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	8.1 Review HR and update Aboriginal and Torres Strait Islander recruitment, retention and professional development procedures and policies to remove barriers to Aboriginal participation in the workplace.	Dec 2021 and then review every second year.	Manager HR Communities of Expertise, Recruitment Manager and Aboriginal Employment and Diversity Advisor
	8.2 Promote use of Special measures and Identified positions by utilising section 50d and section 51 of the Equal Opportunity Act of 1984. and support HR to understand these when recruiting.	Feb 2022, 2023	Manager HR Communities of Expertise and Recruitment Manager
	8.3 Advertise job vacancies in Aboriginal and Torres Strait Islander media to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Feb 2022, 2023	Manager HR Communities of Expertise and Recruitment Manager
	Make contact with three universities, schools TAFEs and Aboriginal and Torres Strait Islander Employment agencies annually.	Feb, June, Oct 2021, 2022, 2023	Manager HR Communities of Expertise with support from the Aboriginal Employment and Diversity Advisor
	8.4 Create a regular forum to engage with Aboriginal and Torres Strait Islander employees daily to consult on the Aboriginal Employment & Retention Action Plan and enable ongoing information, sharing, consultation, updates and support.	Jan, May, Oct and Dec 2021 Jan, May, Oct and Dec 2022	Manager HR Communities of Expertise with support from the Aboriginal Employment and Diversity Advisor
	8.5 Increase the representation of Aboriginal and Torres Strait Islander peoples employed with Main Roads.	3% by Feb 2022 4% by Feb 2023	Managing Director
	8.6 Review and continue to advance the Aboriginal Employment and Retention Plan aligned to the Aboriginal Engagement and Participation Policy, staged across 3 years.	Feb 2022 Feb 2023	Manager HR Communities of Expertise with support from the Aboriginal Employment and Diversity Advisor
	8.7 Create three additional Senior Aboriginal Engagement Officer roles for Aboriginal and Torres Strait Islander people.	June 2021	Executive Director Human Resources

Action	Deliverable	Timeline	Responsibility
	8.8 Secure partnerships with Registered Training Organisations that specialise in flexible, culturally sensitive on the job training that assists employees and managers to sustain ongoing employment for Aboriginal and Torres Strait Islander trainees.	June 2021	Manager HR Communities of Expertise with support from the Aboriginal Employment and Diversity Advisor
	8.9 Collaborate with educational institutions to provide Aboriginal and Torres Strait Islander students with information about employment opportunities with Main Roads including TAFE Skill Centres, Local and Regional schools, Graham Farmer Foundation, and Clontarf.	May, Oct, and Dec 2021 Jan, May, Oct, and Dec 2022 Jan 2023	Manager HR Communities of Expertise and Aboriginal Employment and Diversity Advisor
	8.10 Partner with Jobs & Skills WA, Aboriginal Services to develop employment pathway programs, in the metropolitan area and regional towns, to prepare Aboriginal and Torres Strait Islander jobseekers for Main Road roles.	Feb 2022 Feb 2023	Manager HR Communities of Expertise with support from the Aboriginal Employment and Diversity Advisor
	8.11 Ensure Aboriginal and Torres Strait Islander employees have access to opportunities for development and career progression, such as: <ul style="list-style-type: none"> • External leadership programs • Public Sector Commission Professional Development • Career Conversations • Mentoring 	May, Oct, Dec 2021 May, Oct, Dec 2022	Manager HR Communities of Expertise and Manager of Workforce Development
9. Improved economic and social outcomes Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Assist non-prequalified Aboriginal and Torres Strait Islander businesses to develop management systems leading to business opportunities in road construction and maintenance.	Dec 2021 Dec 2022	Executive Director Finance and Commercial Services, Manager Contracts and Prequalification Coordinator
	9.2 Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2021 June 2022	Executive Director Finance and Commercial Services, and Principal Advisor Aboriginal Engagement
	9.3 Review Main Roads procurement processes to provide direct contracting opportunities for Aboriginal and Torres Strait Islander businesses in accordance	Dec 2021 Feb 2022 Feb 2023	Executive Director Finance and Commercial Services, and Manager Corporate Procurement

Action	Deliverable	Timeline	Responsibility
	with the State Aboriginal Procurement Policy.		with support from the Principal Advisor Aboriginal Engagement
9.4	Attend one Aboriginal and Torres Strait Islander business Expo to network and promote Main Roads as a partner of choice and continue to support internal and external events to build positive relationships for business opportunities.	Sept 2022	Chair Infrastructure Working Group and Chair Goods & Services Working Group with support from the Principal Advisor Aboriginal Engagement
9.5	Create a register of skills, capabilities and mentors that can assist delivery on the aims of the Supply Nation Jump Start Program.	Apr 2021	Workforce Development Manager
9.6	Utilise Main Roads Customer Relationship Database known as CONNECT to: <ul style="list-style-type: none"> • Develop a consolidated Aboriginal Businesses Directory. • Track and improve stakeholder and community engagement outcomes. • Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Mar 2021, 2022, 2023	Principal Advisor Aboriginal Engagement
9.7	Maintain commercial relationships with 10 Aboriginal and/or Torres Strait Islander businesses, including Construction, Electrical, Civil Engineer companies, Catering, Elders and Cultural Trainers	Mar 2021, 2022, 2023	Principal Advisor Aboriginal Engagement



Reporting

Focus Area: Progress and Reporting

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an Aboriginal and Torres Strait Islander Advisory Group (AAG) to drive governance of the RAP.	10.1 Monitor RAP progress by meeting quarterly to drive RAP implementation.	March, June, Sept, and Dec 2021 Feb, Mar, June, Sept and Dec 2022 March 2023	Chair Management Committee for Aboriginal Engagement and Participation
	10.2 Maintain Aboriginal and Torres Strait Islander representation on the AAG.	Feb 2022 Feb 2023	Chair Aboriginal Advisory Group
	10.3 Review Terms of Reference for the AAG.	Dec 2021, 2022	Chair Aboriginal Advisory Group
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Embed resource needs for RAP implementation.	May, Oct, and Dec 2021 May, Oct, and Dec 2022	Executive Director Human Resources and Executive Director Finance and Commercial Services
	11.2 Include our RAP as a standing agenda item at senior management meetings.	Monthly (Review Dec 2021, 2022)	Senior Managers
	11.3 Maintain an internal RAP Champion from senior management.	March, June, Sept, and Dec 2021 Feb, Mar, June, Sept and Dec 2022 March 2023	Chair Aboriginal Advisory Group
	11.4 Embed key RAP actions in performance expectations of senior management and all staff.	Oct and Dec 2021 Oct and Dec 2022	Executive Director Human Resources

Action	Deliverable	Timeline	Responsibility
	11.5 Embed appropriate systems and capability to track, measure and report on RAP commitments.	Dec 2021 Dec 2022	Executive Director Human Resources, Chair Aboriginal Workforce & Employment Working Group
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	12.1 Working Groups produce quarterly reports and annual RAP report of achievements, challenges and learnings for AAG and to all staff.	2021 May, Oct, Dec 2022 May, Oct, Dec	Chair Aboriginal Workforce & Employment Working Group
	12.2 Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2022	Manager HR communities of Expertise
	12.3 Complete and submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2021, 2022	Executive Director Human Resources and Chair Aboriginal Workforce & Employment Working Group
13. Renew Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2022	Chair Management Committee for Aboriginal Engagement and Participation



Lake Hillier in Nyongar Country, South West of Western Australia

Acknowledgements

About the Artwork

The artwork throughout this document is from a collective art-piece completed by Main Roads Metropolitan staff during Cultural Training delivered by Sister Kates Home Kids Aboriginal Corporation (SKHKAC)

About the Graphics

Justine Kinney

Graphic design was produced by Justine Kinney, founder of Cultural Creative Agency (CCA). Justine is a Yawaru woman from Broome Western Australia. Main Roads is honoured to work with a 100% Aboriginal owned and operated business which is a certified Supply Nation provider.

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