

Indigenous Engagement Strategy

2016-2018



When communicating with a wide audience, the City of Karratha uses the term 'Indigenous', in keeping with accepted national practice. However, in this Indigenous Engagement Strategy, the use of 'Indigenous' is intended to be specifically inclusive of Aboriginal and Torres Strait Islander Australians. When communicating with our local community and relevant Traditional Owners, we defer to the protocols advised.

Message from the Mayor

In June 2014, Council endorsed a Statement of Commitment to Indigenous Engagement. This was an important step forward towards forging stronger relationships, a deeper respect and identifying better opportunities for Indigenous people in our region. The Statement of Commitment provided the vision and direction of the City of Karratha as an organisation, it was the first step in demonstrating its commitment to the development of this consultative, holistic, well informed and inclusive strategy.

The City of Karratha recognises Aboriginal people as the traditional custodians of this land who have a deep historical and spiritual connection to country, waterways, rivers and seas within our region. The City of Karratha accepts Aboriginal people as the first inhabitants of Australia. They have lived on this land for many thousands of years and are recognised as one of the oldest living populations of the world, with unique languages and spiritual relationships. We pay our respects to past, present and future ancestors of the Aboriginal community.

The City of Karratha acknowledges that past practices and policies impacted on the social and emotional wellbeing of Aboriginal people. The City of Karratha recognise the pain and loss consequently placed on Aboriginal people, who were dislocated from their culture, displaced from their homelands and separated from their families. The City of Karratha is committed to creating a place where people of all cultures are welcome, respected and have equal opportunity in the local community.

Over the past two years the City of Karratha has been working closely with internal and external stakeholders to develop a strategy based on listening, understanding, recognition, appreciation and a belief that we can achieve sustainable outcomes for a better future. This plan focuses on building mutually respectful relationships between Indigenous and other Australians, that allow us to work together to solve problems and generate success that is in everyone's best interest.

Peter Long
Mayor
City of Karratha

Our Vision and Commitment

Our vision is to create a cohesive and vibrant community, celebrating diversity and working together to create a sense of place and a sustainable future. We seek to provide community leadership and excellent local government services in an innovative and efficient manner to enhance our social, cultural, economic and environmental wellbeing. We will achieve our vision for the community through the following core values:

Leadership We will provide clear direction and inspire people to achieve their full potential.

Teamwork We will encourage cooperation and teamwork within and between our employees and our community stakeholders.

Integrity To act in an honest, professional, accountable and transparent manner.

Innovation We will encourage creativity, innovation and initiative to achieve Council's vision.

This Indigenous Engagement Strategy provides the City of Karratha with a documented framework to build the organisation's cultural awareness, understanding and competencies to achieve a vision of a united Australia which respects this land of ours, values local heritage and provides justice and equity for all. The City of Karratha is committed to adopting a shared, whole-of-organisation approach to active engagement with Indigenous Australian people.

Our Focus Areas

The City of Karratha will embed Indigenous Engagement into current and new organisational practices and initiatives focusing on the following areas:

1. Acknowledgement and Respect	The City of Karratha will show acknowledgement and respect of diversity and history of Indigenous people. The City of Karratha will increase awareness and recognition of Indigenous culture and history through practices and service delivery.
2. Relationships and Engagement	The City of Karratha is committed to building effective <i>social</i> and professional networks with Indigenous people to provide more opportunities that may lead to better outcomes for Indigenous people within our towns.
3. Community Development and Capacity Building	The City of Karratha aims to increase community participation, promote a collaborative approach to responding to local needs and build skills and opportunities to support the community to achieve self-reliance and sustainability.
4. Workforce Development	The City of Karratha is focused on building the organisation's Indigenous cultural awareness, understanding and competencies through development and learning in the workplace.
5. Continuous Improvement	The City of Karratha will learn from experiences and share the progress of the Indigenous Engagement Strategy across the organisation and the community.

Our Approach

The development and implementation of the 2016 – 2018 Indigenous Engagement Strategy will be driven and overseen by representatives from across the organisation and the community.

City of Karratha (all staff)	All staff employed by the City of Karratha will be responsible for driving continual improvement in engagement opportunities with our local Indigenous community. All Departments will be responsible for implementing and reporting on individual actions as identified within the strategy.
Executive Management Group	The City of Karratha's The Executive Management Group will play an active role in the distribution of information and implementation of the Indigenous Engagement Strategy. This group will ensure Indigenous Engagement strategies and initiatives are implemented and form part of the culture across the organisation. This group will also assist with reporting on the progress of the Indigenous Engagement Strategy including the Key Performance Indicator (KPI) management system.
Community Engagement and Partnership Department	The City of Karratha's Community Engagement and Partnership department will be responsible for the management of the Indigenous Engagement Strategy, including providing advice and guidance to the organisation, progress reporting and evaluation.
Indigenous Engagement Champions	The City of Karratha will establish a core team of Indigenous Engagement Champions who will be responsible for leading, organising and communicating Indigenous Engagement initiatives for respective departments and work locations. The Champions will provide leadership and advocacy for Indigenous Engagement across the organisation.

As identified in the City of Karratha Strategic Community Plan, any one of the following roles can be undertaken by the City dependant on the activity:

Provider; Partner; Funder; Regulator; Monitor; Facilitator; Advocate.

1. Acknowledgement and Respect

The City of Karratha is committed to forging stronger relationships and a deeper respect for Indigenous Australians through practices and service delivery and will show acknowledgement and respect of the diversity and history of Indigenous people.

Objective: To increase the awareness and recognition of Indigenous culture and history through practices and service delivery.

	What will we do?	Who will do it?	When will we do it?	How we will measure our success?
1.1	Acknowledgement of traditional custodians of the land at Council meetings and formal occasions.	Whole of organisation	Ongoing	Record of acknowledgement of traditional custodians of the land in meeting minutes.
1.2	Develop Cultural Protocols to provide effective and respectful manners of communication with Indigenous people including Welcome to Country, Acknowledgement of Country and Elders.	Community and Engagement	June 2017	Cultural Protocols available on City of Karratha website and intranet. Cultural Protocols briefing conducted at all departmental meetings.
1.3	Fly the Aboriginal flag at the front of the administration building during business hours	Governance and Organisational Strategy	Ongoing	Compliance with the Department of Premier and Cabinet flag protocol.

1.4	Increase the Indigenous specific library collection for both adult and junior material, over a variety of mediums.	Community and Engagement	June 2017	Increase by 50%.
1.5	Include byline on all City of Karratha signature blocks for emails that acknowledge Traditional Owners.	Information Technology	January 2017	Auto population of Byline acknowledging Traditional Owners included in signature blocks for emails.
1.6	Traditional Owners invited to conduct a Welcome to Country at all City of Karratha major events and functions.	Whole of organisation	Ongoing	Budget allocation for major events and functions to include a Welcome to Country. Number of Welcome to Country ceremonies delivered.
1.7	Interpretative signage included in the Trail Master Plan and implemented trail projects.	Community Projects	Ongoing	Level of recognition of culture and natural heritage in Trail Master Plan. Number of projects implemented with Traditional Owner input.
1.8	Join 'Recognise' campaign to acknowledge Indigenous people in the Australian Constitution.	Community and Engagement	December 2016	City of Karratha to join the 'Recognise Campaign' on endorsement of Indigenous Engagement Strategy.

				Demonstrate support on the City of Karratha website.
1.9	Create an Indigenous specific page on the City of Karratha website with links to relevant websites, local information, cultural celebrations and corporation details.	Marketing and Communications Community and Engagement	Q3 2017	Public access to Indigenous specific page on the City of Karratha website. Increased access to local resources, information and contact details including locally owned and operated indigenous businesses.
1.10	Acknowledgement of the Traditional Owners on the City of Karratha website homepage including a video with a formal Welcome to Country.	Marketing and Communications	Q2 2017	Traditional Owners acknowledged on the City of Karratha website homepage. Video with formal Welcome to Country available for public viewing on the City of Karratha website.

2. Relationships and Engagement

The City of Karratha acknowledges that relationships with Indigenous people build over time and form the foundation to achieve positive outcomes. The City of Karratha is committed to building mutually respectful relationships between Indigenous and other Australians that allow the organisation and Indigenous people to work together to solve problems and generate success that is in everyone's best interest.

Objective: To build and maintain effective social and professional networks with Indigenous people to encourage, promote and support Indigenous participation in local government decision-making processes. Further, to provide more opportunities that may lead to better outcomes for Indigenous people within our towns.

	What we will do?	Who will do it?	When will we do it?	How will we measure our success?
2.1	Council consideration to the establishment an Indigenous Advisory Group to provide ongoing consultation between the Indigenous community and Council.	Community and Engagement	Q1 2017	<p>Council consider draft Terms of Reference for the Indigenous Advisory Group within identified time frame.</p> <p>Vision: Advisory Group to consist of representatives from a diverse range of Indigenous groups and community affiliations holding appropriate experience, knowledge and/or capacity to provide</p>

				guidance on a range of organisational practices and decision making processes. Annual review of actions/outcomes undertaken by the Group.
2.2	Communicate partnership opportunities with Indigenous corporations (both City of Karratha driven and corporation driven)	Partnerships Executive Management Team	Ongoing	% of Indigenous Corporation Board meetings attended by City of Karratha Executive where invitation has been extended. Record of attendance at Council meetings by Indigenous people (to inform baseline of representational attendance).
2.3	Seek and obtain in-principle support from Indigenous corporations to partner on capital works projects.	Partnerships	Ongoing	Number of capital project partnerships formed with Indigenous Corporations.
2.4	Engage with representative Indigenous groups in considering land matters that may affect their interests, as well as responsible use of resources for environmental sustainability from an Indigenous perspective.	Planning	Ongoing	Record of invitation to consult and consultation with Indigenous representatives in Land Management.

2.5	Conduct feasibility study regarding Ranger/Custodian partnerships to increase natural resource management.	Regulatory Services	Q1 2018	Detailed report regarding feasibility of expanding custodian partnerships relating to natural resource management.
2.6	Promote and encourage collaborative partnerships that work towards sustainable improvements to health and safety education within the Indigenous community.	Regulatory Services Community Engagement	Ongoing	Delivery of the Community Health Day program in collaboration with Mawarnkarra Health Service (as per the Memorandum of Understanding – provision of health services including dog health program in local communities within the jurisdiction of the City of Karratha).
2.7	Conduct feasibility study of supplier diversity policy, promoting use/engagement of Indigenous corporations/companies.	Governance and Organisational Strategy	Q2 2017	Report with recommendations regarding supplier diversity policy.
2.8	Investigate and promote register of locally owned and operated Indigenous businesses to be used both internally and in the wider community.	Economic Development	Q2 2017	Link included on City of Karratha website to locally registered Indigenous businesses (SupplyNation and Aboriginal Business Directory of WA suggested).

				% increase in local businesses registered.
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3. Community Engagement and Capacity Building

Community organisations play an important role in developing a cohesive and vibrant community, celebrating diversity and creating a sense of place and connection. The City of Karratha is committed to supporting community organisations to provide programs and projects that respond to local needs and make a positive contribution to community development.

Objective: To increase community participation, promote a collaborative approach to responding to local needs and build skills and opportunities to support the community to achieve self-reliance and sustainability.

	What we will do?	Who will do it?	When will we do it?	How will we measure our success?
3.1	Facilitate and/or support opportunities for Indigenous groups to network in the community.	Community and Engagement	Ongoing	Positive community feedback on networking opportunities provided via Annual IES review.
3.2	Seek and develop opportunities to partner Indigenous organisations and community groups to deliver programs, services and projects.	Whole of Organisation Community and Engagement Economic Development	Ongoing	Number of partnerships formed and businesses engaged (both City driven and externally driven) to deliver programs, services and projects (including cultural events and business development).

3.3	Connect organisations through facilitation of community capacity building workshops (where identified by the Indigenous community).	Community and Engagement	As identified. Max 3/year.	Number of workshops identified as required by the community and endorsed by the (TBD) Indigenous Advisory Group.
3.4	Increase access to City of Karratha staff.	Community and Engagement	Ongoing	Community Engagement staff based across the towns within the City of Karratha and employ an Indigenous Engagement Officer.
3.5	Support community organisations to present National Aboriginal and Islander Day Observance Committee (NAIDOC) week activities within the City of Karratha.	Community and Engagement Events	Ongoing	Number of community organisations delivering NAIDOC week activities.
3.6	Deliver Reconciliation Week activities in collaboration with Indigenous groups.	Community and Engagement	Ongoing	Number of joint activities offered during Reconciliation week
3.7	Improve capacity for Indigenous businesses to actively participate in local economic development opportunities.	Economic Development	Ongoing	One position on Economic Development Advisory group to provide specific Indigenous representation; holding appropriate experience, knowledge and/or capacity to provide guidance on a range of

				<p>Indigenous business specific considerations.</p> <p>Actions recommended to Council.</p>
3.8	Support opportunities for Indigenous people to develop skills required for business through sponsorship and partnership.	Economic Development	Ongoing	<p>Sponsor 'Business Bootcamp' activities.</p> <p>Number of partnerships undertaken with local business development organisations with an Indigenous focus.</p>
3.9	Provide opportunities for Indigenous people to be involved in Council driven tourism ventures to ensure authentic, traditional and contemporary culture is reflected appropriately.	Economic Development	Ongoing	<p>One position on Tourism Advisory group to provide specific Indigenous representation; holding appropriate experience, knowledge and/or capacity to provide guidance on a range of Indigenous tourism specific considerations.</p>

4. Workforce Development

The City of Karratha is focused on building a culturally diverse workplace that respects cultural difference at an individual and organisational level. The City of Karratha will provide opportunities for current and new staff to develop the knowledge and understanding of Indigenous culture and protocols to ensure effective engagement across the organisation.

Objective: To build organisational Indigenous cultural awareness, understanding and competencies through development and learning in the workplace.

	What we will do?	Who will do it?	When will we do it?	How will we measure our success?
4.1	Develop an Indigenous Employment Strategy	Human Resources	Q1 2017	Completed Indigenous Employment Strategy.
4.2	Establish a core team of Indigenous Engagement Champions within the City of Karratha to lead, organise and communicate initiatives for their respective departments or locations.	Community and Engagement At least one representative from each department within the City of Karratha	Q1 2017	Internal City of Karratha survey to be complemented at a Department level annually.

4.3	Deliver Indigenous Cultural Awareness training for new and current employees, specific to the local context.	Human Resources	Staff training to be completed within first 6 months of commencing employment. All current employees to complete training by Q3 2017.	% completion rate of staff Cultural Awareness Training.
4.4	Include local Indigenous history and information in new employee orientation packs.	Human Resources	Q1 2017	Local Indigenous history and information available to new employees via the intranet and orientation packs.
4.5	Staff involved in community consultations to undertake Indigenous Engagement Protocols training.	Human Resources	Coordinated 6 monthly	Positive community feedback on consultation undertaken by City of Karratha provided via Annual IES review.

5. Continuous Improvement

The City of Karratha is committed to a whole of organisation approach to reconciliation and embedding Indigenous Engagement initiatives in core operational outcomes. To ensure inclusive service delivery and engagement, the City of Karratha will monitor its progress through annual reporting on the Indigenous Engagement Strategy.

Objective: To learn from experiences and share the progress of Indigenous Engagement Strategy across the organisation and the community.

	What we will do?	Who will do it?	When will we do it?	How will we measure our success?
5.1	Conduct an annual review and refresh of the Indigenous Engagement Strategy, incorporating feedback requested directly from the Indigenous community and relevant stakeholders.	Community and Engagement	Annually	Completed report on progress of Indigenous Engagement initiatives.
5.2	Report progress on Indigenous Engagement Strategy to City of Karratha staff and community	Community and Engagement Communications and Marketing	Annually	Progress reported through 'From the CEO's Desk', via media release and direct face to face with community.

5.3	Engage in a formal agreement with Ngarluma Aboriginal Corporation as the traditional owner representative body to ensure ongoing communication and collaboration.	Executive Management Team	To be mutually agreed.	Formalised agreement.
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