

# RECON- CILIATION ACTION PLAN 2014-16



# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to play our part in addressing the inequities or unacceptable gaps which exist between Aboriginal and Torres Strait Islander peoples and other Western Australians.

LandCorp acknowledges the Traditional Owners of this country and respects the diversity of its first peoples. We pay our respects to their Elders past and present and acknowledge the many significant contributions made to the Western Australian community.

Our land and infrastructure developments can 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, sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples.

Our Action Plan seeks to build respectful and inclusive relationships with Aboriginal and Torres Strait Islander peoples through our land development activities across the State.

## OUR BUSINESS

LandCorp is a Government Trading Enterprise and is responsible for delivering the objectives and functions set out in the *Western Australian Land Authority (WALA) Act 1992*.

LandCorp is the Western Australian Government's land and infrastructure developer, providing balanced environmental, social and economic prosperity through the development of land throughout the State. LandCorp develops residential, commercial and industrial projects, has a strong regional focus and tackles the difficult jobs that are not viable for the private sector.

LandCorp is based in Perth - with small regional offices in Broome, Karratha, Kununurra, Port Hedland and Bunbury. We have 223 staff, including three Aboriginal and Torres Strait Islander staff and continue to actively seek Aboriginal or Torres Strait Islander staff and trainees.





# OUR RAP

Since 2008 we have worked towards improving our reconciliation initiatives and formalised this by way of our first RAP which came into effect in 2009. Our first RAP, with its land and property development industry focus, was an opportunity to engage with Aboriginal and Torres Strait Islander peoples of Western Australia by closely aligning our operations and projects so that they take into account the needs of Aboriginal communities. Many of our on-the-ground people have good experience in dealing with Native Title and heritage issues, while also managing successful projects which aim to deliver economic, social and environmental benefits for our many and diverse stakeholders.

As our business has grown and evolved, new opportunities for reconciliation have been identified and been embedded into many of our diverse land and infrastructure developments across the State. In recent years we have moved towards finding like-minded partners in our reconciliation journey and will continue to seek to find others so we may collectively make a bigger difference by working together rather than independently.

Our RAP has been developed under the guidance of the LandCorp management team and in collaboration with staff from across our departments, Aboriginal and Torres Strait Islander staff and stakeholders, Reconciliation WA and Reconciliation Australia. Our Executive team has until now undertaken the role of the RAP Working Group, overseeing the RAP development and regular reporting. Our new RAP proposes to establish an internal staff RAP Working Group to assist in the development, monitoring of implementation and evaluation of our RAP.

## 2012 AND 2013 RAP REVIEW

Our 2012 and 2013 RAP Review confirmed a strong level of engagement above and beyond the 2012 and 2013 RAP published targets across the business, particularly in the regions. A number of additional RAP related activities were identified across the business during the two-year period in addition to over 87 percent of measurable targets being exceeded, achieved or on track.

Our key achievements included:

- LandCorp's partnership with the Civil Contractors Federation WA, with the common goal of sustainable growth of Aboriginal and Torres Strait Islander people employed in the civil contracting industry, through the Civil Start program which provides work-ready trainees. Over 120 participants were trained with 85 being placed in employment;
- Significant progress on key Aboriginal business, training and employment outcomes associated with the Aboriginal Development Package for the Ord East Kimberley Expansion Project;
- Traditional Owners were consulted on ten future development sites, compared with a target of five;
- Fourteen developments sites were attended by Traditional Owners to monitor works;
- Nine projects were identified with Aboriginal names for streets and parks in LandCorp developments, compared with a target of two;
- Cultural awareness training is provided on a quarterly basis for staff who have been employed at LandCorp six months or more, with 97 percent of staff having now received training;
- Sponsorship of \$180,000 plus for regional activities supporting Aboriginal and Torres Strait Islander participation, compared with a target of \$15,000;

A snapshot of the additional RAP related activities included:

- pre-qualification of two Aboriginal contracting businesses;
- working with the Department of Aboriginal Affairs and local Aboriginal Elders to develop a communications strategy about the best way to communicate the proposed Stage 3 Town Centre and Drainage Works, and subsequent closure of the Itinerant Camping area at 2 Mile in South Hedland;
- working with the Department of the Premier and Cabinet and Bunuba Inc regarding land development opportunities in Fitzroy Crossing;
- providing the Yawuru people with structure planning assistance, and identifying potential land use opportunities, over its land parcels in the next Broome North development;
- facilitating Accommodation and Breakfast schemes for local Aboriginal workers involved in the Ord-East Kimberley Expansion Project Phase 2, increasing attendance at work.

Opportunities for improvement include:

- working on our Aboriginal and Torres Strait Islander recruitment and retention. Whilst our internal employment target improved from around 1 percent to 1.8 percent during the period, we did not meet our target of 3 percent. This was impacted by low staff turnover as well as containment on staff growth in response to market conditions. A review of our Aboriginal and Torres Strait Islander Employment and Retention Strategy is underway to see how we can improve our performance in this area.
- working with Aboriginal companies and corporations to identify business opportunities. On occasion, well intended targets and actions are unable to be progressed as they may be subject to external factors such as funding or a change in project direction due to private sector provision. LandCorp is continuing to investigate future land development or other business opportunities with Aboriginal companies and corporations with a range of opportunities identified in the next RAP.



# CASE STUDIES / GOOD NEW STORIES



## 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.

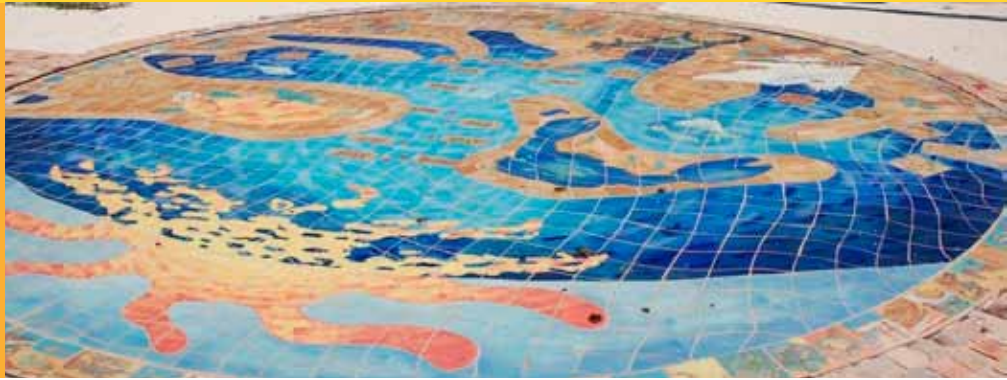
LandCorp has been a supporter of HALO since 2009 and continue with our financial support, as well as identifying additional opportunities to work with participants from the HALO program and build relationships.

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.

In conjunction with the suit drive, a number of staff volunteered their time 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.

Our relationship with HALO will continue through our next Reconciliation Action Plan with staff having the opportunity to volunteer their time to participate in HALO's Deck Chair reading program where volunteers listen to young people read and develop their skills. Sponsorship also provides an opportunity for HALO participants to author a children's story published book that is culturally attractive to young readers. This book will then be launched by HALO at local schools.





### **South Hedland Sundial Public Art**

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It has been ten years in the making, and has finally arrived in South Hedland!

Western Australia's largest analemmatic sundial was installed in the South Hedland Town Centre during July 2013.

Commissioned by LandCorp and funded by State Government's Royalties for Regions program, the analemmatic sundial in South Hedland was designed in 2001 by local Indigenous artists Rozzy Dann and Jilalga Murray, with guidance from mosaic artist Jenny Dawson.

The word analemma is derived from the Greek word meaning 'pedestal of a sundial'. An analemmatic sundial is a horizontal clock that features a series of fixed hour points (instead of hour lines), which are located in a half circle around an analemma. When a person stands on it, the location of their cast shadow will indicate the time.

The artists' consultation with the Kariyarra people is evident in the design, which features turtles, goannas, grey wallabies, corellas, mud crabs and Pundul trees, as well as depictions of Stingray Creek, West Creek and other natural landmarks.

The sundial was installed as a pavement mosaic near the footbridge pathway off Forrest Circle, opposite Lotteries House in South Hedland.

The handmade mosaic tiles represent collaboration between local artists Ms Dann and Ms Murray and local primary and senior high school students.

The mosaic was commissioned by LandCorp as part of the revitalisation of the South Hedland Town Centre.





### **Helping Aboriginal Enterprise thrive in the Pilbara**

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As a result of our major landscaping contracts in the North West, we have been able to help kick-start a nursery business owned by a Pilbara Aboriginal community.

The Pilbara Indigenous Nursery, based eight kilometres north of Roebourne and owned by the Mingullatharndo community, cultivates and grows thousands of native plants for use in landscaping projects in north-west communities.

A contract to provide thousands of native plants to our Gap Ridge Industrial Estate in Karratha was a springboard for more work throughout the region. Manager Beth Smith said the contract for Gap Ridge has been a positive step for the nursery as it's allowed the business to attract more work from other landscaping projects in the area.

The nursery has also secured work at our new \$1.5billion, 168 hectare coastal residential estate, Mulataga in Karratha, providing native plants for landscaping at the master-planned community. Mrs Smith said the nursery had started picking and germinating seeds for the project. We are committed to being proactive in supporting Aboriginal businesses in communities where our projects were underway.

The Pilbara Indigenous Nursery has carried out some fantastic work at Gap Ridge and we are really looking forward to its involvement in the landscaping at the Mulataga residential estate.

Our work in the North West has led to a number of other projects for the nursery. These included providing plants for the Ngarliyarndu Bindirnri Aboriginal Corporation for their Cape Lambert Project, the Ngarluma Yindjibarndi Foundation Limited's new nursery in Roebourne and landscaping for the Ngaluma Housing Project, also near Roebourne.

Plants cultivated by the nursery include many species of wattles, which were popular because of their variety in size, shape and colour, eucalyptus and sennas.



### Ord East Kimberley Expansion Project

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The Ord East Kimberley Expansion Project was a \$322.5million investment by the State of Western Australia, largely through its Royalties for Regions program. The Project was implemented over the 2010 – 2013 years and represented a key component of implementing the Ord Final Agreement, a Native Title agreement signed in 2005 between the State and the Miriuwung and Gajerrong (MG) People. The Strategic Alliance Leadership Team (SALT) was created to provide governance and leadership for the Phase 2 contract of the Ord East Kimberley Expansion Project (2012 – 2013) between LandCorp, acting for the State, and Leighton Contractors. SALT brought together Traditional Owners, the Contractor and Government to drive and monitor agreed targets and strategies to achieve outcomes related to Aboriginal business, training and employment. The members of SALT were committed to the delivery of Aboriginal outcomes and worked in a collaborative and collegial way to recalibrate strategies as needed to ensure the best possible outcome for Aboriginal people.

Key Aboriginal business, training and employment outcomes achieved by the Project under the leadership of SALT:

#### Employment Outcomes (2010-2013)

- 22,055 Aboriginal man days worked;
- 204 Aboriginal people employed;
- 104 were MG people;
- Peak Aboriginal workforce of 97 (September 2012);
- 21.4 percent construction man days worked by Aboriginal people (target 20 percent); and
- 86 percent average attendance (target 80 percent).

#### Business Outcomes (2010-2013)

- \$6.3m spend in Aboriginal owned businesses (target \$4.4m 2012-13)
- 14 Aboriginal owned businesses engaged (target minimum of 4)
- \$130m spend through local content in over 82 local businesses.
- A fund has been set up to incubate a future MG legacy business



**After years working in the Kimberley pastoral industry, Bradley Rosewood has found a new calling in civil construction**

It is early in the Kimberley dry season and water roars over Kununurra's Ivanhoe Crossing. Former stockman Bradley Rosewood is sitting on the bank reminiscing about childhood afternoons spent fishing here. Now a machine operator on the nation's largest resources project, the 33-year-old father says he relishes the times he spends here with his own family when home from his Gorgon Project swing of 26 days on and nine days off. "I've got a young family so it's challenging for them, but at the end of the day they enjoy the rewards that I bring home," he says.

Bradley's journey from spear fishing at Ivanhoe Crossing to operating million dollar machines on the massive Gorgon Project is a story of success through hard work. Having left school after Year 10, he did a number of jobs before deciding to follow his dream to become a stockman. "That was something I had always wanted to do," Bradley recalls. But after years working on and off at Rosewood Station, Bradley says his career path took a change of direction after a training course where he gained tickets for a grader, loader and backhoe. That was followed by a job with a local contractor and a stint with Team Savannah upgrading the highway between Kununurra and Halls Creek, earning a Certificate Two in Civil Construction.

Bradley says his big break came, however, when he landed a job on the Ord-East Kimberley Expansion Project working under one of his former Team Savannah supervisors who was then employed on the Ord project. "As soon as he saw my name on the list he jumped straight at it and got me on his crew," Bradley says. Fast-forward two years and the former Kimberley stockman has moved from one nation-building project to another.

Bradley admits one of the biggest surprises from his career change has been becoming a role model. "What I didn't realize was that other young fellas would be coming up to me and telling me that I inspire them by what I am doing, and that it motivates them to get to a level where I am," he says, smiling.





### Wannawork

One of the key achievements of the Ord project was when head Contractor (Leighton Contractors) and a local Aboriginal business (Wannawork) partnered to create the Leighton Wannawork Joint Venture. Wannawork has previously undertaken several projects for LandCorp which started in February 2010, when civil works contractor Ertech employed Wannawork to assist with earthworks and the provision of roads and services for the Garrjang Village (Ord Workers Accommodation). As the village civil works neared completion, Wannawork employees – who made up 20 percent of the project team – had clocked up more than 3,000 man hours on the project.

The Leighton Wannawork JV was responsible for delivering discrete packages of work on the Ord project. The aim of this venture went beyond delivering infrastructure with the aim of ensuring Wannawork had experience in delivering large packages of work on an infrastructure project with the risk of undertaking such a project reduced as they were supported throughout with corporate governance, contract and financial management knowledge.

Jangala Civil was created by one of the MG partners of Wannawork as their plant hire arm. Jangala Civil was supported into becoming a long term business by the provision of minimum hours, which enabled the purchase of capital as well as exposure to a number of different types of contracts including wet and dry plant hire. Jangala Civil is now looking forward to providing services to the land developer Kimberley Agricultural Investments for the next phase of the Ord project during the farm development stage.



# 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	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
1.1 Executive support of implementation of Reconciliation Action Plan	Business Analyst	July 2014	RAP developed collaboratively with Aboriginal and Torres Strait Islander staff and stakeholders and other LandCorp Staff.
1.2 Establish an Internal RAP Working Group to actively monitor RAP development, including implementation of actions and tracking progress.	Business Analyst	September 2014	Working Group identified.  At least two RAP working group meetings per year.
1.3 Celebrate National Reconciliation Week with a staff event on building relationships with Aboriginal and Torres Strait Islander people	Business Analyst	27th May- 3rd June 2015  27th May- 3rd June 2016	A National Reconciliation Week event to be held.  All staff are encouraged to participate in at least one event during National Reconciliation Week.
1.4 Recognise and pay respects on Sorry Day.	Manager Marketing and Communications	May 2015  May 2016	Acknowledgement through LandCorp internal communications (intranet and email)  Staff encouraged to participate in events to hear stories of those affected by the stolen generations.
1.5 Work with Traditional Owners on implementing current Native Title Agreement commitments.	Development Managers	Report: December 2014 June 2015 December 2015 June 2016	All requirements of Native Title Agreements are met.
1.6 Consulting with Traditional Owners on all LandCorp's future development sites	Business Development / Development Managers	Report: December 2014 June 2015 December 2015 June 2016	Traditional Owners have been engaged (and will continue to be engaged) at five existing sites including: <ul style="list-style-type: none"> <li>• McLarty Site, Collie (Gnaala Karla Booja)</li> <li>• Newman Expansion Lands (Karlka Nyiyaparli Aboriginal Corporation)</li> <li>• Wyndham Residential Infill (Balanggarra)</li> <li>• Broome North LDP3 (Yawuru)</li> <li>• Broome Road Industrial Estate (Yawuru)</li> </ul>



## 2. RESPECT - RECOGNISE AND PROMOTE 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.

### FOCUS AREA: HERITAGE

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
2.1 Meet Heritage statutory requirements on all projects	Business Managers	Report: December 2014 June 2015 December 2015 June 2016	Report on compliance with heritage statutory requirements including: <ul style="list-style-type: none"> <li>completion of Aboriginal heritage due diligence investigations and surveys on project sites; and</li> <li>obtaining relevant approvals, as required under the <i>Aboriginal Heritage Act 1972</i>.</li> </ul>
2.2 Work with Traditional Owners to recognise Aboriginal heritage, culture and history at a local level within projects.	Manager Strategic Industrial	December 2014	Achieve heritage recognition targets at nine sites including: <ul style="list-style-type: none"> <li>Oakajee Industrial Estate: Create an Aboriginal reburial area within the Oakajee buffer zone to re-bury ancestral remains which may be disturbed during the development of the Oakajee Industrial Estate. Also to act as a transfer station for the return of remains to the Geraldton region currently held in other locations until suitable reburial areas in ancestral homelands can be created.</li> </ul>
	Manager Regional Cities and Southern Region	June 2015	<ul style="list-style-type: none"> <li>Batavia Coast Marina Stage 2 (Geraldton): investigate opportunities for appropriate recognition and interpretation of local Aboriginal culture.</li> </ul>
	Manager North West	April 2015	<ul style="list-style-type: none"> <li>Nimitz Residential, Exmouth: develop a Cultural Heritage Management Plan in conjunction with the Gnulli Working Group.</li> </ul>



	Manager North West	December 2014	<ul style="list-style-type: none"> <li>Halls Creek: work with the Kija and Jaru through the Land Housing and Heritage Advisory Board on land development planning.</li> </ul>
	Manager North West	December 2014	<ul style="list-style-type: none"> <li>Broome: work with the Mabu Yawuru Ngan-ga language centre to develop a name and branding for Local Development Plan 3 area.</li> </ul>
	Manager Strategic Industrial	December 2014	<ul style="list-style-type: none"> <li>Broome: work with the Yawuru on co-branding and potential for indigenous re-naming of Broome Road Industrial Estate</li> </ul>
	Manager Pilbara	June 2015	<ul style="list-style-type: none"> <li>Newman Town Centre: identify opportunities to recognise Nyiyaparli culture through the development of a detailed Town Square concept.</li> </ul>
	Manager Urban Development	August 2014	<ul style="list-style-type: none"> <li>Kwinana Educational Precinct: development of an Aboriginal community garden, involving Aboriginal and Torres Strait Islander students at Gilmore College through Clontarf Academy, to recognise local Aboriginal culture.</li> </ul>
	Manager Project Partnering	November 2014	<ul style="list-style-type: none"> <li>Alkimos Beach – in collaboration with our partner Lend Lease and Traditional Owners, commence development of a conservation plan to ensure appropriate long term protection, interpretation and recognition of Karli Spring as an area of significance.</li> </ul>

2.3	Offer Traditional Owners 'monitoring' of works on projects likely to detect any cultural material disturbed on development sites.	Development Managers	Report: December 2014 June 2015 December 2015 June 2016	Identify sites for monitoring  Report on the number of sites monitored during each reporting period and the name of the Traditional Owners monitoring each site
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## FOCUS AREA: CULTURE

2.4	Work with local Aboriginal communities to identify Aboriginal names for streets and parks in selected LandCorp estates.	Development Managers	Report: December 2014 June 2015 December 2015 June 2016	Implement Aboriginal naming initiatives at four projects.  Names are selected in consultation with the local Aboriginal community including in: <ul style="list-style-type: none"> <li>Onslow Residential with the Thalanyji</li> <li>Nimitz Residential, Exmouth with the Yamatji Maripa and Gnulli Working Group</li> <li>Broome North Gujarr Estate and LDP3 with Yawuru</li> <li>Broome Road Industrial Estate with Yawuru</li> </ul>
2.5	Development and delivery of Aboriginal public art projects.	Manager North West	July 2014	Installation of art in Coolibah Estate, Kununurra through Waringarri Arts.
		Manager Pilbara	June 2015	Investigate opportunities for public art in the Newman Town Centre development.
		Manager Pilbara	June 2015	Inclusion of public art in Karratha Town Centre (Karratha Quarter project)

2.6	Cultural awareness training and development for staff – raise awareness and increase knowledge of staff in relation to Aboriginal and Torres Strait Islander cultures.	Manager People and Services	Report: December 2014 June 2015 December 2015 June 2016  September 2014	100 percent of staff who have been employed by LandCorp for six months or more have cultural awareness training.  Develop and implement an 'online' cultural awareness training module as a refresh for staff to reinforce cultural awareness.
2.7	Recognise Traditional Owners of the land at corporate and regional events by following our established protocols.	Manager Marketing and Communications	Report: December 2014 June 2015 December 2015 June 2016	Conduct an Acknowledgement of Country at all significant events, staff briefings, and community events.  Three significant events will have a Traditional Owner provide a 'Welcome to Country'.  Review, update and circulate list of key contacts for organising a Welcome to Country protocol.  CEO and Executive personally reply to a Welcome to Country ceremony when delivered at events.
2.8	Recognise and celebrate significant Aboriginal and Torres Strait islander events including NAIDOC Week.	Manager Marketing and Communications	July 2015 July 2016	Celebrations acknowledged through LandCorp internal communications (intranet and email)  All staff encouraged to participate in celebratory community events. Contact the Perth NAIDOC Week Committee to explore opportunities.  Support Aboriginal and Torres Strait Islander staff to engage with their culture and community throughout NAIDOC Week.



### 3. OPPORTUNITIES – 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.

#### FOCUS AREA: INTERNAL OPPORTUNITIES

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
3.1 Enhance the recruitment and retention of Aboriginal and Torres Strait Islander employees.	Manager People and Services	Report: December 2014 June 2015 December 2015 June 2016	Achieve and maintain or exceed an internal employment target of 3 percent.  Retention (as in years of service) of Aboriginal and Torres Strait Islander staff is on par with that of other staff.  Provide professional development opportunities for existing Aboriginal and Torres Strait Islander staff.
		December 2014	Explore the options for expanding pathways to employment for Aboriginal and Torres Strait Islander people (ie Traineeship, cadetship, graduate program) within LandCorp's Diversity Strategy.
3.2 Review LandCorp's Aboriginal and Torres Strait Islander Employment and Retention Strategy.	Manager People and Services	July 2014  November 2014	Review completed.  Recommendations implemented.



## FOCUS AREA: WORKING THROUGH OUR SUPPLIERS

3.3	Aboriginal and Torres Strait Islander supplier diversity – increase opportunities for businesses owned by Aboriginal and Torres Strait Islander people to supply their goods and services to LandCorp.	Procurement and Operations Manager	December 2014	Develop and implement a Supplier Diversity Strategy to streamline LandCorp's procurement processes and provide direction for the next 3 – 5 years. Strategy to consider measures to increase direct and non-direct procurement activity.
			December 2015	Identify and commit to at least five Aboriginal and Torres Strait Islander business through the Aboriginal Business Directory WA, or other appropriate sources, for procuring goods and/or services relevant to LandCorp's business activity.
			June 2016	Explore how LandCorp can provide small business mentoring for at least one Aboriginal and/or Torres Strait Islander business by way of in-kind support with the intention of supporting business skill and capacity.
			June 2015	Conduct a review of AS2124 Standard Contract Weighted Criteria for Aboriginal Participation in the evaluation of procurement contracts. Recommendations implemented.
3.4	Implement the LandCorp – Civil Contractors Federation Guidelines for Aboriginal Participation in WA Civil Construction and Landscaping Industries.	Procurement and Operations Manager	June 2015	Conduct a review of the Guidelines and make recommendations to LandCorp Executive and CCF Board as to their improvement.
			June 2016	
			December 2014	In conjunction with Civil Contractors Federation (CCF) conduct a survey of CCF members and LandCorp prequalified contractors on Aboriginal employment, training and engagement.
3.5	Support the Civil Contractors Federation as per our three year agreement to provide Aboriginal and Torres Strait Islander civil construction trainees across the State.	Procurement and Operations Manager / Business Analyst	December 2014	Agreement commitments met. Agreement targets reviewed quarterly. Conduct a final review of the Agreement. Investigate opportunities beyond December 2014.
3.6	Embed reconciliation related criteria into prequalification of suppliers	Procurement and Operations Manager	June 2015	Reconciliation related criteria embedded into the engineering prequalification process
3.7	Develop and implement Aboriginal Participation Plans and other Aboriginal engagement initiatives	Manager Activity Centres	Report: December 2014 June 2015 December 2015 June 2016	Develop and implement a new Aboriginal Participation Plan and explore engagement initiatives for: <ul style="list-style-type: none"> <li>• Claremont on the Park.</li> <li>• Cockburn Central West.</li> </ul>
		Manager Urban Development		Explore options with our contractors for Aboriginal engagement on Metropolitan projects including: <ul style="list-style-type: none"> <li>• Girrawheen;</li> <li>• Jane Brook.</li> </ul>

3.8	Create land development or other business opportunities to partner with Aboriginal companies	Manager North West	June 2015	Complete Due diligence investigations with Bunuba Developments on identified land parcels in Fitzroy Crossing by way of a State Government supported Indigenous Public Partnership (subject to Government funding).
		Manager North West	December 2014	Finalise Local Development Plan 3 in Broome with Yawuru and obtain statutory approvals over the development site (including Yawuru land holdings)
		Manager North West	July 2015	Work with Waardi Ltd to provide land development advice and fulfil obligations under the BLG Precinct Project Agreement, including development of house and land packages within Waranyjarri and Gujarra estates (Broome).
		Manager Pilbara	July 2014	Facilitate the due diligence process (as part of developing a Business Case) with the Karlka Niyaparli Aboriginal Corporation for a mixed use development in Newman Town Centre, with State Government approval agencies.
		Manager Pilbara	June 2015	Assist Murujuga and Ngarluma Yindjibarndi Foundation Limited investigate options for commercial investment in the Karratha Town Centre.
3.9	Partner with Miriuwung Gajerrong (MG) Corporation on implementation of relevant parts of the Ord Final Agreement's Aboriginal Development package, with aims to improve the financial and social well-being of the local Aboriginal communities by providing education, training and employment and direct ownership opportunities.	Project Director Ord-East Kimberley	December 2014	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
			December 2014	Monitor and support (as required) MG Corporation in meeting its requirements for the MG Legacy Business.
			September 2014	Monitor and support (as required) MG Corporation in the arrangements for the MG Services Transition.

#### FOCUS AREA: SPONSORSHIP

3.10	Identify and implement sponsorship opportunities for regional activities supporting Aboriginal and Torres Strait Islander Participation.	Manager Marketing and Communication	June 2015	\$60,000 of opportunities supporting Aboriginal and Torres Strait Islander participation sponsored.
			June 2016	\$60,000 of opportunities supporting Aboriginal and Torres Strait Islander participation sponsored.
				All sponsorship commitments met.
3.11	Pilot a volunteer program with HALO Leadership and Development Agency	Sustainability Manager Socio-Economics	August 2014	Staff participation in HALO's Deck Chair Reading Program.

## 4. TRACKING PROGRESS AND REPORTING

FOCUS AREA: INTERNAL OPPORTUNITIES				
ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET	
4.1 Publish the 2014/2015 Reconciliation Action Plan on the Reconciliation Australia and LandCorp websites	Business Analyst	August 2014	Reconciliation Action Plan endorsed by Reconciliation Australia and published on Reconciliation Australia's and our websites.	
	Manager Marketing and Communications	August 2014	Launch and promote the 2014-16 Reconciliation Action Plan.	
4.2 RAP Working Group to meet to review progress against actions	Business Analyst	Report: December 2014	General Manager Finance and Strategy to chair meetings and report progress to the Executive General Management Group.	
		June 2015 December 2015 June 2016	Executive General Management Group and Board review of RAP progress and targets every six months.  Six monthly reports published on the Intranet.	
4.3 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	Business Analyst	Report: 30 September 2014 30 September 2015 30 September 2016	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually for the periods covering: 1 July 2013 – 30 June 2014 1 July 2014 – 30 June 2015 1 July 2015 – 30 June 2016	
4.4 Communication of the outcomes of the RAP to internal and external stakeholders	Business Analyst	Report: June 2015 June 2016	Promote at least three RAP stories on the LandCorp Intranet and internal staff publication per financial year.  Publish at least two RAP stories in LandCorp's external e-publication (Focus) per financial year.	
4.5 Review and refresh Reconciliation Action Plan	Business Analyst	June 2015	Reconciliation Action Plan Refresh published on our website.	
		June 2016	Develop a new Reconciliation Action Plan for July 2016 onwards.	







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