

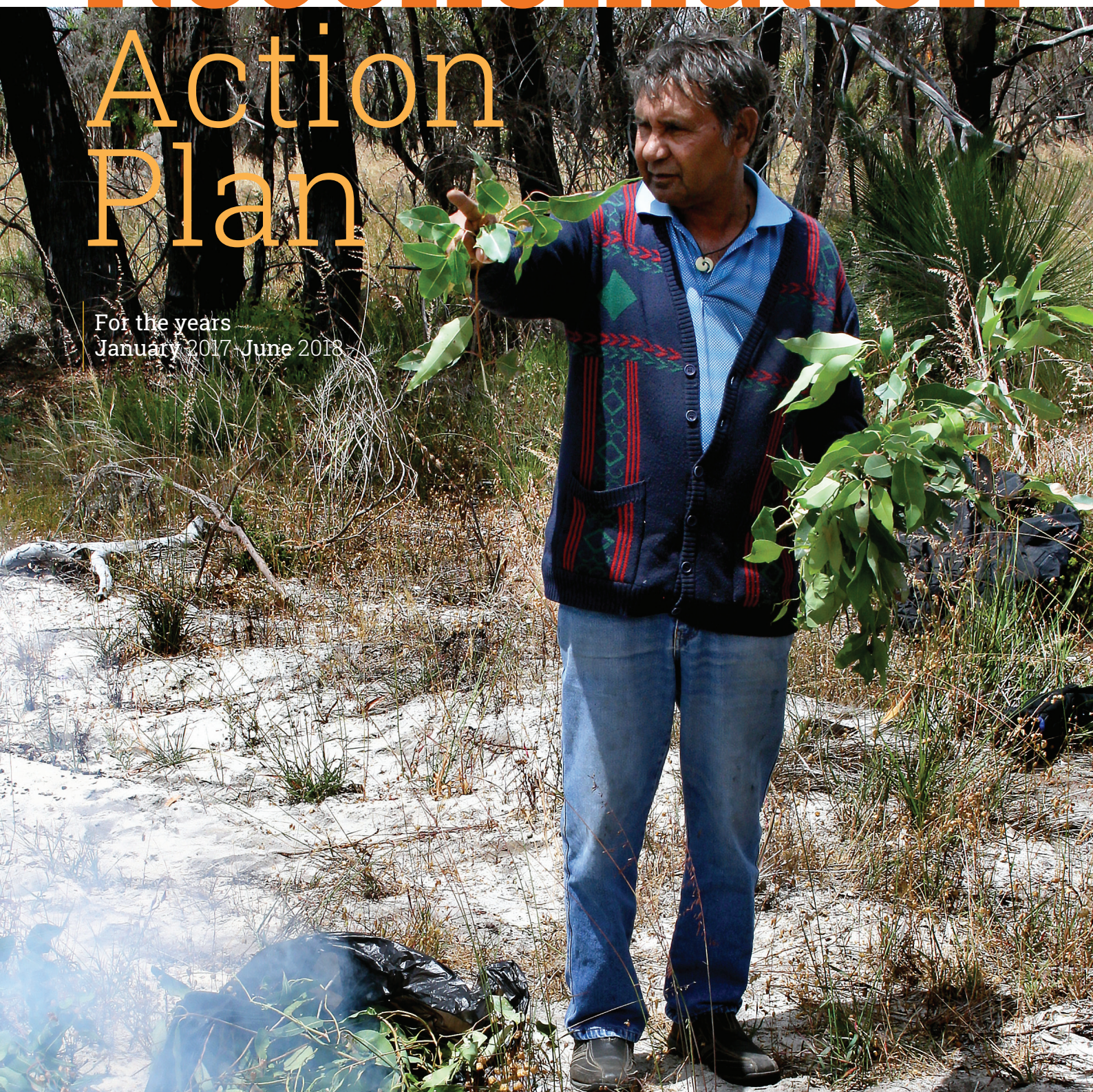


RECONCILIATION  
ACTION PLAN

**STRETCH**

# Reconciliation Action Plan

For the years  
January 2017-June 2018







# Our vision for reconciliation

LandCorp's vision for a reconciled Western Australia is one in which the Traditional Owners and Custodians of our State are recognised and celebrated, and the inequities and unacceptable gaps that exist between Aboriginal and Torres Strait Islander peoples and other Western Australians are closed and our various cultures can live in harmony together.

Through our work, LandCorp aims to address these inequities by building strong and lasting relationships; increasing recognition of traditional culture (including language) within our developments; and by improving culturally sensitive employment and economic development opportunities for Aboriginal and Torres Strait Islander peoples.





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, Port Hedland and Bunbury. The effect of a resources sector moving from construction to production has created considerable change across the State's property market. As a result our operational focus has shifted towards planning for the future. There is now a need to focus on accommodating an additional 1.5 million people by 2030, most of which will occur in the metropolitan area.

Over the last 18 to 24 months LandCorp's operations have substantially contracted due to market conditions including a reduction of staff from around 240 to 170. However during this time we have retained our three Aboriginal and Torres Strait Islander staff and will, when recruitment recommences, continue to actively seek Aboriginal or Torres Strait Islander staff.

These market shifts are reflecting a shift in our Reconciliation Action Plan activity. We will continue to work through our supply chain, who are already leveraging Aboriginal and Torres Strait Islander employment and economic development. Two thirds of civil contracting companies in the State surveyed employ Aboriginal and Torres Strait Islander peoples. This is a substantial improvement on the 45% in 2011. LandCorp will continue to work within our industry to deliver further employment and economic development outcomes.

*Downer construction manager Andrew Mapfumo (pictured far right with the trainees and representatives from LandCorp and the Pilbara Institute).*





# 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 team endeavour to respectfully engage the local Aboriginal community, while also managing successful projects which aim to deliver economic, social and environmental benefits for our many and diverse stakeholders.

This is LandCorp's sixth Reconciliation Action Plan and 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 new RAP Working Group, lead by our Chief Financial Officer, was established under our last RAP to assist in the development, monitoring of implementation and evaluation of our RAP. This has been a learning process for the Working Group in terms of defining the role and improving cultural understanding.



# 2014-16 RAP Review

Our 2014-16 RAP Review confirmed a strong level of engagement above and beyond the 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% of measurable targets being exceeded, achieved or on track.

**In addition to the case studies provided below, our key achievements included:**

- Consulting with Traditional owners on 10 sites across the State
- Implementing heritage recognition initiatives on 13 sites across the State
- Delivery of Aboriginal public art installations at four sites
- Aboriginal naming initiatives on eight projects
- Creation of an internal Aboriginal owned business register for use in our procurement systems
- Engagement of over 5 Aboriginal owned businesses through our supply chain
- Provided mentoring to a Nyamba Buru Yawuru person, including internal work experience
- Implemented Aboriginal Participation Plans on five sites
- Partnered with the Yawuru and Waardi on aspects of their own property developments
- Provided over \$100,000 in sponsorship funds to not-for-profits supporting the local Aboriginal communities in which LandCorp operates

**Opportunities for improvement include:**

- Working on our Aboriginal and Torres Strait Islander recruitment and retention. Whilst our internal employment target improved to around 2% during the period, we did not meet our target of 3%. This was impacted by low staff turnover as well as a no recruitment policy in response to market conditions
- Improving our community engagement practices and cultural competency





# A Cultural Download On-Country Experience

The demands of the world sometimes do not allow for time to capture moments or experiences of significance.

As LandCorp continues to play a major role in accommodating increased economic activity in the Kimberley through the establishment of the Broome Road Industrial Park, Traditional Landowner and young entrepreneurial Yawuru man, Domanic Matsumuto, expands the knowledge of others by offering local fishing tours.

The two parties united in 2015, culminating in a unique cultural journey proving that cultural awareness is truly more than just words, landing the project team firmly into a new world: a cultural interaction with the Traditional Owners of the land, the Yawuru people of Broome.

Nyamba Buru Yawuru is one of the more established and progressive Indigenous corporations in WA and in 2010 reached a Native Title settlement which included the granting of freehold land parcels in and around the Broome area. Since then they've undertaken residential and commercial developments of their own and are continuing to set up new businesses servicing Broome.

Nyamba Buru Yawuru is a project partner for the development of Broome Road Industrial Park through LandCorp's Aboriginal Participation Plan which requires an Indigenous employment undertaking through the civil works contract.

Domanic and his father Neil Mackenzie, one of the senior Yawuru Elders, became tour guides for a journey of cultural activities and appreciation of the lay of the land.

LandCorp staff spent a weekend with Traditional Owners walking the land with them and expanding awareness of the Yawuru people, their culture and traditions.

*"I saw this as an opportunity to get out of my comfort zone and experience a new culture and try gain a better understanding of life for Indigenous Australians."* LandCorp's Tim Carr said.

Weekend activities opened a door to a world of tradition and history, and offered an understanding and new perception of the land and how it works.

A traditional smoking ceremony cleansed the team of any evil spirits which may have travelled on the journey to Yawuru country. This was accompanied by a customary dance, performed by Neil's fourteen children, as part of a Welcome to Country ceremony.

An understanding of intricate knowledge of the local Yawuru community became a strong theme across the weekend, with an interactive bushwalk revealing an insight into the impact of colonial inhabitants on the Yawuru people and the identification of significant landmarks. This meaning would shed new meaning of the land to the project team.

*"Neil took us to the water hole where his grandmother was born where he poured soil in our hands as a sign of his friendship,"* Tim said.

At the heart of the weekend was survival, with fishing and mud crabbing topping the list of unique activities.



*"Jack's Creek, which meets the ocean, is a favourite hunting spot of the Yawuru and is only accessible if you are a Yawuru person or accompanied by the Yawuru. We were very lucky to go here," Tim said.*

After receiving a spear as a gift from the Yawuru people, it was clear that a connection was strengthened.

*"The biggest thing I took out of the weekend was I have gained a greater appreciation for Indigenous Australians connection to the land from walking the land with them.*

*This is something not a lot of people have the opportunity to do and isn't as easy to appreciate when doing the cultural awareness training in an office," Tim said.*

*"I can honestly say that this was one of the best experiences of my life and I can't recommend doing this, or something similar, enough."*

The on-country cultural awareness training has enriched the importance of the Broome Road Industrial Park and improved relationships with the Traditional Owners of the land.

The success of the cultural journey in Broome has led to the investigation of future opportunities for staff to experience an understanding in a way unlike any other.

LandCorp's Matt Read took part in further cultural awareness experience, this time joining Karratha's Ngurrangga Tours on an overnight cultural experience across the Pilbara, finding it was hugely beneficial given the agency's role in land development across the region.

*"The briefings provided great insight into the richness of local Indigenous culture, and the respect and understanding became even greater when we had the opportunity to visit historical sites of the Ngarluma and Yindjibarndi lands," Matt said.*

*"Our guide Clinton Walker's bond with the traditional lands of his people was clear.*

*He is working to build relationships and knowledge through tourism - by highlighting not only of the region's Aboriginal culture but also the spectacular natural beauty of the Pilbara which is so much more than a mining hub."*

From Clinton's perspective, organisations have an opportunity to truly learn about the traditional Aboriginal history and culture.

*"I think it is super important for organisations and companies to experience this training because it gives them a better understanding about the land in which they operate, and a better understanding of the people." Clinton said.*

*"Especially with what LandCorp does, always dealing with the land, it just shows them the importance that this has to the Aboriginal people. When you have really good relationships with each other and are working together, bush trips and other similar experiences strengthen this connection."*

LandCorp continues to look forward in providing staff with unique culturally immersive experiences after the successes of the advanced on-country cultural awareness training.

*Left: LandCorp's Ertan Barkman at the smoking ceremony  
Right: Neil and Dominic*







# The Rain Making Story

## Making Newman Town Centre

*"The Nyiyaparli magic men and women were called Marpan. When the Marpan were around Newman was much greener place because the Marpan could talk to the cloud rocks if rain was needed. The cloud rocks are still there but have been moved. Inside these rocks a small cloud had fallen. That little cloud could be talked to and would fly up and make rain. Even the station owners would call the Marpan when they needed rain to grow feed for their stock. The clouds above and rocks below are connected by the little cloud that fell. The cloud rocks sat in the river."*

Art is a central part of Aboriginal culture, connecting the past and present, and the land with the people.

LandCorp is facilitating discussions with the Nyiyaparli and Martu peoples to provide relevant artwork and interpretation that speaks specifically for Newman Country as part of the revitalisation of the Newman Town Centre.

The significance of this opportunity is that it reunites traditional cultural management stories that were handed from Traditional Owners, the Nyiyaparli, to Traditional Custodians, the Martu, at the time of people being dispersed through Country.

*"When the Martu people arrived on this Country due to being displaced from their land, the Nyiyaparli people, being smaller in number, passed custodianship of parts of their country to the Martu people in a formal gesture,"* Public Art and Design Facilitator Lynette Wallworth said.



*"A part of this gesture involved Nyiyaparli passing on stories relating to the country that Martu would now be custodians of."*

The initial public art intervention is from the first peoples, the Traditional Owners and Custodians of Newman, Nyiyaparli and Martu respectfully.

The collaborative design process of the Newman Town Square's Public Art and Water Feature was based on the Nyiyaparli Cloud Rock Story, which tells how Nyiyaparli bring rain.

An art workshop held in Newman brought together Nyiyaparli and Martu artists and Elders visually capturing the Nyiyaparli cloud rock story, continuing the telling of 'the magic men and women who talked to the cloud rocks if rain was required'.

This public piece considers the story of how local country knowledge was passed from Nyiyaparli to Martu for custodian, 'caring for country', purpose.

Development of the artwork opportunity will reinforce Nyiyaparli's ongoing connection to Newman as Traditional Owners, and will also provide an authentic 'sense of place' for the Town Square.

Principal Landscape Director of UDLA Greg Grabasch suggests that this work is far more than just artwork.

*"Embedded in Australian remote communities are the respectful challenges and opportunities that come from being open to learn from an ancient Indigenous culture and their relationship with our shared Country,"* Greg said.

*"The positives of working in regional settlements are many and include invaluable learning*

*through collaborative processes, developing local relationships and the achievement of being in a team that can provide almost immediate community benefits – showcasing the opportunity for a community to change their existing condition into a preferred one."*

The opportunity had been sensitively initiated by the LandCorp team from a meeting with the 'Old Ones' with the story portrayed as a painting.

The landmark meeting was documented for heritage purposes and will be presented for viewing on the media screen in the transformed town centre.

*"It is significant that Martu and Nyiyaparli work together throughout this process to share their knowledge of country and stories specific to Newman,"* Greg said.

*"It is equally important that the recognised story agreed by Nyiyaparli Elders be represented and incorporated into elements of the Newman Town Centre.*

*"It is functional art that will be centrally meaningful to both local and visiting people and an appropriate initial base narrative for the town's central civic space."*

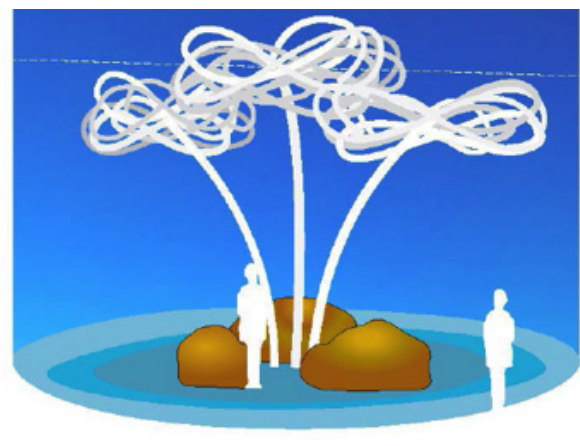
The Rain Making Story will be the centre piece of the square and lead the prospect for many more local, inclusive and culturally diverse stories to follow.

The facilitated art process will showcase Nyiyaparli stories and reinforce the relationship between Nyiyaparli as Traditional Owners and Martu as Traditional Custodians.

*Below: Sue Bung's artwork of the Cloud Rock Story*



*Below: Graphical representation of the public art*







# Inspiring the future leaders of South Hedland

The transformation of South Hedland Town Centre into a modern and successful community hub is being shaped by more meaningful engagement with the local community.

At the heart of this focus is utilising the revitalisation of the town centre to enable actual learning opportunities and create awareness in South Hedland about ongoing vandalism and other anti-social behaviour.

LandCorp held a series of youth engagement activities and events across five weekends in South Hedland in partnership with Yurra, successfully connecting young people of the town with the community space.

Yurra is a local Aboriginal-owned company and was awarded the tender to engage in strategies to give locals ownership of the South Hedland Town Centre.

Initiatives are aimed at activating the youth to create awareness about the environment by enhancing the existing place through landscaping, mulching and tree guard protection.

Yurra's Landscape Manager Justin Byrne says they hope to make a difference in the town centre by improving the social and economic benefits of the town through community involvement.

*"We put forward a proposal to make a difference in the town centre and improve the anti-social behaviour, littering and graffiti caused by a minority."* Justin said.

As part of Yurra's engagement they have also included the organisation of community events integrating in the space, with the likes of the Youth Involvement Council and Mingle Mob to try and curb the vandalism recently incurred within the Town Centre.

*"We saw several opportunities to work with local groups and as such identified South Hedland Primary School as one key stakeholder."*

Making the biggest impact as part of the streetscaping phase was the 'Take Pride Initiative', a yarn bombing activity where primary school students let their creative juices flow and colourfully decorated tree-guards to create a kaleidoscopic community environment.

LandCorp Regional Manager Brad Pawlenko saw a change in the users of the spaces first hand.

*"It is a really good outcome to send the message out to a greater audience that we all want to look after the town centre,"* Brad said.



“We saw several opportunities to work with local groups and as such identified South Hedland Primary School as one key stakeholder.”



*“To get local kids involved in helping with some of the landscaping works, whether it be litter collection or laying turf has been a success. The kids showed a real interest and have returned week after week.”*

Culminating the series of Youth Engagement events was a barbeque wind up day, held on the very turf that the kids help lay.

*“Yurra came up with a great idea on the day where they got all the kids to draw what they learnt over the past few weeks,” Brad reflected.*

*“The drawings were excellent with messages in them about picking up litter, helping Yurra with mulching and some great before and after pictures.*

*“The winner with the best picture was a young Aboriginal kid who came up with a great slogan “Don’t litter, let’s make the town glitter.”*

*“On speaking with the YIC worker that was there, she said that the kids would even go to bed early on Friday night saying that they had to work tomorrow.*

*“This was truly a success. The Town of Port Hedland even want to make it an on-going feature and keep this engagement going.”*





We will collaborate with Aboriginal and Torres Strait Islander peoples, organisations and communities to improve the quality of outcomes within our developments



## Focus area: Governance - Leadership

Action	Target	Timeline	Responsibility
Executive and Board support of the Reconciliation Action Plan and monitoring of implementation	RAP developed collaboratively with Aboriginal and Torres Strait Islander staff and stakeholders and other LandCorp staff and approved by Executive  Executive engaged in the delivery of Reconciliation Action Plan outcomes and monitor achievement through 6 monthly reporting	Feb 2017  Report every 6 months	Business Analyst
RAP Working Group (RWG) actively monitors RAP development and implementation under the leadership of the Chief Financial Officer	<ul style="list-style-type: none"> <li>Oversee the development, endorsement and launch of the RAP</li> <li>Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG</li> <li>Meet at least four times per year to monitor and report on RAP implementation</li> <li>Appoint an internal RAP Champion from Executive</li> </ul>	Feb 2017  Review January 2018  June 2018  July 2017	Business Analyst
Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	<ul style="list-style-type: none"> <li>Hold at least 1 NRW event each year</li> <li>Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW</li> <li>Register our NRW event via Reconciliation Australia's NRW website</li> </ul>	27 May – 3 June 2017  27 May – 3 June 2018	Manager Marketing and Communications
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> <li>Implement an Aboriginal Engagement and Stakeholder Relationship Management Plan to work with our Aboriginal and Torres Strait Islander stakeholders</li> <li>Meet with the South West Land and Sea Council to develop guiding principles for future engagement in relation to the South West Settlement, including working together to develop an engagement plan with the associated Regional Corporations</li> <li>Meet with the Noongar Chamber of Commerce and Industry to ascertain how LandCorp can engage with their members</li> </ul>	March 2017  June 2017  June 2017	Manager Community Relations
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders Promote reconciliation through ongoing active engagement with stakeholders	February 2017	Manager Marketing and Communications
Work with Traditional Owners on implementing current Native Title Agreement commitments	All requirements of Native Title agreements met  Work with Department of Premier and Cabinet on Native Title agreement Database	Report to June 2017 December 2017 June 2018  Report June 2018	Development Managers  Manager Strategy and Innovation
Consult with Traditional Owners on future development sites	Traditional Owners consulted on at least 5 sites including: <ul style="list-style-type: none"> <li><b>Maitland Strategic Industrial Estate</b> with Ngarluma Yindjibarndi, Wong-Goo-Tt-Oo, Yaburara Mardudhunera</li> <li><b>LDP3 in Broome</b> with Yawuru</li> <li><b>Newman LIA</b> with Nyiyaparli</li> <li><b>Port Hedland</b> with Karriyarra</li> <li><b>Kununurra</b> with MG Corporation on the Kununurra Growth Plan (subject to Cabinet approval of the plan)</li> <li><b>Ocean Reef</b> with Whadjuk</li> <li><b>Mangles Bay</b> with Whadjuk</li> <li><b>Hamilton Hill</b> with Whadjuk</li> <li><b>Chinatown Revitalisation</b> in Broome with Yawuru, in conjunction with project partners the Shire of Broome and Kimberley Development Commission</li> <li><b>Broome Growth Plan</b> with Yawuru</li> </ul>	June 2017  June 2018    June 2018  June 2018  June 2018	Manager Strategic Industrial  Manager Regional North   Manager Metropolitan South  Manager Regional North
Community Engagement Consultants Register to contain sufficient Aboriginal engagement capacity	Review underway and additional capacity (if required) will be added to the register	March 2017	Manager Community Relations
In conjunction with the relevant Local Governments of LandCorp's active projects, engage with the Local Government's Aboriginal Reference Groups on LandCorp projects and activities	Local Governments with Aboriginal reference groups identified  Engagement with at least four Local Government Aboriginal Reference Groups on LandCorp projects	June 2018  June 2018	Manager Community Relations





We will act with integrity and listen to Aboriginal and Torres Strait Islander peoples, particularly on matters of culture and heritage and seek opportunities to celebrate traditional culture to improve the quality of community outcomes within our developments



## Focus area: Heritage

Action	Target	Timeline	Responsibility
Meet all heritage statutory requirements	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</li> <li>• Obtaining relevant approvals as required under the Aboriginal Heritage Act 1972</li> <li>• Implementation of the Noongar Standard Heritage Agreement where it applies</li> </ul>	Report to June 2017 December 2017 June 2018	General Manager Metropolitan and Industrial and General Manager Regional

Action	Target	Timeline	Responsibility
Work with Traditional Owners and Aboriginal communities to recognise Aboriginal heritage, culture and history at a local level within projects	<b>Oakajee Industrial Estate:</b> work with Yamatji Land and Sea Council to transfer a lot within the Oakajee buffer for reburial of Aboriginal remains	June 2018	Manager Strategic Industrial
	<b>Girrawheen:</b> work with Clontarf and contractor UDLA to implement the garden (Miya Kaadadjiny@ Girrawheen High School) designed and implemented by Aboriginal students	Dec 2016	Manager Metropolitan North
	<b>Burrup Strategic Industrial Area:</b> work with the Murujugga Aboriginal Corporation and the Department of State Development to facilitate protection and recognition of the Standing Stones site	June 2018	Manager Strategic Industrial
	<b>Gujarra (LDP2 Broome):</b> work with Nyamba Buru Yawuru on heritage approvals for the new motocross site	June 2017	Manager Regional North
	<b>Newman Town Centre:</b> completing the implementation of the Cloud Rock and Rainmaker artwork and associated story	June 2017	Manager Regional North
	<b>Karnup:</b> investigate opportunities for local recognition of culture and heritage as a result of the cultural audit undertaken by Kambarang Services	June 2018	Manager Metropolitan South
	<b>Shoreline:</b> commission a cultural audit of Shoreline	Dec 2017	Manager General Industrial
	<b>Neerabup:</b> consult with the local Aboriginal community on how best to protect the Aboriginal heritage identified around the cave on the site	Dec 2017	
	<b>Allara, Eglinton:</b> Aboriginal heritage will be recognised at the opening of the Water Park event where a Welcome to Country followed by dreamtime water story or song will be performed	Dec 2016	Manager Metropolitan North
	<b>Allara, Eglinton:</b> an exhibition will be held displaying the artwork created for the Alkimos, Land by the Ocean Book	Sept 2017	Manager Metropolitan North
	<b>Alkimos Central:</b> in conjunction with our partner, Lend Lease, develop a project level Reconciliation Implementation Plan	Dec 2016	Manager Metropolitan North

## Focus area: Culture

Action	Target	Timeline	Responsibility
<p>Welcome packs containing local cultural information distributed to buyers</p>	<p><b>Waranyjarri (Broome):</b> continue issuing the Welcome Brochure, including a welcome from Yawuru to residents</p> <p><b>Newman:</b> investigate a welcome pack for Newman buyers</p> <p><b>Alkimos Beach:</b> through our partner Lend Lease, welcome packs, interpretive signage cards and the Land By the Ocean book containing Whadjuk stories of the country by the ocean will be distributed to all residential buyers in the Estate</p>	<p>Report every 6 months</p>	<p>Manager Regional North</p> <p>Manager Regional North</p> <p>Manager Metropolitan North</p>
<p>Work with local Aboriginal communities to identify Aboriginal names for streets and parks in selected LandCorp estates</p>	<p>Implement Aboriginal Naming Initiatives on at least six projects, including:</p> <ul style="list-style-type: none"> <li><b>Blackmore Park Estate:</b> interpretive public open space signage and naming of the garden in Girrawheen High school (Miya Kaadadjiny @ Girrawheen HS)</li> <li><b>Gujarra (Broome):</b> implementation of the name Gujarra and associated branding for the LDP2 Broome project</li> <li><b>Gujarra (Broome):</b> progress street naming for Gujarra including Yawuru words as per agreed Shire naming protocol</li> </ul>	<p>Report to June 2017 December 2017 June 2018</p>	<p>General Manager Metropolitan and Industrial and</p> <p>General Manager Regional</p>
<p>Development and delivery of Aboriginal Public Art projects</p>	<p>Collate a summary of all historic Aboriginal Art installations in LandCorp estates and publish on LandCorp's website</p> <p>Ensure future installations and the stories behind them are captured photographically</p>	<p>June 2018</p>	<p>Manager Marketing and Communications</p>
<p>Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> <li>Implement and review a cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion):</li> <li>All staff (100%) employed for six months or more undertake online cultural learning activities</li> <li>All staff (100%) employed for six months or more undertake face to face cultural workshop learning workshop</li> <li>At least 15 staff (8%) undertake cultural immersion learning programs during this Reconciliation Action Plan period</li> <li>All Reconciliation Action Plan Working Group members undertake cultural learning activities during this Reconciliation Action Plan period</li> <li>All senior executive undertake cultural learning activities during this Reconciliation Action Plan period</li> <li>Promote the Reconciliation Australia's Share Our Pride online tool to all staff by linking it to mandatory online module)</li> </ul>	<p>Report June 2017, December 2017, June 2018</p> <p>June 2018</p> <p>Dec 2017</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p>	<p>Manager People and Services</p>
<p>Build internal capacity in Aboriginal community engagement</p>	<ul style="list-style-type: none"> <li>Create a central reference point for Aboriginal engagement resources on LandCorp's intranet</li> <li>Implement engagement experiences/training and team building exercises for operational team members which build communication and relationship building skills</li> <li>Provide case studies of positive examples of Aboriginal engagement implemented through LandCorp's projects for staff to use as reference points</li> </ul>	<p>June 2017</p> <p>June 2018</p> <p>June 2018</p>	<p>Manager Community Relations</p>



## Focus area: Culture *cont.*

Action	Target	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	<ul style="list-style-type: none"> <li>Recognise Traditional Owners of the land at every LandCorp public event through either a Welcome to Country or Acknowledgement of Country</li> <li>Review and update a list of key contacts for organising a Welcome to Country</li> <li>Acknowledgement of Country conducted at all staff and divisional meetings</li> <li>Create and display an Acknowledgment of Country plaque in our office/on our office building</li> <li>Invite a local Traditional Owner to provide a Welcome to Country for at least 10 events</li> <li>Review and update if required the existing Welcome to Country/ Acknowledgement of Country Policy</li> <li>Promote the joint LandCorp-Civil Contractors Federation Aboriginal Engagement Guide to staff and relevant stakeholders</li> </ul>	Report December 2016 and June 2017	Manager Marketing and Communications
Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	<ul style="list-style-type: none"> <li>NAIDOC Week celebrations acknowledged through LandCorp internal communications and email</li> <li>All staff encouraged to participate in local NAIDOC Week events</li> <li>Hold an internal or public NAIDOC Week event</li> <li>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events</li> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week</li> </ul>	First week of July  June 2018  June 2018	Manager Marketing and Communications  Manager People Services  Manager People Services
Recognise and pay respects on Sorry Day	Acknowledgement of the day and its history through internal communications Staff encouraged to participate in events and hear stories of the Stolen Generations	May 2017 May 2018	Manager Marketing and Communications
In conjunction with research service providers, amend and modify research techniques to ensure they adopt a more culturally respectful process	Identify key research projects which require a culturally sensitive approach Work with research service providers to improve research process	Report December 2018	Manager Strategy and Innovation



We will create employment, career advancement and economic development opportunities with and for Aboriginal and Torres Strait Islander peoples and organisations, particularly within the development and construction industry to improve the diversity of our workforce and to close the identified employment and economic development gaps for Aboriginal and Torres Strait Islander peoples.



## Focus area: Internal Opportunities

Action	Target	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander recruitment and retention	<ul style="list-style-type: none"> <li>Increase Aboriginal and Torres Strait Islander employment to 5 staff (3%)</li> </ul>	June 2018	Executive General Managers
	<ul style="list-style-type: none"> <li>Short term retention of Aboriginal and Torres Strait Islander staff is equivalent to other staff</li> </ul>	June 2017	Manager People and Services
	<ul style="list-style-type: none"> <li>Expand channels so advertised job vacancies also occur through Aboriginal and Torres Strait Islander media, including:                             <ul style="list-style-type: none"> <li>Working with the Aboriginal Workforce Development Centre</li> <li>Elevating our statement seeking applications for Aboriginal and Torres Strait Islander peoples</li> <li>Making direct approaches to universities</li> </ul> </li> </ul>	June 2017	Manager People and Services
	<ul style="list-style-type: none"> <li>Implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development</li> </ul>	June 2018	Manager People and Services
	<ul style="list-style-type: none"> <li>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development</li> </ul>	June 2018	Manager People and Services

## Focus area: Supply Chain Opportunities

Action	Target	Timeline	Responsibility
Offer Traditional Owners 'monitoring' of works on projects likely to detect any cultural material disturbed on development sites	Report on the number of sites monitored by Traditional Owners, including: <ul style="list-style-type: none"> <li>Beverley Light Industrial Area</li> <li>Bruce Rock</li> <li>Wedgfield</li> <li>Port Hedland Industrial</li> <li>Motocross Site, Broome</li> </ul>	Report to June 2017 December 2017 June 2018	General Manager Metropolitan and Industrial and General Manager Regionall
Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> <li>Review and update an Aboriginal and Torres Strait Islander procurement strategy</li> </ul>	May 2017	Corporate Operations Manager
	<ul style="list-style-type: none"> <li>Investigate direct procurement opportunities in Property Management procurement</li> </ul>	June 2018	Manager Strategic Industrial
	<ul style="list-style-type: none"> <li>At least \$2 million of goods and services procured from Aboriginal and Torres Strait Islander owned businesses per annum</li> </ul>	Report June 2017 and June 2018	Corporate Operations Manager
	<ul style="list-style-type: none"> <li>Report the number and value of Aboriginal business engagements as part of the procurement 'health checks' to Executive quarterly</li> </ul>		
In conjunction with the Civil Contractors Federation launch and promote the industry Guide for Aboriginal Engagement	Guide for Aboriginal Engagement promoted through LandCorp's preferred suppliers	June 2017	Corporate Operations Manager
	Guide for Aboriginal Engagement promoted through key Government stakeholders	Dec 2017	Manager Strategy and Innovation
	Introduce Civil Contractors Federation to Reconciliation WA	Dec 2017	
Develop and implement tendering and contracting arrangements that allow for subcontracting to registered Aboriginal owned businesses	Trial models for implementation on at least two projects	December 2016	Corporate Operations Manager
	Train staff, engineers and other stakeholders in process developed as a result of the trials	June 2017	
	<b>Wedgfield:</b> Through our contractor DeGrey Civil subcontract work to Landing Contracting and Yurra who are both Aboriginal Owned	Jan 2017	Manager Regional North
	<b>Gujarra (Broome):</b> investigate subcontracting opportunities	June 2018	
	<b>Motocross site (Broome):</b> investigate subcontracting opportunities	June 2017	

## Focus area: Supply Chain Opportunities *cont.*

Action	Target	Timeline	Responsibility
Develop and implement Aboriginal participation plans and other Aboriginal employment and economic development initiatives	<p><b>Forrestdale Industrial Estate:</b> Implement reconciliation related criteria in tenders for the civil works for Stage 3B</p> <p><b>Alkimos Beach:</b> Through our partner Lend Lease, civil works tenders for Alkimos Beach will include outcomes relating to Aboriginal employment and training opportunities</p> <p><b>Gujarra (Broome):</b> Implement an Aboriginal Participation Plan for construction of Gujarra and new motocross site</p>	<p>June 2018</p> <p>Dec 2016</p> <p>June 2017</p>	<p>Manager General Industrial</p> <p>Manager Metropolitan North</p> <p>Manager Regional North</p>
Direct appoint Aboriginal owned business to undertake work in accordance with LandCorp's direct appointment procurement protocol	<p>At least 10 direct appointments made and report on the total value of these appointments, including:</p> <ul style="list-style-type: none"> <li><b>Wedgefield:</b> Marapikurrinya Contracting (owned by Kariyarra Traditional Owners) to undertake site monitoring</li> <li><b>South Hedland Town Centre:</b> continuing the two year maintenance and minor construction contract with Yurra</li> <li><b>Broome Road Industrial:</b> engage Nagula Jarndu to undertake work on the entry statement</li> </ul>	<p>June 2017</p> <p>Sept 2017</p> <p>Dec 2016</p>	<p>Manager Regional North</p> <p>Manager Regional North</p> <p>Manager Regional North</p>
Create land development or other business opportunities to partner with Aboriginal companies	<p><b>Alkimos Beach:</b> Through our partner Lendlease we will partner with Conservation Volunteers Australia to provide Aboriginal and Torres Strait Islander employees with dune rehabilitation and coastal management experience</p> <p><b>Broome:</b> Work with Nyamba Buru Yawuru to identify a formal partnership opportunity through each other's portfolios in Broome</p> <p><b>Chinatown (Broome):</b> Together with the Shire of Broome and Kimberley Development Commission and through the Chinatown Revitalisation project, jointly partner with Tourism WA and Yawuru on the feasibility study to develop a Kimberley Cultural and Interpretive Centre opportunity which encompasses both European and Aboriginal cultures and industries i.e. pearling and pastoral across the Kimberley</p>	<p>Report June 2018</p> <p>June 2018</p> <p>June 2018</p>	<p>Manager Metropolitan North</p> <p>Manager Regional North</p> <p>Manager Regional North</p>
Working with Yawuru, Shire of Broome and Kimberley Development Commission to celebrate and recognise the cultural history of Broome (including Yawuru culture)	Alongside our partners, the Shire of Broome and Kimberley Development Commission, LandCorp will engage with Nyamba Buru Yawuru in the Broome Growth Planning partnership and promote our working relationship to wider industry and Government in support of wholehearted engagement with Aboriginal groups generally	June 2017	Manager Regional North
Engage Waringarri Arts to continue maintenance work on public art in Kununurra	Public art maintained in accordance with the Maintenance Manual	Dec 2017	Manager Regional North
Provide mentoring to staff of Aboriginal Corporations wishing to learn about property development	Offer and provide if requested another mentoring plan for at least 1 Nyamba Buru Yawuru staff member	June 2018	Manager Regional North
Increase Aboriginal and Torres Strait Islander supplier diversity	Review and update an Aboriginal and Torres Strait Islander procurement strategy	May 2017	Corporate Operations Manager





## Focus area: Sponsorship

Action	Target	Timeline	Responsibility
Identify and implement sponsorship opportunities supporting Aboriginal and Torres Strait Islander Participation	Form a partnership with Reconciliation WA which includes support such as: <ul style="list-style-type: none"> <li>• Hosting Reconciliation WA's youth forum on what does a reconciled WA look like</li> </ul>	June 2017	Manager Marketing and Communications
Support a university level program for Aboriginal and Torres Strait Islander students studying subjects related to LandCorp's operations	Identify a university level program to support Identify and agree appropriate methods of supporting selected university program	Dec 2017 June 2018	Manager Strategy and Innovation

## Tracking progress and reporting

Action	Target	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia Participate in the RAP Barometer	June 2018	Business Analyst
Investigate opportunity to measure impact of RAP activities for the Global Reporting Index report	Improved reporting mechanisms implemented	June 2017	Manager Strategy and Innovation
Report RAP achievements, challenges and learnings internally and externally	Publically report our RAP achievements, challenges and learnings	June 2018	Business Analyst
Review, refresh and update RAP	Liaise with Reconciliation Australia to review, refresh and update RAP based on learnings, challenges and achievements Send draft RAP to Reconciliation Australia for formal feedback and endorsement	June 2018	Business Analyst
Communicate the commitments and outcomes of the Reconciliation Action Plan	Communication strategy developed Communication strategy implemented	Dec 2016 June 2018	Manager Marketing and Communications

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