

TOWN OF PORT HEDLAND INNOVATE RECONCILIATION ACTION PLAN



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Reconciliation
ACTION PLAN
INNOVATE RAP

Town of
Port Hedland



Chief Executive Officer's Message

The Town of Port Hedland is committed to reconciliation with its Aboriginal and Torres Strait Islander community. Reconciliation provides a vital way forward for building a harmonious and unified community.

As such, the Town is pleased to present our inaugural Reconciliation Action Plan (RAP). The document will shape a way forward for the Town to strengthen acknowledgment and engagement of the Aboriginal and Torres Strait Islander community.

The key focus is to raise awareness within the Town as an organisation – hence building foundations to pursue employment, business development and other opportunities in a sustainable manner. Proposed targets and actions articulate how we will achieve our vision within set time frames and responsibilities.

Mal Osborne
Chief Executive Officer



Our Vision for Reconciliation

The Town of Port Hedland is committed to reconciliation, and building better relationships between the wider community and Aboriginal and Torres Strait Islander peoples for the benefit of current and future generations. The Town of Port Hedland vision for reconciliation is to be a town that will share the responsibilities for inspiring meaningful and sustainable ways of working through inclusion, leadership, innovation and culturally significant ideals unique to the region. To maximise this opportunity the Town of Port Hedland's RAP will provide the pathway to build strong relationships with the Aboriginal and Torres Strait Islander community including our Elders, community and the Kariyarra and Ngarla Traditional Owners.

The Town will build a deeper understanding and protect local Aboriginal and Torres Strait Islander histories, culture and stories by sharing dialogue and establishing meaningful partnerships to ensure that business is conducted with respect, acknowledgement and awareness of cultural differences.

Achieving this vision will be supported by the Town's organisational values of:

- Quality - We strive for excellence and take pride in everything we do. We challenge our thinking and look beyond the obvious.
- Unity - We work as one team and actively share our ideas and information across the organisation.
- Integrity - We are honest and ethical in everything we do, fostering transparency and promoting public trust and continued confidence.

The Town of Port Hedland

The Town of Port Hedland is a dynamic local government in Western Australia's North West and is located approximately 1,800km north of Perth. The Town is home to 18,000 people from diverse cultural backgrounds and covers 11,844 square kilometres of the Pilbara region.

The Town's boundaries fall within Kariyarra and Ngarla country consisting of 31 Aboriginal languages. Historical events, government policies and greater opportunities have provided a wide influx into the region from many cultures including Aboriginal and Torres Islanders peoples.

The Town of Port Hedland employs a team of over 200 personnel from diverse multi-cultural backgrounds. Current statistics for Aboriginal and Torres Strait Islander people representation within the organisation are approximately 11. However, it should be noted that some employees choose not to identify their cultural backgrounds. The Town is structured to optimise our workforce resources to meet our goals and objectives. The Town delivers services through three directorates, and the Office of the Chief Executive. Each directorate is made up of business units responsible for delivering services in line with our Strategic Community Plan and the Local Government Act 1995.

Our RAP

The development of our first RAP marks a commitment to reconciliation by the Town of Port Hedland. It is with the development of this RAP we endeavour to build strong relationships through respectful engagement and understanding between the Town of Port Hedland and the Aboriginal and Torres Strait Islander community. The Town's RAP has been developed in collaboration with key stakeholders including community; organisations and agencies; Town; and Reconciliation Australia.

The Town acknowledges the openness, honesty and goodwill shown throughout this process; and hopes to continue building mutually beneficial partnerships through the final stages of plan development and into the implementation phase. The Town of Port Hedland identifies that positive change will set our path to becoming a vibrant and attractive regional city. Central to our ideals is the vital importance of protecting the culture and inclusion of Aboriginal and Torres Strait Islander peoples. Our commitment to the RAP development, implementation and recording will be "All Our Business."

The Town's RAP is a continuum of previous dialogues and motions between the council, the Kariyarra people and the whole of community. Our RAP sets a pathway to apply a partnered approach for; land management, equity access to culturally appropriate services and also a space to implement and achieve innovative and sustainable targets.

Our RAP will be championed internally through the Executives and managed by respective Business Unit Managers.

The RAP Working Group (RWG) will include party representatives from the Town of Port Hedland Executive, Kariyarra and Ngarla, Torres Strait Islander and community leaders.

Our partnerships will continue to include a broad range of cultures and services who share a common interest of supporting and providing in the true spirit of reconciliation. It is within these diverse groups that progress, preservation and maximising inclusive participations will truly be achieved.



Relationships:

Through shared and meaningful dialogue with the Town of Port Hedland and Aboriginal and Torres Strait Islander peoples, greater understandings and new learnings will inspire the foundations to embrace stronger relationships for reconciliation.

Action	Responsibility	Timeline	Target
1.1 Establish a RAP working group comprising of Aboriginal and Torres Strait Islander Peoples and other Australians to actively monitor RAP development monthly, including implementation of actions, tracking progress and reporting.	Manager Community Development	September 2016 – March, June, September, December annually	1.1:1 All Town departments to provide quarterly progress reports to the RAP Working Group (RWG).
	Manager Community Development to lead with all manager support	September 2016 – March, June, September, December annually	1.1:2 RWG will monitor quarterly progress reports from all town departments and make adjustments applicable to the ideals of reconciliation.
1.2 Identify our external relationships with Aboriginal and Torres Strait Islander stakeholders, businesses, Elders, and Traditional Owners).	Manager Community Development	July 2016 - August 2016	1.2:1 Create a database capturing key Aboriginal and Torres Strait Islander stakeholders and place on the Town's intranet portal. Monitor the database on monthly basis and update as required.
1.3 Celebrate National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Manager Community Development	May 2017 to June 2017 June annually	1.3:1 Hold at least one internal event at the Town of Port Hedland head office, Depot, Libraries and JD Hardie Youth Zone to include staff, community and key stakeholders during National Reconciliation Week.
	Manager Community Development leads with Manager Corporate Information support	May annually	1.3:2 Explore opportunities for inclusive community event within the town during National Reconciliation Week.
	Manager Corporate Information	May to June annually	1.3:3 Register our NRW event on Reconciliation Australia's NRW website www.reconciliation.org.au/nrw/
1.4 Maintain an ongoing communication dialogue with key stakeholders to continue strengthening our relationships with Aboriginal and Torres Strait Islander communities.	Manager Community Development	February, May, July, October annually	1.4:1 Continue the Aboriginal and Torres Strait Islander Consultation Forum on a quarterly basis.
	Manager Community Development / Manager Corporate Information	August 2016 complete December 2016	1.4:2 Include communications guidelines in an organisational cultural awareness guidelines and toolkit: <ul style="list-style-type: none"> Ensure information advertised by the council is accessible to the Aboriginal and Torres Strait Islander community e.g., social media, online networks, community gatherings and council meetings. Actively engage by participating in local events on an annual basis such as, Sorry Day, NAIDOC, Harmony and Closing the Gap Day.
1.5 Raise internal awareness of our RAP to ensure there is shared responsibility and understanding of our RAP commitment and how each area can contribute.	Manager Corporate Information	June 2016	1.5:1 Place a copy of the Reconciliation Action Plan on the Town's website and intranet portal.
	Manager People and Culture	July 2016 – September 2016	1.5:2 Include a summary of the Reconciliation Action Plan in the employment, introduction and induction package for new staff members and contractors.
	Manager Community Development leads with Corporate Information support	June 2016. March annually	1.5:3 RAP updates are included in all staff meetings as required.



Respect:

Respect is the cornerstone for establishing partnerships and creating shared opportunities. Central to the Town of Port Hedland business is providing meaningful support and services that is inclusive and encourages participation.

Action	Responsibility	Timeline	Target
2.1 Understandings of Welcome to Country and Acknowledgement to Country protocols and ceremonies to ensure there is shared meaning behind ceremonies.	Manager Corporate Information leads with Manager Community Development support	July 2016 complete September 2016	2.1:1 Develop a protocol document and information for Welcome and Acknowledgement to Country. Establish internet and intranet portals.
	Manager Corporate Information leads with Manager Community Development support	July 2016 complete September 2016	2.1:2 Acknowledgement of Country will be performed appropriately at Town key events, forums and meetings. Identify at least one significant event for which a Welcome to Country from a Traditional Owner will be included.
2.2 Engage all employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.	Manager People and Culture	July 2017 complete September 2017	2.2:1 Conduct an annual Cultural Awareness Training program, including: <ul style="list-style-type: none"> Targeted cultural development training that explores the hidden histories, impacts and intergenerational traumas. Inclusion of information on local language groups, Traditional Owners and outlying settlements.
	Manager Community Development	September 2016 complete January 2017	2.2:2 Develop Cultural Awareness Guidelines and Toolkit for Town Officers. Place on Intranet.
2.3 Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC events and culturally significant events.	Manager Community Development leads with Manager Corporate Information and Manager People and Culture support	July 2016. July annually	2.3:1 Support, promote and engage in local significant events, community festivals; <ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC. Provide opportunities to participate in culturally significant events.
2.4 Work with our local Aboriginal and Torres Strait Islander community to share and acknowledge local dreaming stories, art, culture and history within the Town and its facilities.	Manager Corporate Information	June 2016 complete September 2016	2.4:1 Work with Aboriginal community to display Welcome/Acknowledgements to Country at Town boundary entrances and facilities.
	Manager Corporate Information leads with Manager Community Development support	June 2016 complete June 2017	2.4:2 Update website to include a section on local Aboriginal and Torres Strait Islander Heritage, dreaming and stories significant to the region.
	Manager Community Development	August 2016 complete August 2017	2.4:3 Identify and acknowledge significant heritage site in consultations with community leaders, including liaison as to how leaders would like the sites protected/assist with the development of signage and protocols as required.
2.5 Create a visibly inclusive space in Town facilities.	Manager Corporate Information	July 2016	2.5:1 Fly Aboriginal and Torres Strait Islander flags at the Civic Centre and South Hedland Town Centre.
	Manager Infrastructure Development	June 2016 complete June 2018	2.5:2 Investigate naming of new facilities, parks or other Town assets in consultation with community stakeholders to reflect local Aboriginal and Torres Strait Islander language and heritage.
	Manager Corporate Information	June 2017 complete June 2018	2.5:3 Develop a collection of local Aboriginal and Torres Strait Islander artworks for rotating display at Town facilities.
	Manager Corporate Information	June 2016 complete June 2017	2.5:4 Investigate opportunities to incorporate local Aboriginal and Torres Strait Islander artwork in Town branding and communication mediums including website, key documents, marketing materials, signage.



Opportunities:

Maximising the pathways to self-determination for Aboriginal and Strait Islander peoples, the Town of Port Hedland will share and embrace sustainable opportunities for new ways of working in an inclusive environment.

Action	Responsibility	Timeline	Target
3.1 Investigate opportunities within the Town to increase Aboriginal and Torres Strait Islander employment opportunities.	Manager People and Culture	June 2016 complete September 2016	3.1:1 Investigate the implementation of traineeships, apprenticeships and other pathways to employment with the Town. Include development of partnerships with key service providers and organisations.
	Manager People and Culture	June 2016 complete September 2018	3.1:2 Development an Aboriginal and Torres Strait Islander Employment Strategy, including key elements on: <ul style="list-style-type: none"> • Focus on traineeships, apprenticeships and other pathways to employment. • Best practice examples of employment. • Addressing barriers to employment. • Review of policies and procedures. • Identification and promotion of awards to recognise employee excellence. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Advertise all vacancies in Indigenous media.
3.2 Investigate opportunities to increase supplier diversity within the Town.	Manager Finance	June 2016 complete September 2016	3.2:1 Review procurement policy barriers; and explore opportunities to advocate and advance local business. <ul style="list-style-type: none"> • Investigate becoming a member of Supply Nation. • Educate staff about using Aboriginal and Torres Strait Islander businesses. • Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business.
	Manager Finance	September 2016 complete December 2016	3.2:2 Investigate the development of a local business database.
	Manager Infrastructure Development with Manager Works and Services support	July 2016 ongoing thereafter	3.2:3 Support businesses through tender and criteria processes to include a percentage of Aboriginal and Torres Strait Islander business for large projects within the Town.
3.3 Scope opportunities to empower our Aboriginal and Torres Strait Islander community members to be leaders and advocates for the Town.	Directors to Manage	August 2016 complete December 2016	3.3:1 Establish a dialogue between senior town and community leaders to enable mentoring and professional development opportunities.
	Manager Corporate Information	August 2017 ongoing thereafter	3.3:2 Ensure the local government election process is accessible and inclusive for all community members.
3.4 Investigate future opportunities for inclusion in future RAP plans.	Manager Planning	August 2017 complete June 2019	3.4:1 Investigate the development of an Indigenous Land Use Agreement within the Town of Port Hedland.

Reporting and Tracking:

Sequenced monitoring and reporting by the Town of Port Hedland and the RAP Working Group will ensure quality, transparency and accountability for good government procedures that will remain at the forefront of our journey to reconciliation.

Action	Responsibility	Timeline	Target
4.1 Provide transparent and consistent progress reporting to Town	Manager Corporate Information	September, December 2016 and March, June, September, December annually thereafter	4.1:1 Provide report for Executives (Quarterly and Annually).
	Manager Corporate Information	October 2016. October annually	4.1:2 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.
	Manager Corporate Information	Minimum of quarterly per annum	4.1:3 Promote highlights and best practice examples of reconciliation to internal and external stakeholders.
	Manager Corporate Information	November 2016 completion December 2016. December annually	4.1:4 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.
	Manager Corporate Information	November 2016 completion December 2016. November annually	4.1:5 Include RAP highlights in the Town's Annual Report and send to Reconciliation Australia to be uploaded onto their website.

Further queries or information:

Copies of this plan can be found on the Town's website: www.porthedland.wa.gov.au; or requested in person at the Civic Centre or South Hedland Library. Further enquiries or requests for information are also welcome.

Phone: (08) 9158 9600
 Written: Town of Port Hedland
 PO Box 41
 Port Hedland, WA 6721
 Email: council@porthedland.wa.gov.au