

# RECON- CILIATION ACTION PLAN REPORT

# 2012 - 2013



# OUR VISION FOR RECON- CILIATION

We acknowledge Australia's Traditional Owners and respect the diversity of its first peoples. Many Aboriginal and Torres Strait Islander peoples face significant social and economic disadvantage and lack opportunity. We want to help address the inequity between Aboriginal and Torres Strait Islanders and other Western Australians. Understanding the unacceptable gaps, especially in home ownership and employment, we strive to continually improve our daily operations in cooperation with Aboriginal and Torres Strait Islander peoples.

Our land and infrastructure developments provide foundations for healthy communities where Aboriginal and Torres Strait Islander peoples and other Western Australians can come together.

We wish to lead by example in encouraging Western Australia's development industry to embrace training and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples.

# 2012-2013 RAP

AS WE HAVE GROWN, SO HAVE THE OPPORTUNITIES TO IDENTIFY AND EMBED MEANINGFUL RECONCILIATION INITIATIVES WITHIN OUR PROJECT WORK.

TO PROVIDE A LONGER TERM VIEW, WE PRODUCED A TWO YEAR PLAN WHICH WAS MONITORED SIX-MONTHLY.

## Key Highlights from the 2012 and 2013 Reconciliation Action Plan

### Partnership with Civil Contractors Federation WA

LandCorp and the Civil Contractors Federation WA (CCFWA) jointly support Aboriginal and Torres Strait Islander people in obtaining employment in the civil construction sector. In 2012, we partnered with the CCFWA to provide work readiness and training in the civil construction sector over a three year period, via their **Civil Start program**. By December 2013, 124 trainees had completed the program with 85 having obtained employment.

This partnership has built on previous engagement with the CCFWA through the development of Guidelines for Aboriginal Participation within the WA Civil and Landscaping Industries in 2011. These Guidelines were established through a Working Group representing the civil contracting industry and aimed at increasing the long term employment and engagement of Aboriginal people in the civil construction sector of WA.

Following the introduction of the Guidelines an industry Indigenous Employment Survey was conducted to benchmark the industry. Building on the initial Survey conducted in mid-2011, **the results from the 2012 survey indicated:**

- Aboriginal employment within the civil industry had **increased to 4.8% (from 3.8% in 2011);**
- WA civil construction companies with an Indigenous employment strategy had **jumped significantly to 43% (from 26% in 2011);**
- WA civil construction companies with Indigenous owned supplier strategies had **jumped to 35% (from 17% in 2011)**

These and other positive results confirm the work conducted during the preceding 12 months into raising awareness and encouraging employment outcomes had been successful. A third survey was undertaken in December 2013 to gauge the level of ongoing awareness and commitment across the industry. Results not available at time of preparing this report.

In July 2013, in partnership with the CCFWA, LandCorp received an **Institute of Public Administration Achievement Award** for developing Guidelines for Aboriginal Participation within the WA Civil and Landscaping Industries.

The award recognised the collaboration between Government and non-Government as evidenced through the use of innovation, engagement with stakeholders, improvement of service delivery in the community and excellence in public administration and management.

## **HALO Leadership Development Agency**

HALO is a non-profit incorporated career and personal leadership development agency advancing Hopes, Aspirations and Leadership Opportunities for disengaged, mainly Noongar young males aged, between 15 – 25 living in the wider Cockburn region. HALO's diverse day program includes cultural and historical awareness, drug rehabilitation and goal setting to help participants gain direction in their lives and foster a sense of belonging to Noongar culture. They then bring these abilities and ideals into their communities where they become positive role models for family and friends.

LandCorp has been a supporter of HALO since 2009. During 2012 & 2013 we continued our financial support, as well as identifying additional opportunities to work with participants from the HALO program. These included:

- **End of Financial Year Staff / Board Breakfast Briefing (July 2013)** - As one of our core sponsorships, representatives from HALO were invited to speak at our Chairman's Breakfast providing staff with an overview of program they offer and ways in which our sponsorship assists.

HALO CEO participated in a Q&A session with our Chief Operating Officer, providing insight into the significant work of HALO. Staff also heard from Lewis Abdullah, recipient of WA's 2013 Young Person of the Year Award for dedicated mentoring.

- **Suit Drive** - a call was made to staff to donate pre-loved suits to HALO. More than 20 suits were donated and staff personally delivered them to HALO where they were received by founder Lee-Anne Smith and chairman Darryl Kickett. Many of the young men at HALO spoke of finding employment as one of their main objectives. The donated suits will be available to participants as they prepare for interviews, a process many will experience for the first time. Having the appropriate clothing is integral in gaining confidence in an interview and our support was greatly appreciated
- **Mentoring** - in conjunction with the suit drive, a number of staff volunteered their time (where possible) to work with HALO by providing the opportunity for the young men to visit our office and participate in 'mock' interviews in a business environment, providing valuable exposure and experience for future interviews.

- **Key Note Speaker** - LandCorp General Manager Economic and Employment Lands John Hackett provided the sponsors address at a HALO Breakfast event on 3 September 2013.
- **Get Connected Expo** - LandCorp representatives participated in this Expo, held in November 2013. Organised through the City of Cockburn, the Expo provided the opportunity to network and learn from local Cockburn business and community groups, working together to make a difference. LandCorp staff volunteered their time to support and promote HALO.
- **HALO Board** - LandCorp Business Manager Paul Ferrante has been appointed a member of the HALO Board.

## **Relationships – Yawuru People, Broome**

Our strong relationship with the Yawuru in Broome has been built over a number of years through engagement in previous projects in Broome (such as Januburu Six Seasons Estate).

An extensive range of RAP initiatives/actions during the 2012 & 2013 reporting period demonstrate the strong, ongoing relationship with the Yawuru people, which has led to a number of local positive outcomes.

These include:

- development and implementation of an Aboriginal Participation Plan for Waranyjarri Estate (Broome North) with five participants graduating with a Certificate II in Civil Works and Construction;
- worked in conjunction with the Mabu Yawuru Ngan-ga language centre to develop a Yawuru foreword and welcome in the Waranyjarri residents' welcome packs;
- signage installed in Waranyjarri Estate, in consultation with Yawuru, with information on native flora;
- worked with the Mabu Yawuru Ngan-ga language centre to develop a name and brand for Gujarra, the second estate in the Broome North development area;
- consultation with Yawuru people on designs and plans for the next stages of the Broome North development (Gujarra and the area currently known as Local Development Plan 3 (LDP3) ;
- working with Yawuru to create a local development plan for an area of Broome North which includes Yawuru land holdings (LDP3). LandCorp worked with the Shire of Broome to address Yawuru's heritage concerns over an existing portion of Fairway Drive which cuts through a culturally sensitive area and approved an alternative road alignment acceptable to the Yawuru as part of the overall structure planning for the area. We will continue to work with the Yawuru on progressing the necessary statutory approvals for the plan; and
- we have also approached the Mabu Yawuru Ngan-ga language centre for assistance with a suitable name for LDP3.

### **Ord East Kimberley Expansion Project - Aboriginal Development Package**

The State Government has made \$322.5m available for the Ord-East Kimberley Expansion Project predominantly through the Royalties for Regions program. This contribution will be used to fund the construction of physical infrastructure such as irrigation channels, drainage and roads, and create the farmlands.

The project is being managed by the Department of Regional Development and LandCorp in conjunction with a range of State Government departments and agencies.

Important in the provision of agricultural land is the improvement of social, community and common-use infrastructure and the delivery of meaningful, sustainable Aboriginal employment opportunities.

In partnership with Miriuwung Gajerrong (MG) Corporation, we have been implementing the relevant parts of the Ord Final Agreement's Aboriginal Development Package, which aims to improve the financial and social well-being of the local Aboriginal communities by providing education, training

and employment and direct ownership opportunities. This has resulted in the Miriuwung and Gajerrong community and the MG Corporation being in a good position to participate in and benefit from future economic and social development in the East Kimberley.

The Ord-East Kimberley Expansion project has made notable achievements over the period from 2010 to 2013 in indigenous outcomes through the support of the project partners Leighton Contractors, MG Corporation, LandCorp and Department for Regional Development.

The following key outcomes have been achieved:

- **employed 204** Aboriginal people from 2010 - 2013 of which 104 were MG
- Aboriginal **employment peaked at 97** in 2012.
- 21.4% Aboriginal construction man days worked against a target of 20%
- average **attendance of 86%** against a target of 80%
- **22,055 Aboriginal man days worked** on the project

- **286 national accredited machinery tickets and certifications issued** to 125 people
- **\$4.8m spend on Aboriginal business** against a target of \$4m
- **nine Aboriginal businesses used** against a minimum target of four.

# WHAT DID WE LEARN

Communication is essential to a successful relationship and/or partnership. It is important to engage early with Traditional Owners and local Aboriginal and Torres Strait Islander groups in the life of a land development project and continue that consultation throughout the project. Regular communication is essential, even when there may not be much project activity occurring.

A strong, ongoing relationship provides opportunities to work collaboratively towards achieving positive outcomes for all parties involved

Realising the benefits from the RAP can sometimes take longer to achieve than anticipated and may not be realised during the period of the RAP but at a future point in time.

Engaging with an Aboriginal business or corporation in its infancy may be challenging for both parties. By working collaboratively, mutual benefits through mentoring and communication can facilitate growth and valuable knowledge sharing.

On occasion, well intentioned targets and actions are unable to be progressed as they may be subject to external factors beyond our control (such as funding). This however should not deter us from continuing to identify and pursue future land development or other business opportunities with Aboriginal and Torres Strait Islander groups.



# RELATION- SHIPS

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# 1. RELATIONSHIPS: Working together to build better relationships


We work closely with Aboriginal communities to make sure our developments are of the highest standard. Through partnership and engagement with Aboriginal and Torres Strait Islander staff, contractors, consultants and people, we together create communities that can be vibrant and prosperous into the future.

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
1.1 Executive support of implementation of RAP.	RAP developed collaboratively with Aboriginal and Torres Strait Islander and other LandCorp staff.	RAP developed in consultation with Business Managers, Executive and Aboriginal and Torres Strait Islander staff.		●
	Executive review of RAP progress and targets every six months.	Executive reviewed 6, 12, 18 and 24 month progress.		●
1.2 Work with Traditional Owners on implementing current Native Title Agreement commitments.	All requirements of Native Title Agreements are met.	<p>Working with the Department of State Development to ensure compliance with the Burrup Maitland Industrial Estates Native Title Agreement for both Industrial and Residential land (and also covers Karratha).</p> <p>Compliant with the Burrup and Maitland Industrial Estates Agreement for <b>Baynton West</b> and <b>Madigan Road</b> in <b>Karratha</b>.</p> <p>Negotiated implementation of Burrup and Maitland Industrial Estates Agreement with project partner Pindan for <b>Karratha Nicol</b> and <b>Tambrey Mixed Use</b>.</p> <p>Working with MG Corporation on implementation of <b>Ord Final Agreement</b>.</p> <p>Working with the Department of State Development to ensure compliance with the <b>Browse LNG Precinct</b> Native Title Agreement.</p> <p>Working with Yamatji Marlpa and the Gnulli Working Group via PDC and RDL to finalise a land agreement to enable development of the <b>Nimitz subdivision, Exmouth</b> in 2013.</p>		●

## OUTCOMES

Exceeded      Achieved      On Track      At Risk



ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
1.3 Consulting with Traditional Owners on future development sites.	<p>Five sites have undertaken discussions with Traditional Owners, including:</p> <ul style="list-style-type: none"> <li>• Weaber Plain Stage 2</li> <li>• East Lily Creek</li> <li>• Port Hedland</li> <li>• Karratha</li> <li>• Onslow</li> </ul>	<p>Ten sites have undertaken discussions with Traditional Owners, including:</p> <p><b>Weaber Plain Stage 2:</b> MG Corporation approved the Development Notice and elected for the 5% Payment Procedure to apply to all lot sales in line with the terms of the Ord Final Agreement.</p> <p><b>East Lily Creek:</b> Construction is now not programmed to commence until 2016.</p> <p><b>Karratha Madigan Creek:</b> Consultation held and approval received from Ngarluma Aboriginal Corporation for licence to proceed with geotechnical and site assessments. Geotechnical and site assessments completed and development undertaken.</p> <p><b>Broome North:</b> consulting with Yawuru on Local Development Plan 2 and Local Development Plan 3 design and plans.</p> <p><b>Derby:</b> Heritage surveys and discussions completed with Nyikina Mangala, surveys completed November 2013 with Warrwa Traditional Owners.</p> <p><b>Halls Creek:</b> consultation held on future construction program and timelines for heritage surveys. Subdivision design input and endorsement is also sought at the Halls Creek Land Heritage Housing Board meetings which LandCorp attends every quarter.</p> <p><b>Ashburton North:</b> Native Title negotiations currently in the National Native Title Tribunal.</p> <p><b>Murdoch:</b> Discussions with Noongar families regarding the proposed development in Murdoch. Whilst not impacting any registered sites it is in close location to a heritage site. Discussions have occurred and concluded as part of the heritage investigations.</p> <p><b>Karnup:</b> Discussion and meeting on site with an Aboriginal Corporation discussing the proposed development as part of heritage due diligence. Heritage survey completed.</p> <p><b>Newman Town Centre Revitalisation:</b> Consulting with the Traditional Owner group.</p>	<p>Early and regular engagement with Traditional Owners / Aboriginal and Torres Strait Islander groups is important.</p> <p>Ongoing communication is essential in building and maintaining relationships, even when there may be periods of project inactivity.</p>	

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
1.4 Celebrate National Reconciliation Week with a staff event on building relationships with Aboriginal and Torres Strait Islander people.	Event held.	Staff received email notification explaining Reconciliation Week and promoting local events. An internal event was held 7 June 2012 at Kidogo Arthouse - where local Aboriginal artist Deborah Bonar addressed a small group of LandCorp employees and representatives of partner organisations. (Event was originally scheduled for 31 May 2012 but was moved by mutual agreement between the parties).		●
	Event held.	Staff attended a Bush Tucker morning tea with Uncle Ben Taylor and Clontarf drummers on 27 May 2013.		●

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# RESPECT



## 2. RESPECT: Recognising and promoting Aboriginal and Torres Strait Islander culture and heritage

We recognise and support Aboriginal and Torres Strait Islander cultures and heritage. Our tangible appreciation and demonstration of respect for Aboriginal and Torres Strait Islander peoples helps to support positive relationships that are mutually rewarding, assisting us in our work to create strong communities and supporting Aboriginal and Torres Strait Islander peoples to be visible and involved community members.

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
2.1 Meet Heritage statutory requirements on all projects.	All heritage statutory requirements met.	<p><b>Claremont Area G:</b> An Ethnographic consultant was appointed in 2012 to complete heritage due diligence. In early 2013 the survey results were referred to the Department of Aboriginal Affairs. It was determined the project did not constitute a site of Aboriginal heritage significance.</p> <p><b>Girrawheen, Eglinton, Coolbellup, North Lake Primary, Carine and Jolimont Nursery Site:</b> Aboriginal heritage due diligence completed revealing no further heritage requirements.</p> <p><b>Springs Rivervale:</b> s16 approval obtained in late 2012. meeting with the Department of Aboriginal Affairs to resolve the issue of the proposed development on the registered site. Archaeological investigations still to be undertaken.</p> <p><b>Swan Districts Hospital:</b> Aboriginal heritage due diligence completed revealing no further heritage requirements.</p> <p><b>Shenton Park:</b> Undertaken heritage survey noting remnant bushland on site. Not a recorded Aboriginal site.</p> <p><b>Craigie High School and Camberwarra Primary</b> Aboriginal heritage desktop study completed revealing no further heritage requirements.</p>	<p>Early and regular engagement with Traditional Owners / Aboriginal and Torres Strait Islander groups is important.</p> <p>Ongoing communication is essential in building and maintaining relationships.</p> <p>Where possible, offer Traditional Owners the opportunity to be involved in heritage surveys as this builds better relationships.</p>	●

### OUTCOMES

Exceeded      Achieved      On Track      At Risk



ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
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2.1 Cont.

**Derby:** Heritage clearances obtained from Nyikina Mangala for Alfonsas Street residential and Fallon Street light industrial. Agreement to undertake heritage survey was agreed with Warrwa and was completed in November 2013.





**Broome North:** Regulation 10 approval received for Gubinge Road Retention Area.

**East Port Hedland:** Consulted with the Kariyarra on heritage.



**South Hedland (Western Edge):** Consulted with Traditional Owners.

**Ashburton North:** Offers to participate in heritage surveys and monitoring work were made. Native Title party declined the offer to participate.

**Onslow Residential:** Heritage surveys conducted.

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
<p>2.2 Work with Traditional Owners to recognise Aboriginal heritage, culture and history at a local level within projects.</p>	<p>Three sites have achieved heritage recognition targets including:</p> <p><b>Halls Creek:</b> working through the Halls Creek Land Housing and Heritage Advisory Board on how heritage sites may be respected and where appropriate, promoted.</p>	<p>Two sites have achieved heritage recognition targets with other work in progress including:</p> <p><b>Halls Creek:</b> Continued representation at Halls Creek Land Heritage and Housing Advisory Board meetings, to listen to local issues and opportunities. Plans for heritage surveys on future sites have been postponed until 2015 due to demand being met at this point; with residential lots still available.</p>	<p>Upon project completion, work with local government to ensure the continued up-keep of items recognising local Aboriginal heritage, culture and history.</p>	
	<p><b>Broome:</b> Work with Nyamba Buru Yawuru to install signage explaining traditional names and uses of local flora in Waranyjarri estate.</p>	<p><b>Broome:</b> Signage installed with information on native flora, but Nyamba Buru Yawuru declined our offer of using Yawuru words on the signage.</p>		
	<p><b>Emu Point:</b> work with Wagyl Kaip on site interpretation through our landscape architect.</p>	<p><b>Emu Point:</b> Design completed and will be delivered during construction phase (anticipated in 2015).</p>		
	<p><b>ADDITIONAL INITIATIVES</b></p>	<p><b>Perry Lakes:</b> worked with Noongar Elders to create interpretive signage around East Lake identifying local stories. Signage installed in 2012.</p>		
		<p><b>South Yanchep:</b> Proposing a breaking ground ceremony when site works begin. The project's program has pushed out and the ceremony will occur when the works begin.</p>		
		<p><b>Exmouth:</b> discussions with Gnulli to identify appropriate ways to incorporate culture within the landscaping for the Nimitz Street development.</p>		
		<p><b>Batavia Coast Marina Stage 2 (Geraldton):</b> investigating opportunities for appropriate recognition and interpretation of local Aboriginal history.</p>		
		<p><b>Bunbury Waterfront</b> Koombana North (Stage 1A) and Marlston North (Stage 1B) - in conjunction with the City of Bunbury, LandCorp is in the early stages of investigating opportunities for appropriate recognition and interpretation of local Aboriginal history.</p>		



ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
<p>2.3 Offer Traditional Owners 'monitoring' of works on projects likely to detect any cultural material disturbed on development sites.</p> <p><b>Focus Area: Culture</b></p>	<p>Number of sites monitored and by which Traditional Owners.</p>	<p>14 sites attended by monitors including on:</p> <p><b>Local RDAP</b> projects in Badgingarra, Cervantes Residential, Jurien Bay LIA, Hyden LIA, Hyden Residential, Dandaragan Residential, Woodanilling Residential, Nyabing Residential and Narrogin LIA</p> <p><b>Perry Lakes:</b> Monitors attended earth breaking works on stage 2B and stage 3 in 2012.</p> <p><b>Halls Creek:</b> Geotechnical works monitored.</p> <p><b>East Port Hedland:</b> Traditional Owners engaged on ground disturbing geotechnical works. Civil works monitored by the Kariyarra representatives.</p> <p><b>Karratha Mulataga and Madigan Road:</b> Civil works monitored by Ngarluma representatives.</p>		
<p>2.4 Distribute 'welcome to country' packs to Waranyjarri residents as agreed by Yawuru Elders.</p>	<p>Information packs created and provided to each resident of Waranyjarri Estate.</p>	<p>The Mabu Yawuru Ngan-ga language centre developed a 'welcome to country' forward for Waranyjarri purchaser information packs and granted permission to use their artwork in the information packs.</p>		

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
2.5 Work with local Aboriginal communities to identify Aboriginal names for streets and parks in selected LandCorp estates.	<p>Two projects with Aboriginal naming initiatives.</p> <p>Names are selected in consultation with the local Aboriginal community including in:</p>	Nine projects with Aboriginal naming initiatives:		●
	<p><b>Karratha Madigan Road</b> with the Murujuga Aboriginal Corporation.</p>	<p><b>Karratha Madigan Road:</b> Street naming by the Murujuga Aboriginal Corporation was completed late 2011.</p>		●
	<p><b>Kalgoorlie Greenview</b> Estate with Wongatha and Gubrun language groups.</p>	<p><b>Kalgoorlie Greenview:</b> Street names from both language groups exist in the estate.</p>		●
	<p><b>ADDITIONAL INITIATIVES</b></p>	<p><b>Broome North:</b> Working with Mabu Yawuru Nyan-ga language centre the Yawuru approved the use of the name Gujarra for the second precinct.</p>		●
		<p><b>Karratha Baynton West:</b> LandCorp and Woodside with help from the Ngarluma Aboriginal Corporation named the Baynton West Playground Mara Guthurra Adventure Playground. Mara Guthurra means 'two hands'</p>		
		<p><b>Waikiki:</b> one road has the Aboriginal name Kiama meaning 'where the sea makes a noise'</p>		
		<p><b>Ord Expansion Project:</b> Changed the name of Weaber Plains to Goomig and the two new roads will be called Moonamang Road and Woolijim Road. A renaming of some other minor roads has also occurred being Minjiljirrga Lane (meaning rocky hills the locality) and Jandami Lane (meaning Spirit Hills).</p>		
		<p><b>Exmouth:</b> Working with Yamatji Marlpa and the Gnulli Working Group to finalise a list of street names for the Nimitz Street development. It is anticipated this will be resolved mid-2014.</p>		
		<p><b>Craigie:</b> a new park within the former high school site redevelopment has the Aboriginal name "Orana" which means welcome.</p>		
		<p><b>Onslow:</b> Working with Thalanyji (Traditional Owners of the Onslow area) to identify opportunities for street and place names within the residential development.</p>		

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
2.6 Development and delivery of Aboriginal public art projects.	Installation of art in Coolibah Estate, Kununurra through Waringarri Arts.	Waringarri Arts has been awarded a contract to deliver public art in Coolibah Estate. The public art is being fabricated in December 2013 and will be installed in early 2014.		●
	Installation of large mosaic Sundial designed by Rosalind Dann and Jilalga with Jenny Dawson guidance in South Hedland.	The sundial was installed and a ceremony held to mark the event on 8 July 2013.		●
	Commissioning of a public art piece by an Aboriginal artist(s) within Cockburn Coast.	Likely to see some Aboriginal interpretation in the form of public art but this will be later than 2013, more than likely 2015.		●
	Commissioning of a public art piece by an Aboriginal artist(s) within Mandurah Junction.	No Aboriginal art items are proposed for Mandurah Junction. Liaising with Aboriginal groups through preparation of the Place-making Strategy for Mandurah Junction to see where they can be included in the project. The strategy, now complete, explored the option for some Aboriginal art work in future stages undertaken by private developers.		●
2.7 Raise awareness and increase knowledge of staff in relation to Aboriginal and Torres Strait Islander culture.	100% of staff who have been employed by for six months or more have cultural awareness training.	<p>97% of staff have received cultural awareness training.</p> <p>Cultural awareness training courses are offered quarterly to staff to provide early opportunity to participate in the training.</p> <p>Cultural Awareness Training was also undertaken by the Onslow project team in July 2013. The training was conducted by Thalanyji (Traditional Owners of the Onslow area) and was attended by 10 LandCorp staff (representing Regional, Industrial, Strategic and Acquisition teams) and three external stakeholders.</p>		●




ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
<p>2.8 Recognise Traditional Owners of the land at corporate and regional events by following our established protocols.</p>	<p>Acknowledgement of Country at all significant events and staff briefings.</p>	<p>Nearly all corporate internal and external events have included an Acknowledgement of Country. The 2012 Chairman's breakfast omitted it in initial proceedings, however rectified part way through the breakfast.</p>		●
	<p>All "Welcome to Country" ceremonies undertaken by Traditional Owners</p>	<p>Assisted the Shires of Morowa and Katanning with acknowledgement of country at key functions.</p> <p>Welcome to Country ceremonies undertaken by Traditional Owners including:</p> <p><b>Waranyjarri:</b> Welcome to Country conducted by Yawuru at Waranyjarri Display Village opening and Youth Precinct launch.</p> <p><b>Alkimos Beach</b> Precinct 1: Welcome to Country performed by traditional landowners in August 2012 before earth breaking works began.</p> <p>However there have been some challenges such as:</p> <p><b>South Hedland:</b> Contract confirmed to conduct Welcome to Country for opening of South Hedland Main Street however Aboriginal representative did not attend.</p> <p><b>GreenView, Kalgoorlie:</b> Invitation extended to conduct official Welcome to Country however invitation was declined.</p>		●
	<p>CEO and Executive personally reply to Welcome to Country ceremonies when delivered at events.</p>	<p>Policy on reply to Welcome to Country ceremonies developed and approved.</p>		●
<p>2.9 Recognise and celebrate significant Aboriginal and Torres Strait islander events including NAIDOC Week and Sorry Day.</p>	<p>Celebrations acknowledged through our internal communications (intranet, discussion board and email).</p>	<p>Sorry Day acknowledged internally using Intranet and email channels.</p>		●
	<p>Staff encouraged to attend celebratory events.</p>	<p>A presentation by Aboriginal Elder Jim Morrison was held for staff during NAIDOC Week in July 2012 on the stolen generation.</p> <p>NAIDOC celebrations were held on site in Kununurra on 11 July 2013 with Aboriginal Elder and MG Corporation Board Director Teddy Carlton giving a presentation to those in attendance.</p>		●

# OPPORTUN- ITY

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### 3. OPPORTUNITY: Creating and encouraging education, employment and economic development opportunities in partnership with Aboriginal and Torres Strait Islander people

We recognise the importance of creating opportunities for Aboriginal and Torres Strait Islander peoples through economic participation, including the need to invest in and promote leading edge skills. This investment also boosts our capacity and helps to foster important local relationships.

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
<b>Focus Area: Internal Opportunities</b>				
3.1 Enhance Aboriginal and Torres Strait Islander recruitment and retention.	Two Aboriginal or Torres Strait Islander people complete a traineeship.	One Aboriginal Trainee commenced in November 2011 on a training contract which has continued during the period.		
	Achieve and maintain or exceed an internal employment target of 3%.	One Aboriginal Project Officer was appointed in 2013 to the Regional team. A bespoke induction program was implemented to meet development needs and was based on a mini-graduate training program.		
	Retention (as in years of service) of Aboriginal and Torres Strait Islander staff is on par with that of other staff.	Internal employment to December 2013 is 1.81%. LandCorp has experienced low staff turnover and containment on current staff numbers in response to market conditions. This has limited further growth in this area.	LandCorp will continue to identify opportunities to improve its performance for employment and retention of Aboriginal and Torres Strait Islander staff.	

OUTCOMES

Exceeded      Achieved      On Track      At Risk



ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
3.2 Implement the LandCorp-Civil Contractors Federation Guidelines for Aboriginal Participation in WA Civil Construction and Landscaping Industries.	In conjunction with the CCFWA conduct a survey of CCFWA members and LandCorp prequalified contractors on Aboriginal employment, training and engagement.	<p>Survey undertaken in conjunction with the CCFWA in 2012. Results reveal:</p> <ul style="list-style-type: none"> <li>- a shift in Aboriginal employment from 3.8% in 2011 to 4.8% in 2012.</li> <li>- an increase in companies with an Indigenous employment strategy from 26% in 2011 to 43% in 2012; and</li> <li>- an increase in companies with Indigenous supplier policies from 17% in 2011 to 35% in 2012.</li> </ul>		●
	Conduct a review of the Guidelines and make recommendations to LandCorp Executive and Civil Contractors Federation Board as to their improvement.	<p>A third Survey was conducted in December 2013 with the results expected February 2014.</p> <p>CCFWA and LandCorp were unable to attract a forum to review the Guidelines. A review of the Guidelines will be undertaken between CCFWA and LandCorp in early 2014 using the feedback from the Survey conducted in December 2013 (which sought feedback on the Guidelines)</p>		●
	Establish funding arrangements to facilitate numeracy, literacy and work readiness programs for Aboriginal and Torres Strait Islander people in civil construction.	The Civil Start Program, which provides work readiness training pre-traineeship has been developed and implemented over a three year period (2012, 2013 & 2014).		●
3.3 Support the Civil Contractors Federation as per our three year agreement to provide Aboriginal and Torres Strait Islander civil construction trainees across the State.	Agreement commitments met.	<p>Agreement commitments met to date. Six Governance meetings have been held.</p> <p>A review of the program and the Agreement occurred in February 2013 with a further review scheduled for early 2014.</p>		●
	Agreement targets reviewed quarterly.	Agreement targets have been reviewed at the Governance meetings. To December 2013, 124 people have been trained through the Civil Start Program with 85 placed in employment.		●

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
3.4 Embed reconciliation related criteria into prequalification of suppliers.	Reconciliation related criteria embedded into the civil contractor prequalification process.	Reconciliation related criteria was embedded into the civil contractor prequalification process which closed 12 April 2012.		●
		Amendments to AS2124 standard contract in 2013 now include weighted criteria for Aboriginal participation in the workforce. Contract is due for roll-out January 2014.		
	Reconciliation related criteria embedded into the engineering prequalification process.	This activity is now scheduled for 2015 when the Panel will next be reviewed.		●
	Reconciliation related criteria embedded into the environmental services prequalification process.	Environmental Services prequalification documentation has been issued and reconciliation related criteria embedded.		●
	<b>ADDITIONAL INITIATIVE</b>	Reconciliation related criteria to be embedded into the Landscaping prequalification process. This activity was considered during 2013 and is now scheduled for 2014.		
3.5 Create land development or other business opportunities to partner with Aboriginal companies.	Development partnership or project management advice or mentoring opportunities over Nyamba Buru Yawuru landholdings in Broome Road Industrial Estate.	All Broome Road development on hold until funding for required infrastructure upgrades is resolved.	On occasion, well intended targets and actions are unable to be progressed as they may be subject to external factors (such as funding). LandCorp will continue to investigate future land development or other business opportunities.	●



ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
	Investigate Aboriginal business opportunities to service the mixed use camp in Onslow.	Development no longer progressing due to private sector provision. Offer made in Native Title negotiations for an alternative temporary workers' accommodation site in the Ashburton North Strategic Industrial Area. Any temporary workers' accommodation provider who leased an area on the site from LandCorp must discuss Native Title party employment and contracting opportunities as a condition of the Lease. Native Title negotiations not yet resolved.	Even though this opportunity is not being progressed by LandCorp, it will work with a provider to ensure employment and/or other business opportunities are a consideration of a future lease.	●
	<b>ADDITIONAL INITIATIVES</b>	<p><b>Broome North:</b> Appointed Mamabulanjin Aboriginal Corporation for Stage 8 Landscaping maintenance contract.</p> <p>Mamabulanjin are setting up Skuthorpe nursery and will be equipped to supply locally grown plants for a portion of Broome North development.</p> <p>A good relationship is being fostered through collaboration on this project and while the project builds local capacity, it also offers LandCorp much valued local knowledge.</p> <p><b>Fitzroy Crossing:</b> Agreement signed with Bunuba Developments to jointly progress due diligence on four parcels of land. The first stage joint due diligence investigations were completed in June 2013 to the satisfaction of both parties.</p> <p>In principle agreement in the form of a Department of Premier and Cabinet supported Indigenous Public Partnership has been reached for further due diligence investigations, subject to the availability of Government funding.</p> <p><b>Newman Town Centre:</b> Engaging with the Karlka Nyiyaparli Aboriginal Corporation regarding mixed business development opportunities in the Town Centre.</p> <p><b>Karratha Town Centre:</b> Assisting Murujuga and Ngarluma Yindjibarndi Foundation Limited to investigate options for commercial investment in the Town Centre.</p>		●

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
<p>3.6 Partner with Miriuwung Gajerrong (MG) Corporation on implementation of relevant parts of the Ord Final Agreement's Aboriginal Development Package, which aims to improve the financial and social well-being of the local Aboriginal communities by providing education, training and employment and direct ownership opportunities.</p>	<p>Responsibilities under Aboriginal Development Package met.</p>	<p>Phase 2 contract negotiated with Leighton Contractors which meets the obligations of the Aboriginal Development Package. Some initiatives include a training and employment program run through Charles Hull Construction and a redeployment program placing trained workers into long-term permanent employment.</p>		●
	<p>Cross cultural awareness training of project staff of both contractor and Government.</p>	<p>A dedicated project cultural awareness training "Ways of Working" is being run through MG Services delivered by Action Warriors Consultancy. 520 people have gone through the one day program and feedback has been very positive from attendees.</p>		●
	<p>Four business opportunities provided to MG and other Aboriginal or Torres Strait Islander businesses.</p>	<p>Nine Aboriginal or Torres Strait Islander businesses have been awarded contracts or supply of services, including:</p> <ul style="list-style-type: none"> <li>• Leighton Contractors has awarded contracts or supply of services to the following: <ul style="list-style-type: none"> <li>○ DMW CAMS (four items of plant)</li> <li>○ WannaWork Labour Hire (Labour Hire)</li> <li>○ Gerdan Tours (Transport to/from site)</li> <li>○ Marlz Catering (Catering for Ways of Working and Inductions)</li> <li>○ Mirima Language Centre (venue for training purposes)</li> <li>○ Wanna Work Leighton Contractors Joint venture (Road Culvert works)</li> <li>○ Jangala (Plant Hire)</li> <li>○ Mijjing Contracting (Labour hire)</li> <li>○ Zenas (site supervision and concreting)</li> </ul> </li> <li>• LandCorp has awarded contracts to: <ul style="list-style-type: none"> <li>○ WannaWork Labour Hire (fencing of buffer)</li> <li>○ Mijjing Contracting (fencing of buffer)</li> <li>○ MG Rangers (buffer management including Gouldian Finch habitat salvage and weed and fire control)</li> </ul> </li> </ul>		●

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
	13% of man days of people employed via the Phase 2 contract who are MG people.	9.96% of man days of people employed via the Phase 2 contract are MG people		●
	20% of man days of people employed via the Phase 2 contract who are Aboriginal and Torres Strait Islander people (including MG people).	21.4% of man days of the people employed via the Phase 2 contract are Aboriginal or Torres Strait Islander		●
	50% of Aboriginal or Torres Strait Islander people who have been up-skilled.	55% of Aboriginal or Torres Strait Islander people have been up skilled.		●
	100% of Aboriginal or Torres Strait Islander people with a training plan	100% of Aboriginal or Torres Strait Islander people have a training plan in place. This is predominantly the direct Leighton Contractor employees.		●
	35 MG people who have been placed in employment elsewhere (outside the Ord project) in the community by MG Services.	Since 1 December 2012, 51 MG people and other Aboriginal or Torres Strait Islander people have been placed in employment elsewhere in the community. The measurement prior to December 2012 was unfortunately inconsistent.		●
	Facilitate the land allocation to MG for the Goomig Farm (formerly known as Weaber Plains) area development as per the entitlements of the Ord Final Agreement.	MG has been offered the first choice of land as per the Ord Final Agreement.		●
	<b>ADDITIONAL INITIATIVES</b>	<p>The Ord project has implemented several strategies to strengthen Aboriginal outcomes on the project, including a Strategic Alliance Leadership Team which includes MG Corporation (Chair), Leighton Contractors, Regional Development and LandCorp. They provide oversight of the outcomes and work to maximise the benefits to the MG people and other Aboriginal people of the East Kimberley.</p> <p>The function of the Indigenous and Community Development Program has been transferred from Leighton Contractors to the Traditional Owners (MG) through the creation of MG Services. MG Services' primary role is to enable and promote MG peoples' participation in the construction work and identify, place and support MG people in other regional employment and business opportunities.</p>		●

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
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Engaged an Aboriginal person to undertake the Project Manager Indigenous Outcomes role and has also engaged a MG employee within the contract administration team.

Breakfast Club: Subsidised breakfast and lunch for local Aboriginal workers through the workers village.

Established Aboriginal employment strategy and targets for the camp site operator, Fleetwood.

Stepping Up Program - in conjunction with Ways of Working this program assisted Aboriginal workers manage general issues arising from working and support for families.



Bring Skills to Life Training - through MG Services this training provided local Aboriginal people who had not previously been employed the opportunity to become work ready.

Having a local Project Manager in Kununurra was of great benefit to the project as they were close to the project and able to quickly respond to any issues.

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
3.7 Develop and implement Aboriginal Participation Plans.	Develop and implement new Aboriginal Participation Plan in Waranyjarri in Broome.	Aboriginal Participation Plan embedded into 2013 works program with five participants graduating in May 2013 with a Certificate II in Civil Works and Construction.	Strong liaison with contractors is essential to ensure the management of agreed outcomes.	●
	Complete South Hedland Aboriginal Participation Plan with Ertech.	The first stage Aboriginal Participation Plan is now complete.		●
	Complete Wedgefield Aboriginal Participation Plan with Georgiou.	The first stage Aboriginal Participation Plan is now complete.		●
	<b>ADDITIONAL INITIATIVES</b>	<p><b>Alkimos:</b> Project partner Lend Lease encouraged to use the Civil Start program (CCF WA) and set Aboriginal employment targets in their works (Lend Lease also has a Reconciliation Action Plan).</p> <p>Civil contractor Georgiou prepared an Aboriginal Participation Plan for the South Alkimos project. The plan includes the engagement of three trainees (which has been undertaken) cultural training for staff and engaging with indigenous subcontractors. Ongoing.</p> <p><b>Claremont North East Precinct:</b> Requested contractors engage with Civil Contractors Federation and meet Aboriginal employment targets. This was completed during the forward work contract.</p> <p><b>Springs Rivervale:</b> The first Aboriginal Participation Plan for a metropolitan project has been completed. Two trainees were engaged for an 18 month traineeship. One completed the traineeship with a Certificate II in Construction, finished Year 12 and is now a full time employee with Brierty. One trainee moved from Perth with family and did not complete the traineeship.</p>		●
3.8 Work with BYAC on progressing a proposal to support an Aboriginal Training Centre in Anzac Drive Industrial Estate.	Proposal implemented.	BYAC was seeking Department of Education, Employment and Workplace Relations funding to employ a consultant to prepare a business case for expansion into the Goldfields. However, this opportunity lost traction and did not eventuate.	On occasion, well intentioned targets and actions are unable to be progressed as they may be subject to external factors (such as funding). LandCorp will continue to identify and pursue future land development or other business opportunities.	●

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
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**Focus Area: Sponsorship Opportunities**

<p>3.9 Identify and implement sponsorship opportunities for regional activities supporting Aboriginal and Torres Strait Islander Participation.</p>	<p>\$7,500 of opportunities supporting Aboriginal and Torres Strait Islander Participation sponsored (2012).</p>	<p>\$78,500 of sponsorship opportunities supporting Aboriginal and Torres Strait Islander Participation. Including:</p> <ul style="list-style-type: none"> <li>- \$60,000 toward Clontarf academies at Kalgoorlie-Boulder, Broome, Derby, Kununurra, Halls Creek, Roebourne, Karratha, Albany and Katanning.</li> <li>- HALO Leadership Development Agency to the amount of \$7,000.</li> <li>- Bunbury NAIDOC Week celebrations to the amount of \$500 which was used to host various events throughout the week.</li> <li>- Gold sponsorship of the Barramundi Concert in Kununurra of \$5,000</li> <li>- Silver sponsorship of the Shire of Roebourne's NAIDOC Week celebrations of \$6,000.</li> </ul>		
	<p>\$7,500 of opportunities supporting Aboriginal and Torres Strait Islander Participation sponsored (2013).</p>	<p>\$109,000 of sponsorship opportunities supporting Aboriginal and Torres Strait Islander Participation. Including:</p> <ul style="list-style-type: none"> <li>- \$60,000 toward Clontarf academies at Kalgoorlie-Boulder, Broome, Derby, Kununurra, Halls Creek, Roebourne, Karratha, Albany and Katanning;</li> <li>- HALO Leadership Development Agency to the amount of \$10,500</li> <li>- Gold sponsorship of the Barramundi Concert, in Kununurra of \$5,000 in May 2013;</li> <li>- Aboriginal Business Directory - Increase the profile of the Aboriginal business sector and assist in creating more Aboriginal employment opportunities; \$4,000</li> </ul>		

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
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- Nindji Nindji Family Cultural Festival - Support of Indigenous festival in the Pilbara; \$2,500
- Shire of Roebourne - NAIDOC Week celebrations; \$2,000
- OCHRE Contemporary Dance Company - Support of Indigenous arts and culture at free community concert. \$25,000.

**ADDITIONAL INITIATIVES**

In partnership with the then Department of Regional Development and Lands, MG Corporation and Leighton Contractors, we hosted a **Youth Employment Expo in Kununurra** in June 2013. The Expo was aimed at students from years 9 to 12 from Kununurra Clontarf Academy, Wyndham District High School and Kununurra District High School and provided the opportunity for local business to showcase and highlight the employment opportunities for young people within and around Kununurra.

# TRACKING PROGRESS AND REPORTING



## 4. TRACKING PROGRESS AND REPORTING

ACTION	MEASURABLE TARGET	ACTUAL PROGRESS	LESSONS LEARNED	OUTCOME
4.1 Publish six monthly tracking and reporting on the 2012 and 2013 RAP on the Intranet.	Six monthly reports published on the intranet.	June, December 2012, June 2013 and December 2013 reports were published on the intranet.		●
4.2 Publish the 2012 and 2013 RAP on Reconciliation Australia's and our websites.	RAP endorsed by Reconciliation Australia and published on Reconciliation Australia's and our websites.	The 2012 and 2013 RAP was approved by Reconciliation Australia and published on Reconciliation Australia's and our websites.		●
4.3 Launch and promote RAP.	Launch held in early 2012.	An email launch to staff was undertaken. RAP initiatives are regularly promoted internally.		●
4.4 Review and update RAP.	2012-2013 RAP report published on Reconciliation Australia's and our websites.	Reconciliation Australia no longer publishes individual performance reports on its website, as it has changed its reporting requirements (now the Impact Measurement Questionnaire). We will still provide Reconciliation Australia with the final Report and publish the 2012-2013 report on the LandCorp website with previously published reports.		●
	Develop a new RAP for 2014 onward.	Work underway to develop a new RAP for 2014 onward.		●

### OUTCOMES

Exceeded      Achieved      On Track      At Risk



