



Innovate
Reconciliation Action Plan
July 2021 - July 2023





Acknowledgement of Country

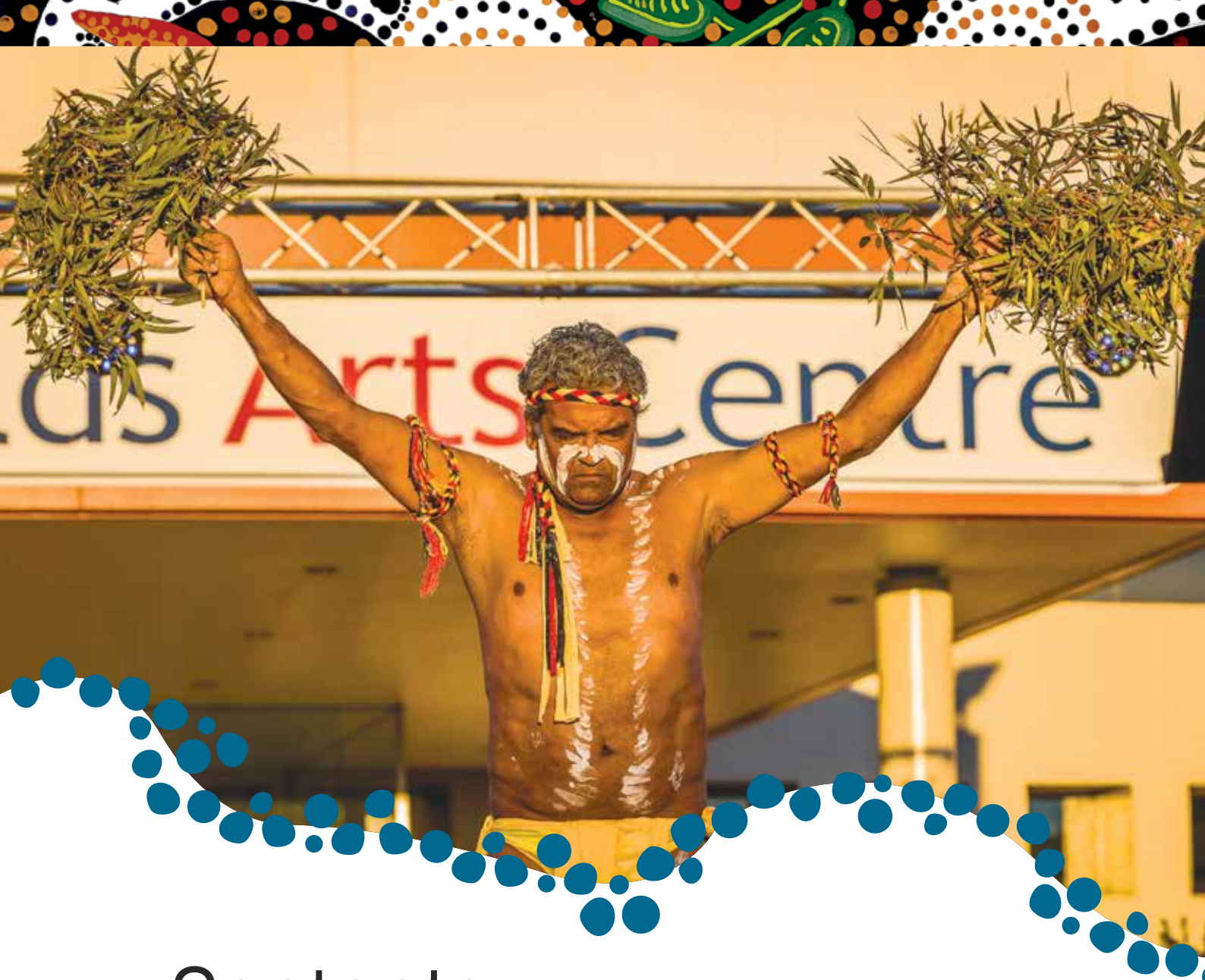
In releasing this **Innovate** Reconciliation Action Plan (RAP), the City of Kalgoorlie-Boulder (CKB) acknowledge the Traditional Custodians of this land and pays its respects to its Elders past, present and emerging.



King Brown. Kalgoorlie Artist and City of Kalgoorlie Boulder Employee - **Robert Hansen**

About the Artwork

The design is of significance to Kalgoorlie-Boulder and features the local Aboriginal and Torres Strait Islander Peoples in our town. Karlkurla grown on vines in Karlkurla Park. The two versions of the paintings recreate the before and after establishment of the Karlkurla bushland Park. The Western Brown Snake is significant as it is a local Western Australia breed and is common sighting in the park. Paths connect the people to land and the Karlkurla fruit. Paths recreate those from within the Park.



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Message from the

City of Kalgoorlie-Boulder Mayor, John Bowler

As Mayor of Kalgoorlie-Boulder I am proud to be part of delivering the City's 'Innovate' RAP, the next phase in our journey towards reconciliation.

Since 2016 the City of Kalgoorlie-Boulder (the City) has been working to build and strengthen relationships between Aboriginal and Torres Strait Islander peoples and the broader Kalgoorlie-Boulder community through the national Reconciliation Action Plan (RAP) process. In 2018, the City launched its inaugural Reflect RAP, one of four different types of RAPs under Reconciliation Australia's national RAP program. The Reflect RAP provided a framework for the City to begin its reconciliation journey while building foundations for future RAPs and reconciliation initiatives. In late 2019, the City commenced work on an Innovate RAP to further develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples by engaging staff and stakeholders in reconciliation and piloting innovative strategies to empower local people.

This Final Innovate RAP is presented to Council for adoption following extensive consultation with the City's appointed Reconciliation Action Plan Working Group (RWG) and Reconciliation Australia. It is the City's commitment to create an inclusive community based on respectful relationships, and cultural understanding and to drive improved outcomes for Aboriginal and Torres Strait Islander peoples in the community. As a large Local Government authority, the City is in a unique position to use its extensive resources to improve opportunities for local people which in turn will result in a more prosperous future for the City. Through our nominated suite of civic services, to the advocacy we provide to advance socioeconomic outcomes for our region, reconciliation is an integral part of our business.

Kalgoorlie-Boulder is one of more than 1000 corporate, government, and not-for-profit organisations that have formally committed to reconciliation through Reconciliation Australia's National Reconciliation Action Plan process. Under the Innovate RAP, the City will work with our community to solve problems and generate success that is in everyone's best interests, and promote reconciliation through our sphere of influence.

I'd like to see such progress with reconciliation that one day, the concept, actions and outcomes of the reconciliation process we are working through today are so ingrained in our day to day values, beliefs and actions that there will no longer be a need for RAP. Whilst that day is a long way off, until then we will work together as a community with the one aim.

As your Mayor I look forward to delivering this Plan and along with the communities support we will continue to work together to see the Plan become a success.



Message from the

Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends The City of Kalgoorlie Boulder on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for The City of Kalgoorlie Boulder to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, The City of Kalgoorlie Boulder will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The City of Kalgoorlie Boulder is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals The City of Kalgoorlie Boulder's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The City of Kalgoorlie Boulder on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Message from the

City of Kalgoorlie-Boulder CEO, John Walker

Since I started at the City, we have been moving forward on our Reconciliation journey, starting with the firm commitment in 2016 to develop a RAP.

The delivery of the 'Reflect' RAP in November 2018, which was a significant milestone for this process, but far from the end point. As community leaders, and as an organisation, we continue to build relationships with local Aboriginal and Torres Strait Islander stakeholders, community members and groups, and look for ways we can continue to work towards our strategic objectives in a way that respectfully and inclusively integrates with the many diversified people who call Kalgoorlie-Boulder home. We are continually working on ways of connecting the City with the local history, culture and community.

Through the 'Innovate' RAP, the City will continue to work towards establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, and promote positive race relations through anti-discrimination strategies. This includes conducting a review of cultural learning needs within our organisation and seeking advice from local traditional custodians on the development and implementation of a cultural learning strategy for our staff.

We are also looking at ways to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by working towards a 6% target for Aboriginal employment. Whilst this may not seem significant, it is the first step, and we are continuing to work towards representation of Aboriginal and Torres Strait Islanders people in our workforce that is equivalent, if not better, than the representation within our broader community.

We will back this up by looking at ways we can increase our Aboriginal and Torres Strait Islander supplier diversity to further support improved economic and social outcomes, through our own procurement processes and by working with and supporting organisations such as the Goldfields Aboriginal Industry Chamber.

Over the next two years, the City will continue our reconciliation journey through the active implementation of the outcomes and ideas presented in the 'Innovate' RAP, celebrating the contributions of Aboriginal and Torres Strait Islander people in the development of Kalgoorlie-Boulder, and identifying and engaging with the community of Kalgoorlie-Boulder in the development of our Reconciliation journey.



Our Vision

The City of Kalgoorlie-Boulder is committed to reconciliation with Aboriginal and Torres Strait Islander people.

This commitment reflects our strategic intent to ensure Kalgoorlie-Boulder is a city of opportunity and prosperity and a place its diversified people call home.

Our Innovate RAP 2021-23 is built on the desire to create an inclusive community based on respectful relationships, cultural understanding, and the positive promotion of local history, customs and traditions.

The Plan is underpinned by the following principles:

- Aligning initiatives to complement our strategic plans and aspirations;
- Using our considerable resources to address disadvantage and be culturally responsive to the community we serve;
- Acknowledging the significant past contributions of Aboriginal and Torres Strait Islander people to the development of the City;
- Enabling local people to balance their identity and spiritual practice with contributions to society; and
- Recognising the diverse nationalities existing in our community and striving to live together in harmony.

We envision our City to be a vibrant place of diversity, greater equality and opportunity for all, with our community walking alongside us towards meaningful, mutually beneficial and sustainable approaches to reconciliation.



Our Business

CKB is a local government authority operating in Western Australia and located approximately 600 kilometres east of Perth.

The Kalgoorlie-Boulder Economic Zone is home to almost 43,800 people, of which more than 30,000 live in the City. Kalgoorlie-Boulder is a modern and thriving city and a major regional centre for outlying shires and communities.

As at March 2021, CKB employed 370 people with 218 full time staff, 76 part time and 76 casual staff; 16 staff members recognise as Aboriginal or Torres Strait Islander which represent 4.32 per cent of the permanent workforce. While this is a great achievement, we recognise there is more work to be done.

Our RAP

We are proud of the relationships that we have already built however, there is always further progress to be made to ensure Kalgoorlie-Boulder is a City of opportunity and prosperity and a place its diversified people call home.

The City embarked on the development of an Innovate RAP following the success of its Reflect RAP 2018-2019, and the positive difference this had on the City's workforce, operations and the community.

Internally, the RAP is championed by the Chief Executive Officer as the most senior employee within the organisation, and externally by the Mayor as the recognised leader of the City.

The City's RAP Working Group (RWG) is responsible for the development, implementation and reporting phases of the RAP. The RWG comprises no less than two (2) City staff members appointed by the City's Chief Executive Officer, three (3) Elected Members endorsed by Council and two (2) external community members of Aboriginal or Torres Strait Islander origin.

The RWG comprises the following members:

- **Linden Brownley** - RWG Chairperson and CKB Councillor;
- **John Bowler** - CKB Mayor;
- **Terrence Winner** - CKB Councillor;
- **Lisa Malicky** - CKB Councillor;
- **Tyrone Brownley** - Appointed Community Representative;
- **Rowena Leslie** - Appointed Community Representative; and
- **John Walker** - CKB Chief Executive Officer.

Our RAP Journey

2000

The City's reconciliation journey began in earnest with the inaugural meeting of City of Kalgoorlie-Boulder Reconciliation Committee. This was later followed in 2002 by the finalisation of the City's Reconciliation Committee Strategic and Operational Plan and a visit by the Human Rights and Equal Opportunity Commission.

2006

The Reconciliation Committee continued to meet over the years with projects integrated into community development programs managed and coordinated by the City in partnership with other stakeholders.

2003

The visit by the Human Rights and Equal Opportunity Commission led to the development of Indigenous consultation protocols known as the Agreement to Work Together.

2016

Projects began to take on a more strategic focus including coordination and collaboration between local Aboriginal and Torres Strait Islander representatives, government and business; and the development of the Growing Kalgoorlie-Boulder Growth Plan delivering specific Aboriginal Economic Development Strategy. During this time the City agrees to develop a RAP.

2017

The City forms the Aboriginal Economic Development Working Group and undertakes significant research and assessment to inform RAP initiatives. The City also enters into a historical partnership to establish a new Aboriginal flag to fly side by side with the Australian flag as an entry statement to the City.

2018

The City launched its inaugural Reflect RAP which was a significant milestone and enabled the City to publicly declare its commitment to improving social and economic outcomes for First Nations peoples building a more prosperous future for the City.

2019

Guided by City executives with support, guidance and direction from staff and key agencies, the City achieved major milestones on its reconciliation journey. During this time relationships were formed with local stakeholders, community members and groups to progress more than 58 core reconciliation initiatives.

2020

The City undertook a broad Community Expression of Interest process to appoint the RWG and to work towards shaping the Innovate RAP. The RWG met throughout the year to assist the City to be aspirational and innovative, and to gain a deeper understanding of its sphere of influence, while establishing the best approach to advance reconciliation.

Our Key Learnings and Changes

Since launching its inaugural Reflect RAP in 2018, the City has been working to scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders.

We have been exploring our sphere of influence and implementing various actions and initiatives including, but not limited to:

- Participating in various procurement workshops to support Aboriginal and Torres Strait Islander businesses and entrepreneurs;
- Including weighted criterion for Aboriginal employment, capability and capacity building in major Tenders and Request for Quotations;
- Spending more than \$900,000 on goods and services with local Aboriginal businesses;
- Appointing a Manager Place and Activation to provide cultural leadership and create spaces and places which enable social outcomes and public experiences;
- Ensuring staff completed Cultural Competency Training through Diverse WA;
- Proudly supporting Goldfields Girl, NAIDOC week, Goldfields Aboriginal Football Carnival and other events, and individuals through grant and sponsorships programs;
- Supporting the Serving Country and Storylines Projects to capture and profile the stories of local Aboriginal and Torres Strait Islander families, communities and people;
- Supporting and participating in a variety of programs and events during Reconciliation Week and NAIDOC Week each year;
- Integrating Acknowledgment of Country and respectful protocols into civic events including Council meetings;
- Facilitating the participation of staff and elected members in cultural immersion activities;
- Presenting major visual and performing arts programs to celebrate First Nations culture at the Goldfields Arts Centre including the Our People's Collection, Yagu Gurlbarl and Pujiman exhibitions, and Djuki Mala performance;
- Touring and meeting with local Aboriginal businesses and groups such as Dutjahn Sandalwood and the Goldfields Aboriginal Business Chamber of Commerce;
- Working towards a target of six percent (6%) Aboriginal and Torres Strait Islander employment (currently at 5.8%); and
- Participation and submission of annual RAP Impact Measurements to Reconciliation Australia.

Overview of the Reconciliation Action Plan Working Group Members

RWG Chairperson and CKB Councillor, Linden Brownley

As a Councillor at the City of Kalgoorlie-Boulder, Chair of this committee and a proud Indigenous man, I have a personal desire to work alongside this Reconciliation Action Plan Working Group (RWG). The City takes pride in establishing meaningful relationships and outlining achievable outcomes that works towards the goal of reconciliation.



As we move on from a Reflect RAP and into an Innovate phase it is an important time to recognise the achievements and goals that have already been reached, but there is always more work to be done. Through this RAP, it is my hope for local Aboriginal and Torres Strait Islander people to live more fulfilling lives, be open to more opportunities, training and development.

It is my hope and vision that all Kalgoorlie Boulder people have respect for one another and together we can move forward to a collaborative and positive community.

RWG Member and CKB Councillor, Lisa Malicky

I decided to join the Kalgoorlie RWG because I am passionate about our community. I feel that the committee is able to make proactive changes within our community. I would love to see language incorporated in the tourism sectors of our community, and I would also like to see more inclusion of Indigenous history that is relevant to our region promoted on a local level.



RWG Member and CKB Councillor, Terrence Winner

Having been involved in the development of a number of RAPs in the past, I have been fortunate enough to experience the positive impact a RAP can have on an organisation and the wider community. I was very excited to contribute towards the development of our City's RAP, to ensure it played an active and critical role in the development of respectful community relationships and in setting a clear pathway for reconciliation.



As we as a community continue to progress on our journey towards greater reconciliation, I am very pleased that this Innovate RAP will define the City's commitment to continually working towards delivering strong outcomes, improved relationships and greater opportunities for Aboriginal & Torres Strait Islander people.

As a proud Aboriginal man, I welcome the opportunities presented through the City's Reconciliation Plan to bring our community together to learn, understand, grow and celebrate the rich culture that exists within our region.

Appointed Community Representative, Tyrone Brownley

As a local young man traditionally connected to the Goldfields region and currently living in the City of Kalgoorlie-Boulder, I knew with a heart for Kalgoorlie and local affairs pertaining towards the City of Kalgoorlie-Boulder; I must apply for the position of Reconciliation Advisory Member. This way, I can contribute a local community perspective and make a positive difference in our community for my people.



Every individual may have their own definition on Reconciliation however, my thoughts and perception on Reconciliation is "when something is broken; we must work together to fix it". I often think of the term Respect and how it must be a two-way street. I believe strongly that if Aboriginal and non-Aboriginal communities show respect for one another, we may see positive changes and achieve some awesome outcomes for our future as a community. Let us look at each other as one people; the Australian people.

I am honored and blessed to have given this opportunity to be the RAP Committee Member for 2020-2021.

Appointed Community Representative, Rowena Leslie

As an Aboriginal and Torres Strait Islander representative for the RWG, I wanted to support the City's goal to build Relationships with its Indigenous residents, imbue Respect for Aboriginal cultures and history throughout the City, and create Opportunities for Aboriginal and Torres Strait Islander people to participate in the governance and maintenance of this shared space. I believe that the City is taking those important first steps, as witnessed in the continued development of its RAP this year, as well as the actions it has already implemented and those it intends to implement, through this plan. I would like to encourage all residents, stakeholders and visitors of Kalgoorlie-Boulder to join us on this journey of true Reconciliation.



Joining the City of Kalgoorlie-Boulder RWG

Any community members that would like to join the RWG should contact the City of Kalgoorlie-Boulder on (08) 9021 9600 or email mailbag@ckb.wa.gov.au. Please address all correspondence to the RWG City Officers.

Our New Actions

The actions contained within this Innovate RAP are directly aligned to the City's Strategic Community Plan 2020-2030, including being connected to our community by;

- Connecting to our history, culture and community;
- Providing public spaces that facilitates a diverse range of activities that strengthen local bonds within our community;
- Sharing, valuing and celebrating our diverse culture and heritage; and
- Documenting the contributions of Aboriginal and Torres Strait Islander people in the development of Kalgoorlie-Boulder.





Relationships

The City is committed to expanding the relationships it formed with Aboriginal and Torres Strait Islander peoples through its 'Reflect' RAP. We will nurture these relationships further at all levels of our organisation to create positive change for marginalised and disadvantaged people in the community. Through improved networks, we will deliver more effective services and projects catering to our diverse population.

Action One:

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

	Deliverable	Time (M/Y)	Responsibility
1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022	Chief Executive Officer
1.2	Maintain productive lines of communication with Aboriginal and Torres Strait Islander representatives and leaders.	July 2023	Chief Executive Officer
1.3	Provide timely and effective advocacy and leadership on key community issues.	July 2023	Chief Executive Officer
1.4	Support Aboriginal and Torres Strait Islander organisations and programs through the City's Community Assistance Scheme.	July 2022 July 2023	Executive Manager Economy & Growth
1.5	Develop and implement an Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Deputy Chief Executive Officer

Action Two:

Build relationships through celebrating National Reconciliation Week (NRW).

	Deliverable	Time (M/Y)	Responsibility
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2022/23	Head of Marketing
2.2	Co-brand NRW collateral, and promote local NRW celebrations via marketing channels where appropriate.	27 May - 3 June 2022/23	Head of Marketing
2.3	Enable RWG members to participate in an external NRW event.	27 May - 3 June 2022/23	Executive Manager Communication and Community Development
2.4	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022/23	Executive Manager Communication and Community Development
2.5	Organise at least one NRW event or initiative each year.	27 May - 3 June 2022/23	Projects Coordinator
2.6	Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2022/23	Projects Coordinator
2.7	Circulate NRW campaign material for broader communications and engagement.	27 May - 3 June 2022/23	Head of Marketing
2.8	Assist organisers of local NRW events, e.g. coordinating internal approvals and providing funding through established grant and sponsorship avenues.	27 May - 3 June 2022/23	Projects Coordinator

Action Three:

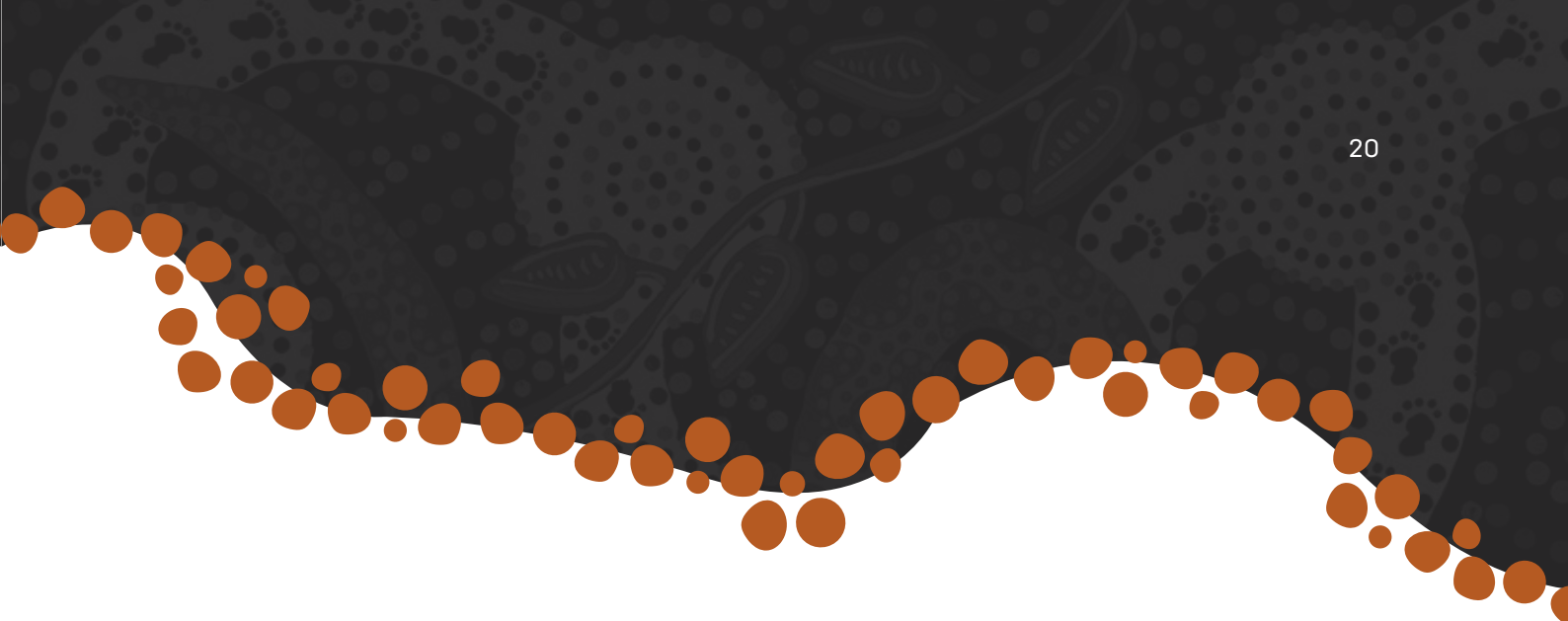
Promote reconciliation through our sphere of influence.

Deliverable	Time (M/Y)	Responsibility
3.1 Implement strategies to engage our staff in reconciliation including profiling RAP initiatives in the City's induction processes for new employees.	July 2022/23	People Coordinator
3.2 Implement strategies to engage our staff in reconciliation including profiling RAP initiatives in the City's induction processes for new employees.	July 2023	Executive Manager Communication and Community Development
3.3 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	July 2023	Executive Manager Communication and Community Development
3.4 Communicate our commitment to reconciliation publicly.	June 2021/22/23	Chief Executive Officer

Action Four:

Promote positive race relations through anti-discrimination strategies.

Deliverable	Time (M/Y)	Responsibility
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2022	Executive Manager Organisation and People
4.2 Develop, implement and communicate an anti-discrimination policy for our organisation.	July 2023	Executive Manager Organisation and People
4.3 Develop and implement a strategy to educate all staff on the anti-discrimination policy.	July 2023	People Coordinator
4.4 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on performance of our anti-discrimination policy.	July 2023	People Coordinator
4.5 Educate senior leaders on the effects of racism.	May 2022	Executive Manager Organisation and People
4.6 Enable RWG, where appropriate, to communicate and collaborate with the District Leadership Group regarding the Summer Response Strategy Program to safe transport and supports for Aboriginal and Torres Strait Islander people travelling into the community.	October to February 2022/23	Chief Executive Officer



Deliverable	Time (M/Y)	Responsibility
4.7 Maintain participation on relevant committees and working groups to promote positive race relations e.g. Heads of Agency, and District Leadership Groups.	July 2023	Chief Executive Officer
4.8 Accept an annual extension to continue delivery of the Department of Health Indigenous Health Program.	July 2021	Manager Planning, Development & Regulatory Services
4.9 Participate in the competitive tender for Department of Health Indigenous Health Program, when formally released to market (subject to change).	March 2022	Manager Planning, Development & Regulatory Services
4.10 Advocate for the creation of improved short and long term housing and accommodation options for transient Aboriginal and Torres Strait Islander people in the community.	July 2023	Chief Executive Officer
4.11 Form a relationship with Eastern Goldfields Regional Prison to support training and employment pathways.	December 2021	Executive Manager People and Culture
4.12 Work with the police and community interest groups to deliver safer spaces for the community.	July 2023	Manager Sport and Recreation



Respect

Our initial RAP work has led to a better understanding of the contributions of Aboriginal and Torres Strait Islander people to Kalgoorlie-Boulder. By sharing, valuing and celebrating this significant cultural heritage we will enhance learning and understanding across the organisation to achieve our future community aspirations.

Action Five:

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Time (M/Y)	Responsibility
1.1 Consult local Aboriginal and Torres Strait Islander People and advisors on the development and implementation of a cultural learning strategy.	December 2022	Executive Manager Organisation and People
1.2 Develop, implement and communicate a cultural learning strategy for our staff.	December 2023	Executive Manager Organisation and People
1.3 Provide opportunities for RWG members, human resources personnel, managers and other key leadership staff to participate in formal and structured cultural learning.	July 2023	Executive Manager Organisation and People
1.4 Procure local Aboriginal and Torres Strait Islander providers to deliver, or supplement, cultural training for staff and elected members.	March 2022	Executive Manager Organisation and People
1.5 Explore opportunities to enhance the local education curriculum, and/ or school-based initiatives to support cultural learning.	July 2023	Manager Sport and Recreation

Deliverable	Time (M/Y)	Responsibility
1.6 Celebrate local Aboriginal and Torres Strait Islander cultures by sharing stories, both historical and contemporary, through arts and cultural programs.	July 2023	Team Leader Arts and Cultural Development, Goldfields Arts Centre Coordinator & Team Leader Heritage Services
1.7 Where appropriate, install interpretative plaques on City facilities to recognise and communicate the authentic stories and meaning of local places.	July 2023	Chief Executive Officer
1.8 Display Aboriginal and Torres Strait Islander artworks at major Council venues.	July 2023	Goldfields Arts Centre Coordinator
1.9 Ensure a focus on programming visual and performing arts which honour Aboriginal and Torres Strait Islander Peoples cultures at the Goldfields Arts Centre.	July 2023	Goldfields Arts Centre Coordinator
1.10 Promote the achievements of past and present Aboriginal people in the region through the City's art and culture, events, programs and public art initiatives.	July 2023	Executive Manager Economy and Growth
1.11 Facilitate the Annual CKB Art Prize including the inclusion of an award for First Nations artists.	September 2021/22	Executive Manager Economy and Growth

Deliverable	Time (M/Y)	Responsibility
1.12	Engage an Aboriginal and Torres Strait Islander artist to develop the official RAP artwork.	July 2021 Deputy Chief Executive Team
1.13	Support senior staff and elected members to experience cultural experiences on country.	July 2022 Chief Executive Officer
1.14	Investigate opportunities to advance a purpose designed Arts and Cultural Centre.	July 2023 Executive Manager Communication and Community Development
1.15	Produce entry statements or sculptures that identify Aboriginal connections to country.	July 2023 Senior Tourism Advisor
1.16	Conduct a review of cultural learning needs within our organisation.	July 2023 Manager Organisation and People

Action Six:

Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.

Deliverable	Time (M/Y)	Responsibility
2.1 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2023	Executive Manager Communication and Community Development
2.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Executive Manager Communication and Community Development
2.3 Invite an Aboriginal or Torres Strait Islander custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023	Executive Manager Economy and Growth
2.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2023	Chief Executive Officer
2.5 Develop a strategy to promote Aboriginal languages for place naming of local streets, places and spaces.	July 2023	Manager Planning, Development & Regulatory Services




Deliverable	Time (M/Y)	Responsibility
2.6 Ensure the year-round display of the Aboriginal flags in Centennial Park.	July 2023	Chief Executive Officer
2.7 Designing parkland, recreation and public spaces that are culturally appropriate, and responsive to the needs of visiting stakeholders from remote communities.	July 2023	Manager Sport and Recreation
2.8 Engage the Goldfields Aboriginal Language Centre to develop a list of Aboriginal geonoma representing the diversity of cultural heritage and local connections to Country.	December 2021	Executive Manager Communication and Community Development

Action Seven:

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

	Deliverable	Time (M/Y)	Responsibility
3.1	Co-brand NAIDOC collateral to promote celebrations.	First week in July 2021/22	Head of Marketing
3.2	Circulate NAIDOC Week celebrations to RWG for broader communications and engagement.	First week in July 2021/22	Head of Marketing
3.3	Assist organisers of local NAIDOC Week events, e.g. coordinating internal approvals and providing funding through established grant and sponsorship avenues.	First week in July 2021/22	Executive Manager Economy & Growth
3.4	RWG to participate in an external NAIDOC Week event.	First week in July 2021/22	Chief Executive Officer
3.5	Review human resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in July 2021/22	Executive Manager Organisation and People
3.6	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2021/22	Head of Marketing



Deliverable	Time (M/Y)	Responsibility
3.7 Provide a City representative on the NAIDOC Kalgoorlie-Boulder Planning Committee.	January 2022/23	Deputy Chief Executive Officer
3.8 City elected members and executives to attend key NAIDOC events where suitable.	First week in July 2021/22	Chief Executive Officer
3.9 Make City venues available for use by NAIDOC Planning Committee for events during the week.	First week in July 2021/22	Bookings Officer
3.10 Engage staff in planning innovative initiatives annually in to support NAIDOC week.	May - July 2022/23	Projects Coordinator



Opportunities

The City is well-placed to create opportunities for Aboriginal and Torres Strait Islander people, both inside and outside of our organisation. Our inclusive workplace culture is founded on diverse skills and expertise, and our services and procurement practices complement our reconciliation efforts. Our aim moving forward is to strengthen these approaches and to embed formal processes and programs to further support social and economic advantage in the community.

Action Eight:

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Time (M/Y)	Responsibility
1.1 Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	Executive Manager Organisation and People
1.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2022	Executive Manager Organisation and People
1.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2023	Executive Manager Organisation and People
1.4 Advertise employment vacancies to effectively reach Aboriginal and Torres Strait Islander people and stakeholders.	July 2023	Executive Manager Organisation and People
1.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2023	Executive Manager Organisation and People



Deliverable	Time (M/Y)	Responsibility
1.6 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce by working towards a 6% target for Aboriginal and Torres Strait Islander employment.	July 2023	Executive Manager Organisation and People
1.7 Recognise and promote the efforts of staff who contribute to RAP outcomes through annual performance appraisals and recognition systems.	July 2023	Executive Manager Organisation and People
1.8 Include self-identification mechanisms in employee pre-commencement paperwork.	October 2021/22	People Coordinator
1.9 Encourage RWG members to promote City recruitment opportunities.	July 2023	Chief Executive Officer

Action Nine:

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Time (M/Y)	Responsibility
2.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, working towards a 3% Aboriginal and Torres Strait Islander procurement target.	July 2023	Chief Financial Officer
2.2 Investigate Supply Nation membership.	July 2023	Chief Financial Officer
2.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2023	Chief Financial Officer
2.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2023	Chief Financial Officer
2.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2023	Executive Manager Economy and Growth

	Deliverable	Time (M/Y)	Responsibility
2.6	Actively support joint ventures between Aboriginal and Torres Strait Islander and non-Aboriginal organisations.	July 2023	Executive Manager Economy and Growth
2.7	Develop a business case, concept, or support for local initiatives to progress the development of a Reconciliation Park.	July 2023	Manager Sport and Recreation
2.8	Work with the State Government to upgrade the amenities at the Boulder Camp Facility to support accommodation for transient visitors.	December 2022	Chief Executive Officer
2.9	Cooperate with the Goldfields-Esperance Development Commission to facilitate Aboriginal and Torres Strait Islander business, procurement and employment opportunities for the Kal City Centre (KCC) Project.	July 2023	Executive Manager Communication and Community Development
2.10	Adopt and integrate the Tender criteria policy (WA Buy Local Policy 2020).	July 2023	Chief Financial Officer
2.11	Continue to advocate for reinstatement of amenities and appropriate facilities at Ninga Mia to provide additional short-term housing for Aboriginal and Torres Strait Islander people in the community.	January 2022	Mayor
2.12	Prepare and implement a KCC Aboriginal Participation and Local Content Plan (KCC).	July 2023	Executive Manager Communication and Community Development

Deliverable	Time (M/Y)	Responsibility
2.13 Engage with Aboriginal and Torres Strait Islander contractors in capital and maintenance works for the City. E.g. Hannan Street pavement improvements.	March 2022	General Manager Infrastructure and Environment
2.14 Deliver a precinct activation program tailored specifically to promoting and facilitating Aboriginal and Torres Strait Islander involvement and economic opportunity.	July 2023	Executive Manager Communications and Community Development
2.15 Where appropriate, incorporate weighted criterion in City tenders and quotation requests for increased participation of Aboriginal and Torres Strait Islander employees and businesses.	July 2023	Chief Financial Officer, Executive Manager Communications and Community Development, and General Manager Infrastructure & Environment
2.16 Provide periodic briefings to the Goldfields Aboriginal Business Chamber on City project and procurement opportunities.	July 2023	Executive Manager Economy and Growth
2.17 Present to the Ministerial Taskforce on Aboriginal Economic Development as required.	July 2023	Mayor
2.18 Explore a partnership with TAFE to upskill students across various disciplines e.g. plant and machinery operation and horticulture to support outdoor workforce expertise.	July 2022	Executive Manager Economy and Growth, and Depot Works Manager
2.19 Host or participate in a minimum of two (2) local procurement workshops or initiatives annually.	August & September 2021/22	Executive Manager Economy and Growth



Governance

Action Ten:

Establish and maintain an effective RAP Working Group to drive governance of the RAP.

	Deliverable	Time (M/Y)	Responsibility
1.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2023	Executive Manager Communication and Community Development
1.2	Establish and apply a Terms of Reference for the RWG.	July 2022	Executive Manager Communication and Community Development
1.3	RWG to meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2021/22/23	Executive Manager Communication and Community Development

Action Eleven:

Provide appropriate support for effective implementation of RAP commitments.

	Deliverable	Time (M/Y)	Responsibility
2.1	Define resource needs for RAP implementation.	July 2023	Executive Manager Communication and Community Development
2.2	Engage our senior leaders and other staff in the delivery of RAP commitments, including integrating RAP actions into Corporate Business Plans.	July 2021	Chief Executive Officer
2.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2021	Executive Manager Communication and Community Development
2.4	Appoint and maintain an internal RAP Champion from senior management.	July 2022	Chief Executive Officer
2.5	Include RAP progress as a regular agenda item at Executive Management Meetings.	Monthly 2021/22/23	Executive Manager Communication and Community Development

Action Twelve:

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

	Deliverable	Time (M/Y)	Responsibility
3.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021/22/23	Executive Manager Communication and Community Development
3.2	Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2021/22/23	Executive Manager Communication and Community Development
3.3	Publically report our RAP achievements, challenges and learnings, annually.	January 2021/22/23	Projects Coordinator
3.4	Work to establish greater methods of reporting and data capture for supplier spend.	July 2023	Chief Financial Officer
3.5	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Projects Coordinator

Action Thirteen:

Continue our reconciliation journey by developing our next RAP.

Deliverable	Time (M/Y)	Responsibility
4.1 Register with Reconciliation Australia to begin developing our next RAP.	January 2023	Executive Manager Communication and Community Development



Further Information

Reconciliation Australia's RAP program provides a framework for organisations to support the national reconciliation movement. For further information on the RAP program and other reconciliation initiatives visit www.reconciliation.org.au

For all Reconciliation Action Plan enquiries please direct them to:

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