



**City of
Kalgoorlie
Boulder**

RECONCILIATION ACTION PLAN 2024/2025 PROGRESS UPDATE

Reconciliation Action Plan - Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Code	Name	Progress	Comment
7.1.7.1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	5%	Working on Engagement Strategy with RAP Focus Group and RAP Working Group.
7.1.7.1.2	Maintain productive lines of communication with Aboriginal and Torres Strait Islander representatives and leaders.	80%	Communication is through RAP Focus group and a Maintained email list of First Nations People in the community. This list is always updated each time networking.
7.1.7.1.3	Provide timely and effective advocacy and leadership on key community issues.	100%	Community issues are documented in the monthly Bulletin Report to Elected Members.
7.1.7.1.4	Support Aboriginal and Torres Strait Islander organisations and programs through the City's Community Assistance Scheme.	90%	The City provided support through the following funding avenues over the 2024/25 Financial Year (FY). Annual Grant Program: 1. Royal Lifesaving Society WA - Kalgoorlie-Boulder Multicultural and Aboriginal Swimming and Water Safety Project. (\$15,000 per year (Year 1 of 3); and 2. Eastern Goldfields First Nations Council - NAIDOC Week (\$10,000 in-kind, \$10,000 cash per year (Year 3 of 3). Community Grant Program: 1. Goldfields Aboriginal Business Chamber - Waiver of hire for 2024 Walkanu Art Prize (\$7,300.80); and 2. Goldfields Aboriginal Football Carnival - Waiver of hire for 2024 (\$1,172.00).
7.1.7.1.5	Develop and implement an Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	0%	Engagement Strategy Document is in the process of being worked on even though the Draft Innovate RAP is being worked on.

Build relationships through celebrating National Reconciliation Week (NRW).

Code	Name	Progress	Comment
7.1.7.2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	70%	Reconciliation materials are distributed to City officers following the approval of a Comms Plan through a Project Plan for Reconciliation Week. Platforms for promoting Reconciliation Week activities include social media, posters, emails, the Business Chambers newsletter, and the local newspaper. Including a link to resources from the Reconciliation Australia NRW website is a new initiative under consideration.
7.1.7.2.2	Co-brand NRW collateral, and promote local NRW celebrations via marketing channels where appropriate.	100%	NRW was promoted by the Marketing and Communications department using the official NRW branding across various channels, including posters and flyers, newspaper ads, the City newsletter, website, social media, and street banners. Internal promotion included staff events, posters, an intranet banner and dedicated page, and coverage in the staff newsletter.
7.1.7.2.3	Enable RWG members to participate in an external NRW event.	100%	The RAP Working Group participates in discussions on internal and external activities. Manager approval is required for attending external events during work hours.
7.1.7.2.4	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	100%	City officers are encouraged to participate in approved internal and external activities, with manager approval required for attending external events during work hours.
7.1.7.2.5	Organise at least one NRW event or initiative each year	100%	Reconciliation Week is 27 May to 3 June 2025. During those days at least one NRW activity has been organised.
7.1.7.2.6	Register all our NRW events on Reconciliation Australia's NRW website.	100%	Local NRW events were registered on Reconciliation Australia's website
7.1.7.2.7	Circulate NRW campaign material for broader communications and engagement.	100%	The Marketing and Communications department promoted NRW using a range of marketing tools, including posters and flyers, newspaper ads, the City newsletter, website, social media, and street banners. It was also promoted internally through staff events, posters, an intranet banner and a dedicated page, and the staff

Code	Name	Progress	Comment
			newsletter.
7.1.7.2.8	Assist organisers of local NRW events, e.g. coordinating internal approvals and providing funding through established grant and sponsorship avenues.	100%	Application Process Workshop is delivered for Community members.

Promote reconciliation through our sphere of influence.

Code	Name	Progress	Comment
7.1.7.3.1	Implement strategies to engage our staff in reconciliation including profiling RAP initiatives in the City's induction processes for new employees.	80%	Ongoing - Introduction to Cultural Awareness is provided for new City officers. Advertised internally of Reconciliation Week activities to participate and NAIDOC Week.
7.1.7.3.2	Implement strategies to engage our staff in reconciliation including profiling RAP initiatives in the City's induction processes for new employees.	95%	Ongoing - Introduction to Cultural Awareness is provided for new staff members. Advertised internally of Reconciliation Week activities to participate and NAIDOC Week.
7.1.7.3.3	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	0%	Knowledge and access to other RAPs are available on the Reconciliation Australia website. The City is involved with RAP Rings and is a member of Reconciliation WA and holds office hours meetings with Reconciliation Australia.
7.1.7.3.4	Communicate our commitment to reconciliation publicly.	100%	The City's commitment to reconciliation is communicated publicly in a variety of ways, including acknowledgements in email signatures and website footers. All City publications and strategies feature an acknowledgment on the first page, and it is included in every speech or presentation delivered by the Elected Members, or City representatives.

Promote positive race relations through anti-discrimination strategies.

Code	Name	Progress	Comment
7.1.7.4.1	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	100%	The Employee Handbook for Respectful Workplaces has been implemented and anti-discrimination provisions have been included in the City's Employee Handbook for a Respectful Workplace. This has been embedded in the City.
7.1.7.4.3	Develop and implement a strategy to educate all staff on the anti-discrimination policy.	15%	Anti-discrimination policy is included the City's Employee Handbook for a Respectful Workplace. Next step is the development of information sessions for existing City officers and inclusion of anti-discrimination information in new starter inductions.
7.1.7.4.4	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.	20%	Anti-discrimination policy is included the City's Employee Handbook for a Respectful Workplace. Next step is to workshop policy with RAP Focus Group.
7.1.7.4.5	Educate senior leaders on the effects of racism.	50%	Anti-discrimination policy is included the City's Employee Handbook for a Respectful Workplace and Managers have a responsibility to understand the policy and implications. Next step is to investigate local cultural awareness training for the Executive Leadership Team.
7.1.7.4.6	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.	50%	The City has supported opportunities for the RAP Focus Group (formerly RWG) to contribute to discussions relating to the Summer Response Strategy (SRS), with a particular focus on ensuring culturally safe transport and appropriate supports for Aboriginal and Torres Strait Islander people visiting Kalgoorlie-Boulder. While the RFG is not a formal decision-making body, its input has helped shape community engagement approaches and inform advocacy positions advanced through the District Leadership Group. A key component of the SRS is the Safe Passage Home bus, which provides a transport option for Aboriginal people returning to remote communities. Advocacy efforts by the City, in conjunction with members of the SRS working group have resulted in funding being secured through the Federal Government by the Goldfields Indigenous Housing

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			Organisation (GIHO) for the purchase of a new bus and continued operations of the existing service through to 30 June 2026. GIHO have also secured funding for the purchase and operation of a second bus to increase transport capacity. RFG feedback has reinforced the importance of this service and the need for its continued support. Next Steps - the City will continue to facilitate information-sharing between stakeholders and contributing to the development of updated Terms of Reference for the SRS to further strengthen Aboriginal input into the program's design and delivery.
7.1.7.4.7	Maintain participation on relevant committees and working groups to promote positive race relations e.g. Heads of Agency, and District Leadership Groups.	70%	Regular attendance and participation in relevant meetings including Goldfields Heads of Agency, Summer Response Strategy Goldfields District Leadership Group. Next step is to continue to participate and advocate for City initiatives and priorities in these meetings.
7.1.7.4.8	Accept an annual extension to continue delivery of the Department of Health Indigenous Health Program.	95%	The contract has been formally extended until 31 December 2025.
7.1.7.4.9	Participate in the competitive tender for Department of Health Indigenous Health Program, when formally released to market (subject to change).	100%	The City participated in the competitive tender process for the Department of Health Indigenous Health Program and was successful in being appointed to deliver services for 2025/26FY.
7.1.7.4.10	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.	30%	The City provided feedback in the Federal Government development of the Local Services Plan on the request of the DSS which now forms part of the transition plan from the Cashless Debit Card for approval by Cabinet in March. Housing has been identified as one of the major issues requiring Federal government support and several advocacy documents have been submitted for consideration. Next step is to continued advocacy in this space by the City.
7.1.7.4.11	Form a relationship with Eastern Goldfields Regional Prison to support training and employment pathways.	70%	Job Support Hub continues to work with EGRP to deliver the "Unlocking the Future" program to support incarcerated people to gain technical certificates and connect with employers. The certificates are nationally recognised through

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			DSS funded financial assistance for pre-employment skills training and licences (for example Drivers License), and through collaboration with service providers such as Training Alliance Group and TAFE for course delivery. This support continues when people exit Eastern Goldfields Regional Prison, and become JSH clients.
7.1.7.4.12	Work with the police and community interest groups to deliver safer spaces for the community.	20%	The City is continuing to deliver against the Community Safety and Crime Prevention Plan to collaborate on delivering safe spaces for the community. Next step is to roll out of planned activations for Youth Precinct to ensure safe space through collaboration for evening activations and increased passive surveillance.

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

Code	Name	Progress	Comment
7.1.7.5.1	Consult local Aboriginal and Torres Strait Islander People and advisors on the development and implementation of a cultural learning strategy.	30%	The RAP Working Group has completed the draft of the Innovate 2 RAP. Upon endorsement by Council, the Working Group will establish a timeline to guide the next phases of implementation and progress.
7.1.7.5.2	Develop, implement and communicate a cultural learning strategy for our staff.	0%	RAP Working Group has worked on a Cultural Learning Strategy Draft. The People and Culture department will lead the implementation process, ensuring alignment with organisational goals and fostering a collaborative approach to drive successful outcomes.
7.1.7.5.3	Provide opportunities for RWG members, human resources personnel, managers and other key leadership staff to participate in formal and structured cultural learning.	0%	RAP Working Group has worked on a Cultural Learning Strategy Draft. The People and Culture department will lead the implementation process, ensuring alignment with organisational goals and fostering a collaborative approach to drive successful outcomes.
7.1.7.5.4	Procure local Aboriginal and Torres Strait Islander providers to deliver, or supplement, cultural training for staff and elected members.	0%	The People and Culture department will lead the implementation process, ensuring alignment with organisational goals and fostering a collaborative approach to drive successful outcomes. The Introduction to Cultural Awareness session, delivered by two Indigenous City officers, is an integral part of the induction workshop for new employees. It ensures that cultural understanding and inclusivity are a part of the initial onboarding experience.
7.1.7.5.5	Explore opportunities to enhance the local education curriculum, and/ or school-based initiatives to support cultural learning.	0%	This initiative will be reviewed and discussed with People and Culture.
7.1.7.5.6	Celebrate local Aboriginal and Torres Strait Islander cultures by sharing stories, both historical and contemporary, through arts and cultural programs.	100%	The Goldfields Art Centre (GAC) has hosted a number of exhibitions to celebrate local Aboriginal and Torres Strait Islander cultures by sharing stories, both historical and contemporary, through arts and cultural programs. This included the "Two Snakes" Exhibition where artists travelled to Kalgoorlie to attend the Open Night where local newspaper

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			covered the event with a front page article. This included workshops for a more immersive experience. Additionally for Junior Art Prize, the AGC went out to At Risk Youth to facilitate creative workshops for participants.
7.1.7.5.7	Where appropriate, install interpretative plaques on City facilities to recognise and communicate the authentic stories and meaning of local places.	0%	This initiative will be reviewed and discussed with Projects department.
7.1.7.5.8	Display Aboriginal and Torres Strait Islander artworks at major Council venues.	60%	Facilities work with Community Development to actively participate in Reconciliation Week and programs. The majority of the artwork was recently returned to the GAC to be categorised and once completed City officers will connect with managers to redistribute and display the works.
7.1.7.5.9	Ensure a focus on programming visual and performing arts which honour Aboriginal and Torres Strait Islander Peoples cultures at the Goldfields Arts Centre.	50%	The GAC made a constructive decision to temporarily moved away from live performances in favour of more regular visual art exhibitions to emphasise First Nations Artists as live performances were not being well attended by the community.
7.1.7.5.10	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.	40%	First Nations peoples of Kalgoorlie are presented with opportunities to participate in the Indigenous categories of the City's Art Prize and Junior Art prize.
7.1.7.5.11	Facilitate the Annual CKB Art Prize including the inclusion of an award for First Nations artists.	90%	This year's Art Prize will celebrate First Nations Artists with a dedicated category for these entrants.
7.1.7.5.12	Engage an Aboriginal and Torres Strait Islander artist to develop the official RAP artwork.	100%	The artwork that was chosen in 2022 by Regina Donaldson which is currently on the City's Entry and Exit signs and used on the Polo work shirts that represent Karlkurla dreaming will be used on the Official Innovate 2 RAP booklet design.
7.1.7.5.13	Support senior staff and elected members to experience cultural experiences on country.	80%	During Reconciliation Week, City officers across all levels are invited to engage in meaningful cultural experiences through guided tours led by First Nations operators. In 2024, Jason Dimer provided a cultural walk through Kalgoorlie Township, showcasing murals from the Kal City Centre First Nations Art

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			Project and Heartwalk Project, as well as significant local sites. In 2025, male employees participated in a cultural tour at Marapioi Station with Nugget Tours. These initiatives foster deeper understanding and appreciation of First Nations culture and heritage.
7.1.7.5.14	Investigate opportunities to advance a purpose designed Arts and Cultural Centre.	0%	Meeting with RAP Focus Group has happened with the Director of Community and Development in 2024.
7.1.7.5.15	Produce entry statements or sculptures that identify Aboriginal connections to country.	100%	Regina Donaldson, a distinguished First Nations artist and respected member of the Kalgoorlie-Boulder community, was selected to have her artwork, Karlkurla Dreaming, featured on the City's entry and exit signs. This initiative highlights the integration of local Indigenous culture into the City's identity, celebrating the rich heritage and artistic contributions of First Nations people.
7.1.7.5.16	Conduct a review of cultural learning needs within our organisation.	0%	The People and Culture department will lead the implementation process, ensuring alignment with organisational goals and fostering a collaborative approach to drive successful outcomes.

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

Code	Name	Progress	Comment
7.1.7.6.1	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	80%	The Cultural Protocol document has been drafted and is awaiting finalisation following the endorsement of the Innovate RAP. This ensures alignment with the organisation's reconciliation commitments. The Acknowledgment of Country statement is prominently featured on the business cards of City officers, demonstrating a commitment to recognising and respecting First Nations peoples and their connection to the land.
7.1.7.6.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	0%	The Introduction to Cultural Awareness induction for new employee includes an overview of Cultural Protocols, with a detailed explanation of the distinctions between Acknowledgment of Country and Welcome to Country. This ensures City officers understand the significance of these practices and their role in demonstrating respect for First Nations peoples and cultures.
7.1.7.6.3	Invite an Aboriginal or Torres Strait Islander custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	10%	A Native Title claim has been lodged over Kalgoorlie-Boulder, with the determination process pending. The process is being handled with sensitivity to ensure the traditional custodians of the area are respected and their cultural significance is acknowledged throughout.
7.1.7.6.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	100%	The Acknowledgment of Country is incorporated into the City's internal agenda word templates and is also displayed on the back of City staff business cards, reflecting a commitment to recognising and respecting First Nations peoples and their connection to the land.
7.1.7.6.5	Develop a strategy to promote Aboriginal languages for place naming of local streets, places and spaces.	25%	City officers engaged with the RAP Focus Group on behalf of Development WA for new street names.
7.1.7.6.6	Ensure the year-round display of the Aboriginal flags in Centennial Park.	100%	Purchased three flags. Flag flies as per protocols.

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7.1.7.6.7	Designing parkland, recreation and public spaces that are culturally appropriate, and responsive to the needs of visiting stakeholders from remote communities.	50%	<p>In April 2025, the City released a landmark report addressing transitional Aboriginal homelessness and anti-social behaviour across regional Australia.</p> <p>Led by CEO Andrew Brien, this six month research project is the most in depth study the City has undertaken in this area. The report highlights that while no two communities are the same, many face similar challenges - and that culturally informed, locally driven solutions are key to achieving real and lasting change. It emphasises the importance of stable housing, wrap-around support services, improved coordination between agencies, access to meaningful local data, and flexible funding models to enable community-led initiatives.</p> <p>Key Recommendations</p> <ol style="list-style-type: none"> 1. Strengthening Partnerships with Indigenous Communities. 2. Establishment of Integrated, Wrap-Around Service Hubs. 3. Prioritisation of Stable and Appropriate Housing. 4. Continuation and Expansion of safe passage home (return to country) models. 5. Implementation of Harm Minimisation and Community safety Measures. 6. Community Sentiment on the Cashless Debit Card. 7. Crime Data Availability Across Jurisdictions. 8. Strengthening Alcohol Management through the Kalgoorlie-Boulder Liquor Accord.
7.1.7.6.8	Engage the Goldfields Aboriginal Language Centre to develop a list of Aboriginal geonoma representing the diversity of cultural heritage and local connections to Country.	100%	<p>Senior Officer Tourism attended meeting with Goldfields Aboriginal Language Centre 19 July 2022. There is no data available to develop any list of Aboriginal geonoma representing the diversity of cultural heritage and local connections to Country due to the transient population.</p>

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

Code	Name	Progress	Comment
7.1.7.7.1	Co-brand NAIDOC collateral to promote celebrations.	100%	Co-branding NAIDOC collateral to promote celebrations is an annual initiative, reinforcing the City's commitment to honouring and supporting NAIDOC Week through collaborative and inclusive efforts.
7.1.7.7.2	Circulate NAIDOC Week celebrations to RWG for broader communications and engagement.	100%	An ongoing annual initiative - NAIDOC Week activities are organised by the NAIDOC Committee who are members of the First Nations Services and community, with City actively participating in planning meetings. Once the program is finalised, it is disseminated to employees through the Staff Newsletter by the Marketing and Communications department, ensuring widespread awareness and engagement.
7.1.7.7.3	Assist organisers of local NAIDOC Week events, e.g. coordinating internal approvals and providing funding through established grant and sponsorship avenues.	90%	NAIDOC Week activities are organised annually by the NAIDOC Committee, comprising members from First Nations Services and the community. City actively participates in planning meetings, assists with Environmental Health forms, and determines approved grants to facilitate in kind venue bookings.
7.1.7.7.4	RWG to participate in an external NAIDOC Week event.	50%	Annual event - once the NAIDOC Week program is approved and designed by the NAIDOC Committee, it will be advertised internally through the staff newsletter by the Marketing and Communications department. The RAP Working Group will be encouraged to participate in and advocate for NAIDOC events within their teams.
7.1.7.7.5	Review human resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	70%	NAIDOC is held on the 6 July and 13 July 2025. There is a space to discuss for City officers with their Manager to have approval to participate in NAIDOC Week. The City officers, ELT and Council have participated in NAIDOC celebrations of Open Day at Centennial Park, Street March from Hannans Street and stalls at Lord Forest Precinct.
7.1.7.7.6	Promote and encourage participation in external	40%	NAIDOC Week activities are organised by the NAIDOC

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	NAIDOC events to all staff.		Committee who are members of the First Nations Services and community, with City actively participating in planning meetings. Once the program is finalised, it is disseminated to staff through the staff newsletter by the Marketing and Communications department, ensuring widespread awareness and engagement.
7.1.7.7.7	Provide a City representative on the NAIDOC Kalgoorlie- Boulder Planning Committee.	100%	The Senior Officer Arts and Culture will attend all Meetings and to keep the communications open with NAIDOC Committee members to assist in NAIDOC Week planning.
7.1.7.7.8	City elected members and executives to attend key NAIDOC events where suitable.	65%	NAIDOC Week activities are organised by the NAIDOC Committee who are members of the First Nations Services and community, with City actively participating in planning meetings. Once the program is finalised, it is disseminated to staff through the staff newsletter by the Marketing and Communications department, ensuring widespread awareness and engagement. Request forms to request Mayors and Elected Members participation are completed by NAIDOC Committee.
7.1.7.7.9	Make City venues available for use by NAIDOC Planning Committee for events during the week.	0%	NAIDOC Week activities are organised annually by the NAIDOC Committee, comprising members from First Nations Services and the community. City actively participates in planning meetings, assists with Environmental Health forms, Request form completed for Mayor and Elected Members, and determines approved grants to facilitate in-kind venue bookings.
7.1.7.7.10	Engage staff in planning innovative initiatives annually in to support NAIDOC week.	90%	NAIDOC Week activities are organised by the NAIDOC Committee who are members of the First Nations Services and community, with City actively participating in planning meetings. Once the program is finalised, it is disseminated to staff through the staff newsletter by the Marketing and Communications department, ensuring widespread awareness and engagement.

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

Code	Name	Progress	Comment
7.1.7.8.1	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	10%	<p>Current First Nations employees have the opportunity to access professional development opportunities through appraisals with their manager. People and Culture do have current soft courses and courses available in PULSE for professional development.</p> <p>However more work is required in this area.</p>
7.1.7.8.2	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	30%	<p>There are following documents are in place:</p> <ol style="list-style-type: none"> 1. Join Our Team Booklet. 2. Employee Handbook for a Respectful Workplace (includes policies and procedures on Equal Opportunity, Anti-Discrimination, Handling Grievances, Code of Conduct Breaches, and other illegal, unethical, or corrupt conduct). 3. Code of Conduct (a section on dealings with other City employees and the community includes a paragraph stating: Do Not: Make jokes or remarks about a person's characteristics, including race, physical appearance, gender, ethnicity, sexual orientation, age, disability, or other personal attributes). 4. Recruitment Statement (the City seeks to attract and retain individuals who positively contribute to the organisation and the community). <p>People and Culture department will consult with the RAP working group when finalising the City's Recruitment Guidelines.</p>
7.1.7.8.3	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	20%	<p>There are following documents are in place:</p> <ol style="list-style-type: none"> 1. Join Our Team Booklet. 2. Employee Handbook for a Respectful Workplace (includes policies and procedures on Equal Opportunity, Anti-Discrimination, Handling Grievances, Code of Conduct Breaches, and other illegal, unethical, or corrupt conduct). 3. Code of Conduct (a section on dealings with other City employees and the community includes a

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			<p>paragraph stating: Do Not: Make jokes or remarks about a person's characteristics, including race, physical appearance, gender, ethnicity, sexual orientation, age, disability, or other personal attributes.</p> <p>4. Recruitment Statement (the City seeks to attract and retain individuals who positively contribute to the organisation and the community).</p> <p>People and Culture department will consult with the RAP working group in the development of the city's attraction and retention strategy, recruitment guidelines, training and development procedure to ensure that the City's processes meet the needs of Aboriginal and Torres Strait Islander people.</p>
7.1.7.8.4	Advertise employment vacancies to effectively reach Aboriginal and Torres Strait Islander people and stakeholders.	100%	Ensure employment vacancies reach the First Nations community, the City officer utilises an email contact list, a dedicated facebook page, and the RAP Focus Group.
7.1.7.8.5	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	0%	This task is currently pending and requires further development.
7.1.7.8.6	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.	20%	The City currently has 1% of Aboriginal and Torres Strait Islander employees. We are continuing to review strategies to increase the percentage of Aboriginal and Torres Strait Islander representation in the workforce.
7.1.7.8.7	Recognise and promote the efforts of staff who contribute to RAP outcomes through annual performance appraisals and recognition systems.	10%	An Initiative to work on with the Staff Recognition Awards.
7.1.7.8.8	Include self-identification mechanisms in employee pre-commencement paperwork.	100%	Incoming employees are able to self-identify through the onboarding module in PULSE.
7.1.7.8.9	Encourage RWG members to promote City recruitment opportunities.	15%	The People and Culture department uses PULSE to advertise City recruitment opportunities. A future initiative for the RAP Working Group is to assign this as a task for the department.

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

Code	Name	Progress	Comment
7.1.7.9.1	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, working towards a 3% Aboriginal and Torres Strait Islander procurement target.	10%	Procurement meeting with relevant community groups to increase Aboriginal and Torres Strait islander suppliers and procurement spend.
7.1.7.9.2	Investigate Supply Nation membership.	100%	The City are not currently members and have investigated the requirements to join Supply Nation which would include development of supplier diversity capability assessment, supplier diversity program; aligning objectives between organisations and the supply of financial information relating to business activity. Investigated in 2023. However revisit with Reconciliation Australia and other RAP Local Governments
7.1.7.9.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	10%	Met with GABC and GEDC to discuss possible collaboration in providing opportunities to the local Indigenous business. As a result, invited Yonga Djena to quote on a requirement for the Pixar Putts. It was already engaged at the time we require the service.
7.1.7.9.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	100%	Procurement from local First Nations businesses and individuals has been practiced since the 2022 Kal City Centre Project. Engagement with 13 First Aboriginal Artists facilitated connections with service providers.
7.1.7.9.5	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	0%	This task is currently pending and requires further development work with Procurement department.
7.1.7.9.6	Actively support joint ventures between Aboriginal and Torres Strait Islander and non-Aboriginal organisations.	10%	The City actively promotes and supports joint ventures between Aboriginal and non-Aboriginal organisations as a means of fostering inclusive economic development and culturally secure service delivery. This includes supporting collaborative partnerships through local procurement processes, project delivery, and community grant programs. The City also encourages joint venture opportunities through ongoing engagement with industry networks and the broader business community.

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7.1.7.9.7	Develop a business case, concept, or support for local initiatives to progress the development of a Reconciliation Park.	0%	Initiative to investigate further with input from RAP Working Group, RAP Focus Group and ELT.
7.1.7.9.8	Work with the State Government to upgrade the amenities at the Boulder Camp Facility to support accommodation for transient visitors.	40%	With funding secured from the State Government, the City has engaged Paupiyala Tjarutja Aboriginal Corporation (PTAC) to undertake consultation with the Tjuntjuntjara community regarding the potential relocation and redesign of the Boulder Camp facility. In the interim, minor upgrades to the existing site have been completed using available funds. The City anticipates receiving a final report from PTAC shortly, which will guide the next phase of works and inform advocacy for further capital investment to ensure appropriate amenities and culturally safe infrastructure are delivered.
7.1.7.9.9	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.	95%	The KAL City Centre project is complete, with only the final installation of sculpture artwork pending. Ertech, under their contract, engaged First Nations businesses and developed a project-specific Aboriginal Engagement Strategy and Project Implementation Plan. Supported by GEDC, the City prioritised delivering Aboriginal economic outcomes aligned with the Aboriginal Economic Development Implementation Strategy. 13 Artists involved in the Kal City Centre Project.
7.1.7.9.10	Adopt and integrate the Tender criteria policy (WA Buy Local Policy 2020).	5%	A review Tender Criteria Policy will be undertaken.
7.1.7.9.11	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.	10%	The City remains committed to advocating for the restoration of Ninga Mia as a viable, short term accommodation option for Aboriginal people. The City continues to work with key stakeholders, including the Department of Communities, to ensure that future planning for the site appropriately considers the cultural and housing needs of its previous and prospective residents.
7.1.7.9.12	Prepare and implement a KCC Aboriginal Participation and Local Content Plan (KCC).	95%	The implementation of the 13 artists murals and sculptures has been successfully completed, showcasing the talents of

Code	Name	Progress	Comment
			<p>local Aboriginal artists and contributing to the cultural enrichment of the community.</p> <p>The Aboriginal Economic Strategy Plan as part of the \$8 million Royalties for Regions funding allocation to the City for the Kalgoorlie City Centre project, the Minister for Regional Development approved the use of interest earned on the funding held with the WATC for the purpose of Aboriginal Economic Development (AED) outcomes, including business procurement, employment and skills/capability building initiatives.</p> <p>With the support of the Goldfields-Esperance Development Commission (GEDC), the City focused on delivering Aboriginal economic outcomes as part of the project delivery. They had identified and committed to, a number of priority initiatives across the areas of engagement and cultural activation, employment and business procurement, and skills and capability building.</p>
7.1.7.9.13	Engage with Aboriginal and Torres Strait Islander contractors in capital and maintenance works for the City. E.g. Hannan Street pavement improvements.	85%	This task has been completed, however a follow up for an update is required with the Engineering department.
7.1.7.9.14	Deliver a precinct activation program tailored specifically to promoting and facilitating Aboriginal and Torres Strait Islander involvement and economic opportunity.	0%	An initiative for future actioning with Economic and Development department.
7.1.7.9.15	Where appropriate, incorporate weighted criterion in City tenders and quotation requests for increased participation of Aboriginal and Torres Strait Islander employees and businesses.	80%	An initiative for future actioning with Finance department, however there is in place for appropriate, incorporate weighted criterion in City tenders and can utilise the purchase exemption list in the City's Purchasing Procedure - Common Use Agreements.
7.1.7.9.16	Provide periodic briefings to the Goldfields Aboriginal Business Chamber on City project and procurement opportunities.	100%	The Mayor completed a presentation to the GABC 11 June 2025.
7.1.7.9.17	Present to the Ministerial Taskforce on Aboriginal	0%	The City has previously acknowledged the importance of

Code	Name	Progress	Comment
	Economic Development as required.		<p>engaging with the Ministerial Taskforce on Aboriginal Economic Development to support inclusive regional growth and improve economic outcomes for Aboriginal communities.</p> <p>This engagement was intended to align with broader strategic objectives under the Growing Kalgoorlie-Boulder Growth Plan and to strengthen partnerships with key stakeholders such as the Goldfields-Esperance Development Commission and Aboriginal leadership groups. However at present, the City is not actively progressing any formal presentations or submissions to the Ministerial Taskforce.</p>
7.1.7.9.18	Explore a partnership with TAFE to upskill students across various disciplines e.g. plant and machinery operation and horticulture to support outdoor workforce expertise.	70%	The City is successfully working with TAFE to train City officers in the Parks & Gardens department. Currently City officers are engaged in traineeships short courses.
7.1.7.9.19	Host or participate in a minimum of two (2) local procurement workshops or initiatives annually.	30%	City officers attended GABC YUWA event 11 June 2025.

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

Code	Name	Progress	Comment
7.1.7.10.1	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	100%	There are two representatives of First Nations staff members as RAP Working Group Members. Senior Officer Arts and Culture and Indigenous Field Officer with Environmental Health.
7.1.7.10.2	Establish and apply a Terms of Reference for the RWG.	10%	Terms of reference is currently being worked for RAP Working Group. Terms of reference for the RAP Focus Group is completed.
7.1.7.10.3	RWG to meet at least four times per year to drive and monitor RAP implementation.	90%	Meetings are consistent with once a month or as required. Same with RAP Focus Group (external members - First Nations Peoples of the Kalgoorlie-Boulder Community) however need to be mindful of Sorry time which is culturally strong with First Nations members.

Reconciliation Action Plan - Provide appropriate support for effective implementation of RAP commitments.

Code	Name	Progress	Comment
7.1.7.11.1	Define resource needs for RAP implementation.	15%	<p>The below resources needs ensures that the RAP is effectively supported and can achieve its goals:</p> <ol style="list-style-type: none"> 1. Budget allocation for initiatives, programs, and activities outlined in the RAP. 2. City officer, Leadership, and dedicated personnel to oversee and implement RAP activities. 3. Workshops, training sessions, and professional development to build awareness and skills related to reconciliation. 4. Workshops, training sessions, and professional development to build awareness and skills related to reconciliation. 5. Allocating sufficient time for planning, execution, and evaluation of RAP initiatives.
7.1.7.11.2	Engage our senior leaders and other staff in the delivery of RAP commitments, including integrating RAP actions into Corporate Business Plans.	100%	<p>RAP actions are embedded in the Corporate Plan under the strategic themes of Connected, Sustainable, Empowered, and Capable.</p> <p>RAP commitments are executed through assigned to Directorate Management units.</p> <p>The RAP Working Group advocates for Reconciliation Week and NAIDOC Week, sharing information provided by the City officer responsible for RAP reporting.</p>
7.1.7.11.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	100%	<p>PULSE system reporting assigns tasks to responsible officers, ensuring visibility in their task lists.</p> <p>The Traffic Light Excel document, provided to the Reconciliation Officer, tracks RAP progress using colour codes: Yellow for "Not Started," Orange for "In Progress," Green for "Completed," and Red for "Overdue." It includes a timeline date for task tracking.</p> <p>In total, two reporting methods support RAP tracking, measurement, and commitment reporting.</p>
7.1.7.11.4	Appoint and maintain an internal RAP Champion from senior management.	100%	<p>A diagram has been drawn to implement in the draft of Innovate 2 RAP, that the RAP Champion is the CEO position.</p>

Code	Name	Progress	Comment
			Reconciliation Australia has provided the guideline to confirm this. The draft for the Innovate 2 RAP designates the CEO as the RAP Champion, as outlined in Reconciliation Australia's guidelines. Reconciliation Australia serves as the governing body for implementing RAP initiatives.
7.1.7.11.5	Include RAP progress as a regular agenda item at Executive Management Meetings.	100%	RAP progress is reported weekly in the CEO Updates report and Information Bulletin monthly, with quarterly updates included in Pulse reporting.

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

Code	Name	Progress	Comment
7.1.7.12.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	50%	The deadline to submit your online survey is Tuesday 30 September 2025.
7.1.7.12.2	Report RAP progress to all staff and senior leaders quarterly.	100%	The PULSE report is issued quarterly, the Information Bulletin is monthly, and is accessible via the Intranet for all City officers.
7.1.7.12.3	Publically report our RAP achievements, challenges and learnings, annually.	0%	Achievement will be integrated into the new Innovate 2 RAP, though the design and format of the report are yet to be determined for Public reporting.
7.1.7.12.4	Work to establish greater methods of reporting and data capture for supplier spend.	10%	Investigations into the supplier Masterfile have been done. Increased reporting on supplier classification, but there is currently no way of classifying suppliers for RAP purposes at this time.
7.1.7.12.5	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	0%	RAP Barometer to consult with People and Culture Manager to participate in.

Continue our reconciliation journey by developing our next RAP

Code	Name	Progress	Comment
7.1.7.13.1	Register with Reconciliation Australia to begin developing our next RAP.	55%	Draft RAP has been registered with Reconciliation Australia. Feedback has been received and RAP Working Group is working on.