

Reconciliation Action Plan

July 2023 – June 2024

Reflect



RECONCILIATION
ACTION PLAN

REFLECT



Fremantle
PORTS

Acknowledgement of Country

Fremantle Ports acknowledges the Noongar people as the Traditional Custodians of port land and waters and pays respect to their Elders past, present and emerging.



Artist – Bradley Kickett

Bradley Kickett is an acclaimed Noongar artist with a fluid, abstract style, influenced by Noongar country and, particularly, the Indian Ocean and Swan River system. His remarkable artwork on this document's cover was commissioned by Fremantle Ports and illustrates the richness of the Swan River and Fremantle coastline prior to white settlement.

Foreword

I'm delighted to present Fremantle Ports' 2023–24 Reconciliation Action Plan (RAP), the first such document produced by our organisation and an important step toward the broader goal of national reconciliation. The point has been made by Reconciliation Australia Chief Executive Officer Karen Mundine that reconciliation isn't a single moment, action or achievement but, instead comprises many small consistent steps. I would agree with that and add that it also requires a heartfelt commitment by an organisation and its people to sustained effort over a long duration. Fremantle Ports is committed to such a journey.

For 126 years, the Port of Fremantle has evolved, changed and continues to operate in places that have deep significance to Noongar people. The entrance to the Swan River (Derbal Yerrigan) and Cockburn Sound (Derbal Nara) are our workplace, but for countless generations have been central to Aboriginal people from this region. Recognition of this fact must be our starting point.

We acknowledge that the port's construction and its subsequent activity over more than a century have physically altered some geographical features in a way that has had an impact upon Noongar people. That acknowledgement is overdue, but we make it here.

My thanks go to all employees and those in the Aboriginal and Torres Strait Islander community who have contributed to the development of this RAP. The actions and initiatives contained within it are all focused on working with Aboriginal and Torres Strait Islander peoples. Fremantle Ports' goal is to take real action in a concerted and authentic manner to produce better outcomes for all Australians.

Through this RAP we recognise the diversity of Aboriginal and Torres Strait Islander peoples, their values, strengths, resilience and culture. We also recognise the injustices and disadvantage experienced in the past which continue to impact upon them today. This document is the start of a journey for Fremantle Ports toward playing an active part in reconciliation, in a way that is genuine, respectful and - in particular - about listening more. It's an exciting journey.

Importantly, the plan has the full support of Fremantle Ports' Board and Executive Leadership Team, but it is the openness of our staff toward its potential that is most exciting. If that sentiment alone is a measure of how we might move forward, the time is right for us to do more.

I look forward to working with Aboriginal and Torres Strait Islander people and their Elders, our employees, contractors, leaseholders and service providers as we play our parts in achieving the outcomes we've identified in our first Reconciliation Action Plan. The four pillars of our RAP - Relationships, Respect, Opportunities and Governance - will be interlinked in our overall approach, so that we can make a true difference. The advice we have received

suggests this is a long journey that demands patience and there will no doubt be challenges along the way, but I would hope a future review of our efforts shows strong practical outcomes achieved, improved relationships, better training and employment opportunities for Aboriginal and Torres Strait Islander people and more opportunities with us for Aboriginal and Torres Strait Islander-owned businesses.

Fremantle Ports is a significant organisation in the local community and we are therefore pleased to demonstrate leadership on reconciliation, which we hope will in turn inspire and motivate others.

I urge all our people to support the implementation of this plan and play a part in ensuring the promises we make in it translate into tangible outcomes for not just Aboriginal and Torres Strait Islander peoples, but for all of us.

Michael Parker
Chief Executive Officer



Our business

Fremantle Ports is a Western Australian Government trading enterprise that is the strategic manager of the Port of Fremantle, the largest general cargo port in Western Australia. Fremantle Ports is the registered business name of the Fremantle Port Authority, under the *Port Authorities Act 1999* and the *Port Authorities Regulations 2001*. Fremantle Ports' governing body is a Board of Directors appointed by and responsible to the Minister for Ports. The Board sets the strategic direction of Fremantle Ports, agrees on goals for management and monitors the achievement of those goals. The Chief Executive Officer is appointed by the Board and is responsible for day-to-day management.

The Port of Fremantle operates through two harbours. The Inner Harbour at Fremantle handles almost all of the container trade for Western Australia; it is the only dedicated container facility in the State and the fourth largest container port in Australia. It also provides facilities for livestock exports, motor vehicle imports, other general cargo trades, cruise ships and visiting naval vessels.

The Outer Harbour, about 22 kilometres to the south at Kwinana, is one of Australia's major bulk cargo ports handling grain, petroleum, liquid petroleum gas, alumina, mineral sands, fertilisers, sulphur and other bulk commodities. Three of the jetties in the Outer Harbour are operated by private companies, generally under State Agreements. They are the Alcoa, BP and CBH Group jetties. Kwinana Bulk Jetty and the Kwinana Bulk Terminal are operated by Fremantle Ports. The port is a mix of facilities and services managed by Fremantle Ports and private operators. Fremantle Ports provides and maintains shipping channels, navigation aids, cargo wharves at common user areas and leased terminals, the Fremantle Passenger Terminal, road and rail transport infrastructure

in the port area, moles and seawalls and other port infrastructure such as storage sheds, water, power and public amenities.

As of March 2023, Fremantle Ports employed 356 people working in a range of operational and administrative roles in support of the facilitation of trade through the port's installations at the Inner Harbour in Fremantle and the Outer Harbour in Cockburn Sound. At the time of this report's release, Fremantle Ports has two employees who identify as Aboriginal and/or Torres Strait Islander people.

Fremantle Ports has two offices (Fremantle and Kwinana) and operates from land in Fremantle (Walyalup) and two sites in Cockburn Sound (Derbal Nara). It is responsible for 383 square kilometres of water. The Fremantle Inner Harbour is situated at the mouth of the Swan River (Derbal Yerrigan).





An aerial photograph of a river delta, likely the Swan River, with a blue color overlay. The water is a deep blue, and the land is a lighter blue. The river branches out into many smaller channels, creating a complex pattern. The overall tone is cool and serene.

Our RAP

Fremantle Ports has begun its RAP journey as it has a genuine desire to support and engage with Aboriginal and Torres Strait Islander peoples. Fremantle Ports recognises that historical port works, especially the construction of the Fremantle Inner Harbour in the 1890s, changed the environment and ecology of the Swan River (Derbal Yerrigan), and that port operations and further works continue to impact the physical environment of its land and waters in Fremantle and Kwinana/Cockburn Sound (Derbal Nara).

Fremantle Ports recognises that in the past it has foregone opportunities to maximise its contribution to reconciliation and now seeks to change that. Fremantle Ports wishes to acknowledge, value, respect and affirm the history and cultural richness of Aboriginal and Torres Strait Islander peoples in what we do, to help build reconciliation. Fremantle Ports is not only the principal entity in the wider port community but also a notable and influential organisation in the Fremantle and Kwinana communities. This provides Fremantle Ports with the opportunity to use its influence to further extend strong reconciliation outcomes locally.

Our RAP provides a public commitment to reconciliation and includes practical steps for us to increase our understanding as individuals, and as an organisation, of Aboriginal and Torres Strait Islander cultures and histories and build relationships with Aboriginal and Torres Strait Islander peoples. The General Manager Strategy, Planning and Performance – a senior member of staff and member of the Executive Leadership Team – is the champion for our RAP, responsible for ensuring the program is supported internally, and being an advocate for reconciliation both internally and externally.

This is Fremantle Ports' first RAP. Since the late 1990s, Fremantle Ports has moved from a position where engagement with Noongar Elders and their family groups was predominantly seen through the prism of planning consultation to a recognition that there are much deeper benefits for all, through genuine and broader engagement. Within the organisation, there is a recognised desire to create genuine change. This gradual shift is a result of many things – societal attitudes altering, new employees joining Fremantle Ports and a growing awareness

among staff of the strong connection between Noongar people and places where the port operates. In late 2021, Fremantle Ports conducted cultural awareness training sessions for all Fremantle Ports employees, as a precursor to this RAP.

Fremantle Ports has since the late 1990s maintained continuous consultation with Aboriginal and Torres Strait Islander community groups on developments relative to places of significance as a requirement of the *Aboriginal Heritage Act 1972*. Initially, the consultation was more likely to be interpreted as a requirement of that Act, for example, where there was potential impact upon a heritage-listed place, such as the Inner Harbour waters. However, over time, there developed a desire to more fully engage with Aboriginal and Torres Strait Islander peoples. Fremantle Ports also wanted to genuinely understand Aboriginal and Torres Strait Islander perspectives on our works in port waters, for projects such as planning for a new container port at Kwinana and dredging works.

Consultation has continued to extend beyond a compliance requirement to include items such as the development of an Inner Harbour landscaping plan and continuing recognition of the importance for Noongar heritage to be taken into account in Fremantle Ports' business planning.

A procedure that encapsulates this is in place with the Port Planning team which has responsibility for compliance regarding consultation. The most recent consultation occurred in relation to dredging and the construction of the Inner Harbour waters rock mound (2017), as well as extensive consultation and workshops in 2009 as part of a potential Victoria Quay commercial development.


Through its community investment program, Fremantle Ports has provided sponsorship and in-kind support for education and community programs focused on Aboriginal and Torres Strait Islander peoples over a number of years. We currently have partnerships with Curtin University's Centre for Aboriginal Studies and Murdoch University's Kulbardi Centre based on sponsorship, education and mentoring of Aboriginal and Torres Strait Islander students in university bridging courses. Through its community investment program, Fremantle Ports regularly supports a number of Indigenous sporting and cultural community organisations and initiatives and will continue to do so.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2023	Manager Port Planning
	Research best-practice and principles regarding how best to develop and support partnerships with the above-identified Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Manager Government & Public Relations
	Review previous approaches by Fremantle Ports to consultation with Aboriginal and Torres Strait Islander stakeholders, then engage with State and not-for-profit agencies and relevant local governments to identify such stakeholders and organisations within Fremantle Ports' areas of operation and establish meaningful and enduring connections with them.	June 2024	Stakeholder Engagement Specialist
	Engage with Noongar Elders, regarding creating the most beneficial framework and context to the RAP commitments from a Fremantle perspective.	September 2023	Manager Government & Public Relations





Action	Deliverable	Timeline	Responsibility
1. continued...	Engage with and establish relationships with the Walyalup Aboriginal Cultural Centre, Walyalup Aboriginal Reconciliation Action Group, South-West Aboriginal Land and Sea Council and Medina Aboriginal Cultural Community.	December 2023	Manager Government & Public Relations
	Identify additional Aboriginal and Torres Strait Islander groups that may have an interest in the Port of Fremantle and seek to engage meaningfully with them.	March 2024	Manager Legal & Compliance
	Seek recommendation from the Walyalup Aboriginal Reconciliation Action Group on the inclusion of local Aboriginal and Torres Strait Islander representation on the Fremantle Ports Inner and Outer Harbour Community Liaison Groups.	December 2023	Manager Government & Public Relations
	Support a minimum of two Indigenous community organisations or initiatives a year through our community investment program.	June 2024	Stakeholder Engagement Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	June 2024	Manager Government & Public Relations
	RAP Working Group members to participate in an external NRW event.	June 2024	Chair RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event or activity to recognise and celebrate NRW.	June 2024	Chair RAP Working Group
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and stakeholders.	July 2023	Communications Officer
	Identify external stakeholders with whom our organisation can engage on our reconciliation journey.	June 2024	Manager Government & Public Relations
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	Manager Port Planning
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in the areas of race relations, reconciliation and anti-discrimination.	June 2024	Organisation Development Manager
	Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2024	Organisation Development Manager



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2024	Manager Legal & Compliance
	Conduct a review of cultural learning needs within our organisation.	June 2024	Organisation Development Manager
	Develop a program of regular RAP updates and cultural up-skilling to our staff, through internal communications mediums such as Yammer and weekly Anchor Points newsletter.	June 2024	Communications Officer
	Develop RAP and Aboriginal and Torres Strait Islander educational material for our new employee induction day.	July 2023	Organisation Development Manager
	RAP Working Group members attend cultural awareness training.	July 2023	Organisation Development Manager
	Expand Aboriginal and Torres Strait Islander history and culture section on Fremantle Ports website.	July 2023	Communications Officer
	Identify and mark culturally significant areas on port property online and/or physically at those actual locations, where possible.	June 2024	Manager Government & Public Relations
	Prepare an Aboriginal and Torres Strait Islander heritage report on the Port of Fremantle.	November 2023	Manager Port Planning
	Adjust Victoria Quay port walk speaking guide to ensure Aboriginal local history and culture is told well, enriching to listeners, accurate and well-delivered.	July 2023	Stakeholder Engagement Specialist

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2023	Manager Legal & Compliance
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Manager Government & Public Relations
	Implement Acknowledgement of Country guidelines for use by Fremantle Ports staff.	July 2023	Manager Government & Public Relations
	Seek Executive endorsement for, and implement protocols, for flying the Aboriginal flag.	July 2023	Manager Government & Public Relations
	Continue to build upon our consultation process with Aboriginal and Torres Strait Islander stakeholders in port development projects.	June 2024	Manager Planning
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2024	Communications Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Communications Officer
	Our RAP Working Group participate in an external NAIDOC Week event.	July 2023	Manager Government & Public Relations



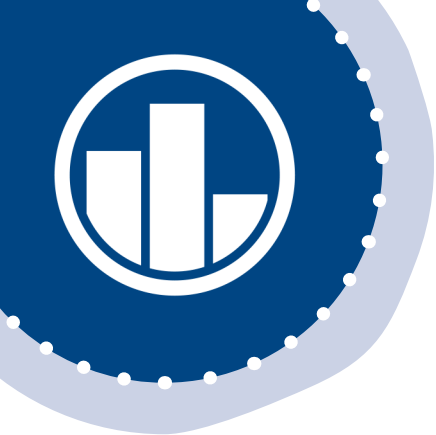


Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2024	Organisation Development Manager
	Liaise with Department of Communities to understand any potential opportunities to be involved in an Aboriginal and Torres Strait Islander employment program.	June 2024	Organisation Development Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Organisation Development Manager
	Create a role at Fremantle Ports for an Aboriginal or Torres Strait Islander person to coordinate the development and progression of reconciliation initiatives.	June 2024	Chief Executive Officer
	Promote initiatives to engage Aboriginal and Torres Strait Islander youth in maritime careers and consider any partnerships with other maritime organisations.	June 2024	Organisation Development Manager
	Actively seek Aboriginal and Torres Strait Islander projects through the Community Investment program which strengthen Indigenous training and employment prospects for those involved.	June 2024	Stakeholder Engagement Specialist
	Continue partnerships with Curtin University's Centre for Aboriginal Studies and Murdoch University's Kulbardi Centre based on sponsorship, education and mentoring of Aboriginal and Torres Strait Islander students in university bridging courses.	November 2023	Stakeholder Engagement Specialist

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2024	Chief Procurement Officer
	Investigate Supply Nation membership.	January 2024	Chief Procurement Officer
	Proactively investigate and engage potential Aboriginal and Torres Strait Islander suppliers when going out to tender to ensure they are aware of the opportunity to submit.	January 2024	Chief Procurement Officer
10. Investigate opportunities to support local Aboriginal and Torres Strait Islander businesses and community groups.	Incorporate Aboriginal and Torres Strait Islander cultures and businesses into future Quay to Summer and other waterfront event planning.	December 2023	Stakeholder Engagement Specialist
	Actively look for opportunities to support Aboriginal and Torres Strait Islander projects through Fremantle Ports' Community Investment Program.	June 2024	Stakeholder Engagement Specialist
	Seek opportunities for professional partnerships, which could include volunteering opportunities for Fremantle Ports staff, on an annual basis to Aboriginal or Torres Strait Islander organisations.	June 2024	Organisation Development Manager





Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a Reconciliation Working Group to govern RAP implementation.	July 2023	Manager Government & Public Relations
	Identify and appoint an Executive team member to sponsor the RAP.	July 2023	Manager Government & Public Relations
	Draft the Terms of Reference for the Reconciliation Working Group	July 2023	Manager Government & Public Relations
	Establish Aboriginal and Torres Strait Islander staff representation on the RWG.	June 2024	Organisation Development Manager
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	General Manager Strategy, Planning and Performance
	Engage senior leaders in the delivery of RAP commitments.	September 2023	Manager Government & Public Relations
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2023	Chair RAP Working Group
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	Chair RAP Working Group
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Chair RAP Working Group



To create
the awareness
necessary
to enable
Aboriginal
people
to walk
beside other



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