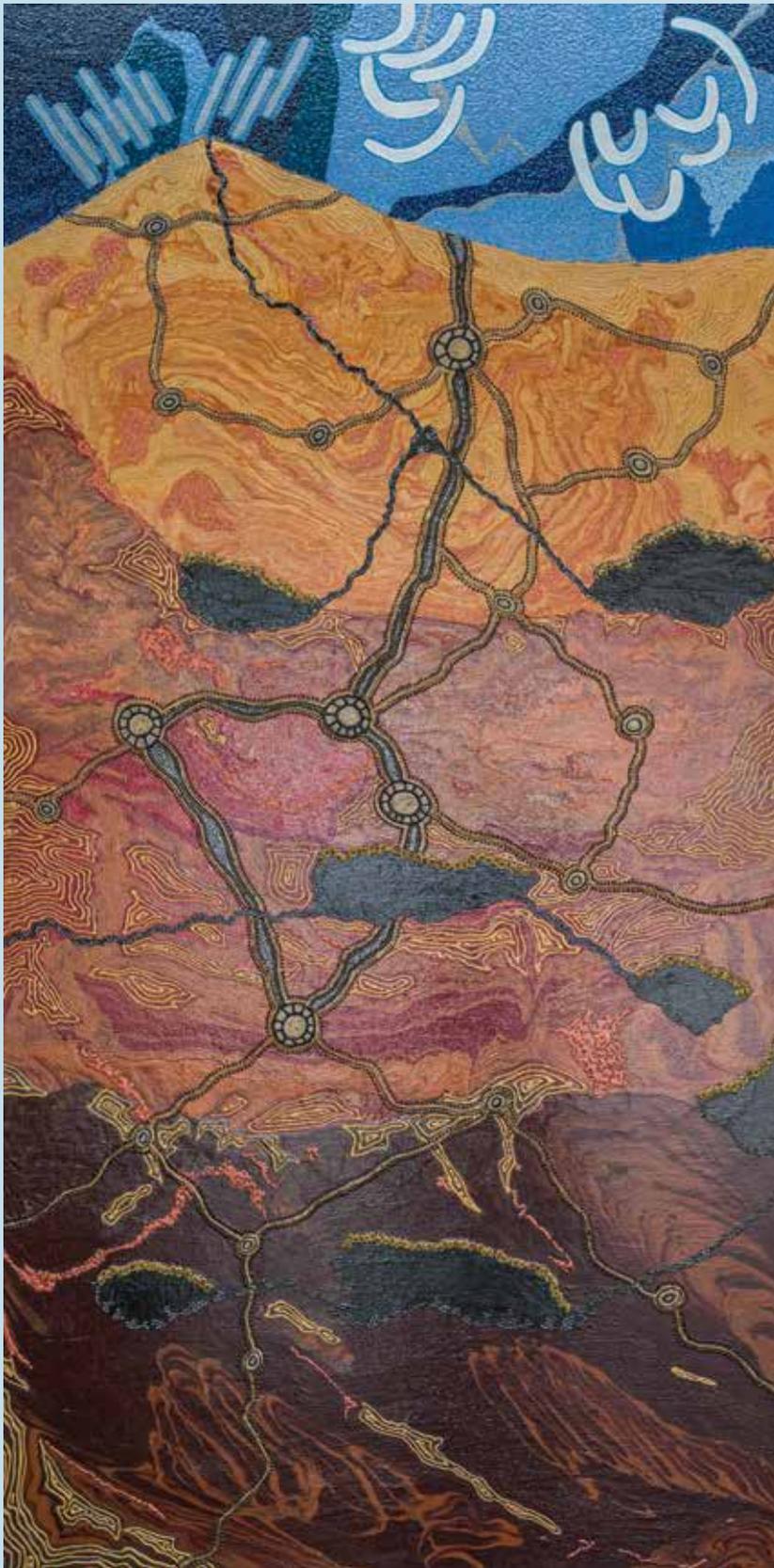


reflect

Reconciliation Action Plan

October 2018 - October 2019



About the Artwork

The painting on the cover and featured throughout this document is titled 'Tjala' by local artist Christine Carmody. Tjala won the 2018 City of Kalgoorlie-Boulder Art Prize with its compelling Indigenous voice, drawing comparisons between the path of the honey ant and man's pursuit of mining. The work unites the concept of mining with the industry of nature in a powerful composition with an epic vertical narrative.



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Acknowledgement of Country

In releasing this Reconciliation Action Plan, the City of Kalgoorlie-Boulder acknowledges the Traditional Custodians of this land and pays its respects to its elders past, present and emerging.

Message from the

City of Kalgoorlie-Boulder Mayor, John Bowler

As Mayor of the City of Kalgoorlie-Boulder (CKB) I am proud to be part of delivering the City's Reconciliation Action Plan (RAP). When I became Mayor the City did not have a RAP, the Council have been working since then to develop this Plan.

The committee went to task, undertaking a lot of hard work to create this Plan. It is the City's commitment to close the gap and drive improved outcomes for Aboriginal and Torres Strait Islander people in the community.

The finalisation of the plan is the result of a two-year planning process with local stakeholders including the Goldfields Land and Sea Council. It will improve opportunities for local people which in turn will result in a more prosperous future for the City.

The aim of the RAP is to formalise economic opportunities, build new business relationships, and develop events and community activities that will acknowledge and recognise respect and pride for Aboriginal culture and history.

Under the RAP the City will work with our community to solve problems and generate success that is in everyone's best interests. As your Mayor I look forward to delivering this Plan and along with the community's support we will continue to work together to see the Plan become a success.



A handwritten signature in dark ink that reads "John Bowler". The signature is written in a cursive style with a large, sweeping initial 'J'.

Message from the

Goldfields Land & Sea Council CEO, Hans Bokelund

The Goldfields Land and Sea Council (GLSC) congratulates and wholeheartedly welcomes the inaugural City of Kalgoorlie-Boulder RAP. It's a momentous achievement, one our community warmly welcomes and has been patiently anticipating.

Kalgoorlie-Boulder has a long and rich history of multiculturalism, wherein many have dedicated their life's work to add to this history, the well-deserved recognition of Aboriginal people through the reconciliation movement. As a result, many significant steps have been taken, by CKB with more recently the Aboriginal flag flying in Centennial Park.

The GLSC is confident that all residents will continue to support the City in its commitment to equality and equity. This RAP will be the historic testament to this legacy for CKB - the recognition of those who have stood before us to drive this initiative and fight for equality and inclusion.

This RAP will touch the hearts and minds of our entire community for all that it stands for: an affirmation of our commitment to achievement, to success, to acceptance, as an entire community. May this RAP continue its legacy to echo through time, its foundational premise of the five dimensions of Reconciliation: Race Relations; Equality & Equity; Institutional Integrity; Historical Acceptance; and Unity.

We hope that over time, this RAP proves to be a stepping stone to even better relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, as we all look internally to broader questions about our collective national identity - a mosaic of collective histories, cultures and rights in our nation's story.

This document may not be as significant to some as the Magna Carta or Universal Declaration of Human Rights. But this document is equally important to our people, and is cordially adopted and endorsed in full by the City of Kalgoorlie-Boulder. As a living document it embodies, promotes and facilitates respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

To this end, the GLSC commends this RAP to the peoples, visitors and stakeholders of the City of Kalgoorlie-Boulder.



Hans Bokelund

Message from

Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia is delighted to welcome City of Kalgoorlie-Boulder to the RAP program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, City of Kalgoorlie-Boulder joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

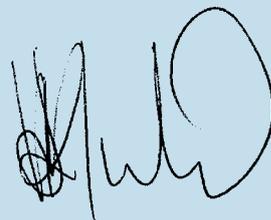
Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides City of Kalgoorlie-Boulder a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, City of Kalgoorlie-Boulder will lay the foundations for future RAPs and reconciliation initiatives.

We wish the City of Kalgoorlie-Boulder well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the City of Kalgoorlie-Boulder on its first RAP, and look forward to following its ongoing reconciliation journey.





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 August 2018, CKB employed 448 people with 232 full time staff, 40 part time and 176 casual staff. Aboriginal or Torres Strait Islander people represent just over 4 per cent of the permanent workforce and while this is a great achievement, we recognise there is more work to be done.

Our Partnerships and Current Activities

CKB established its first major reconciliation partnership in 2017 resulting in the erection of a new Aboriginal flag to fly side by side with the Australian flag as a City entry statement. The project undertaken in partnership with Northern Star Resources Ltd at a cost of more than \$50,000 represented a major investment in reconciliation efforts.

Through various venues including the Goldfields Arts Centre, the CKB seeks to promote reconciliation events including annual support for NAIDOC week, regular performing arts opportunities and visual exhibitions by Aboriginal and Torres Strait Islander artists. CKB also continues to support the Goldfields Girl initiative delivering personal development, work readiness, confidence building and community engagement activities for young Indigenous women between the ages of 16 and 25 years of age.

In 2017, the City partnered with the Western Australian Museum to deliver Emerging Curators, a professional curation development program for two local aspiring curators. Additionally the City contributed \$100,000 towards the two-year Heartwalk Project. Heartwalk was the first large scale public art project of its kind in the Goldfields with a significant focus on celebrating works by Aboriginal and Torres Strait Islander artists.

The City also continues to support the expansion of Aboriginal enterprise, training and employment through established forums related to the multi-million dollar Kalgoorlie City Centre Transformation project. It is CKB's aspiration for the City's Aboriginal and Torres Strait Islander people to have the opportunity to contribute to and benefit equally from future economic growth opportunities.

Our Reconciliation Action Plan Journey 2001 to 2018

The launch of this RAP is a significant milestone which enables the City to publicly declare its commitment to improving social and economic outcomes for First Nations people while also building on work to date.

While we are proud of the relationships we have already built we recognise there is always more progress to be made.

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.

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.

2016

Projects began to take on a more strategic focus including coordination and collaboration between local Aboriginal 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.



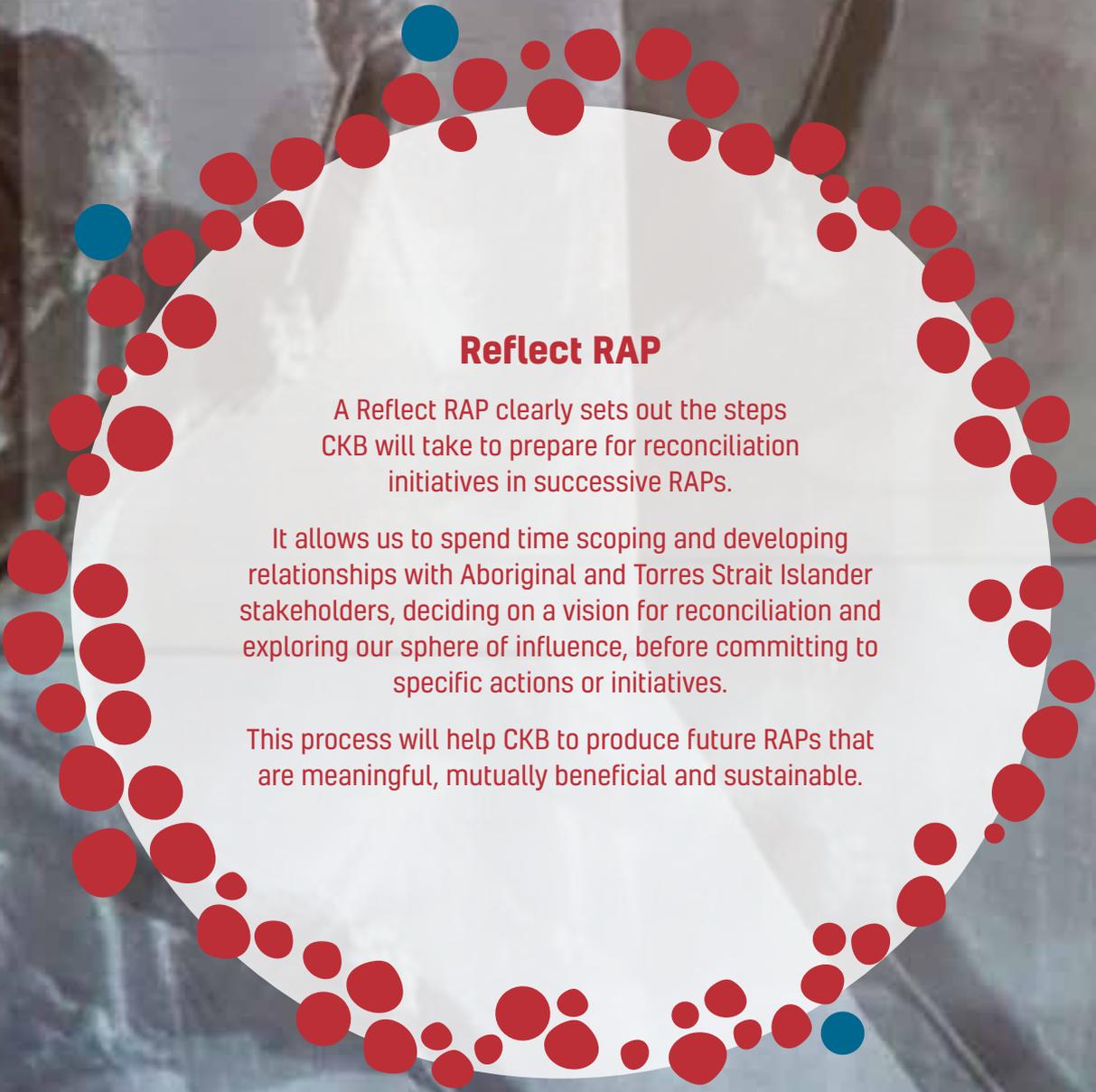
Our Reconciliation Action Plan 2018 to 2019

The development of the CKB RAP marks an important milestone and will guide the way our organisation works with local Aboriginal and Torres Strait Islander people to achieve better outcomes.

Development of the RAP occurred over two years and reflects considerable planning efforts with local stakeholders including the Goldfields Land and Sea Council, City councillors and various working groups.

By publically declaring its commitment to reconciliation, CKB can build a more prosperous future for the City.

The RAP will be championed by CKB executives with support, guidance and direction from the CKB Reconciliation Action Plan Working Group. The group will be comprised of various councillors and appointed local stakeholders to ensure the right people are engaged in delivering outcomes.



Reflect RAP

A Reflect RAP clearly sets out the steps CKB will take to prepare for reconciliation initiatives in successive RAPs.

It allows us to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on a vision for reconciliation and exploring our sphere of influence, before committing to specific actions or initiatives.

This process will help CKB to produce future RAPs that are meaningful, mutually beneficial and sustainable.



Relationships

Action One: Establish a RAP Working Group (RAPWG)

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">• RAPWG to oversee the development, endorsement and launch of the RAP and commitments.• Ensure RAPWG is guided by local Aboriginal voices with additional membership from CKB, the Goldfields Land and Sea Council and other agencies as deemed appropriate.• RAPWG to meet at least four times per year to monitor and report on plan implementation and actions.	November 2018	Chief Executive Officer

Action Two: Build internal and external relationships

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. • Foster mutually-beneficial partnerships with organisations that foster Aboriginal and Torres Strait Islander education and employment outcomes. • Support Aboriginal and Torres Strait Islander organisations and programs through the City's Community Assistance Scheme. • Secure a major industry 'mentor' with a proven track record of embedding effective RAP initiatives to support ongoing organisational development. 	October 2018	General Manager City Living

Action Three: Participate in and celebrate National Reconciliation Week (NRW)

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Encourage our staff and RAPWG to attend and participate in a NRW event. • Undertake an annual initiative to coincide with NRW. • Promote opportunities for staff to attend NRW events including circulating Reconciliation Australia's NRW resources and reconciliation materials. 	27 May - 3 June 2019	General Manager City Living

Action Four: Raise internal awareness of our RAP

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. • Include an overview on RAP initiatives in the City's induction process for all new employees. • Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	November 2018	General Manager City Living



Respect

Action One: Investigate Aboriginal and Torres Strait Islander cultural learning and development

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">• Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.• Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.• Conduct a review of cultural awareness training needs within our organisation and provide staff with access to cross cultural learning opportunities.	August 2019	Manager Organisation and People

Action Two: Participate in and celebrate NAIDOC Week

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">• Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about local Aboriginal and Torres Strait Islander peoples and communities.• Introduce our staff to NAIDOC Week by promoting community events in our local area.• Participate in at least one major community partner event promoting, engaging and interacting with Aboriginal and Torres Strait Islander communities during NAIDOC Week.• Ensure our RAPWG participates in an external NAIDOC Week event.	First week in July 2019	Communications Coordinator

Action Three: Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Explore who the Traditional Owners are of the lands and waters in our local area. Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence. Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols including local cultural protocols. Support relevant staff and/or Councillors to visit a remote location for an 'on country' immersion in cultural experiences. Incorporate Australian Aboriginal and Torres Strait Islander content and perspectives, as appropriate, into the City's policies, practices and services. 	January 2019	General Manager City Living

Action Four: Support greater participation of Aboriginal and Torres Strait Islander people in civic decision making

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Encourage Aboriginal and Torres Strait Islander organisations or representative bodies to actively participate in civic forums and planning processes. Bring together representatives of Aboriginal and Torres Strait Islander peoples and other stakeholders to constructively address issues of mutual interest or concern. Include a protocol for Acknowledgement of Country in Council meetings and civic ceremonies. Ensure local Aboriginal and Torres Strait Islander media organisations, such as Tjuma Pulka radio, are included in the City's circulation of media releases and promotional material on City matters. 	October 2019	Chief Executive Officer

Action Four: Honour and respect local languages, traditions and customs of Aboriginal and Torres Strait Islander people

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Provide an Acknowledgement or formal Welcome to Country, where appropriate, at all significant public events. Procure and display Aboriginal and Torres Strait Islander artworks in the City's administration building and at major Council venues. Commit to a 365 day celebration of the Aboriginal flag at suitable City venues. Rename a Council meeting room to honour local Aboriginal and Torres Strait Islander languages and customs. Commission a piece of art from a local Aboriginal or Torres Strait Islander artist. 	October 2019	Chief Executive Officer



Opportunities

Action One: Investigate Aboriginal and Torres Strait Islander employment

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">• Develop a business case for a 6% employment target for Aboriginal and Torres Strait Islander employment.• Identify current Aboriginal and Torres Strait Islander staff to inform CKB planning for future employment targets and development opportunities.• Recognise the efforts of RAP champions through the annual CKB performance review process.• Ensure Aboriginal and Torres Strait Islander employees are protected from racial discrimination and harassment under applicable CKB policies.• Include self-identification as an Aboriginal or Torres Strait Islander person as part of CKB pre-commencement paperwork.• Continue to explore opportunities to increase recruitment of Aboriginal and Torres Strait Islander people through the finalisation of a CKB Diversity Strategy.• Monitor progress towards Aboriginal or Torres Strait Islander employment representation annually.	October 2019	Manager Organisation and People

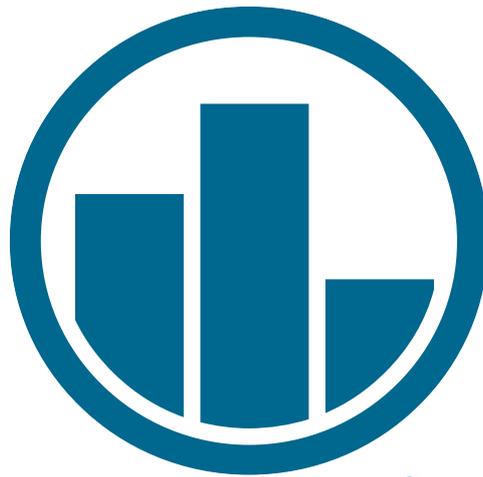
Action Two: Investigate Aboriginal and Torres Strait Islander supplier diversity

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. • Support the expansion of Aboriginal and Torres Strait Islander enterprise, training and employment through established ministerial forms. • Integrate the State Government's Aboriginal Procurement Policy into CKB procurement processes. • Develop at least one new commercial relationship with an Aboriginal and Torres Strait Islander business. • Integrate criteria for Aboriginal and Torres Strait Islander employee and business procurement into CKB tender documentation. 	October 2019	General Manager Infrastructure and Environment

Action Three: Support outreach and engagement activities and improved outcomes for Aboriginal and Torres Strait Islander people

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Develop a more formal relationship with an organisation supporting education of Aboriginal and Torres Strait Islander students. • Investigate opportunities to connect RAP actions to the delivery of programs and initiatives outlined in the Youth Strategic Action Plan 2018-2021. • Seek and allocate funds for heritage, history or cultural projects to document and promote Aboriginal and Torres Strait Islander tourism opportunities. 	October 2019	General Manager City Living





Reporting

Action One: Build support for the RAP

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Define resource needs for RAP development and implementation. • Define systems and capability needs to track, measure and report on RAP activities. • Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. • Publicly report our RAP achievements, challenges and learnings. 	October 2019	General Manger City Living

Action Two: Review and refresh RAP

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Submit draft RAP to Reconciliation Australia for review. • Submit draft RAP to Reconciliation Australia for formal endorsement. • Use the RAP to provide a framework for CKB's ongoing activities and efforts toward reconciliation. 	July 2019	General Manger City Living



Acknowledgement

This Reconciliation Action Plan reflects the efforts of many people. CKB would like to give thanks to everyone involved with the development of the Plan and looks forward to it guiding the way we work into the future.



RECONCILIATION
AUSTRALIA

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

