



RECONCILIATION
ACTION PLAN

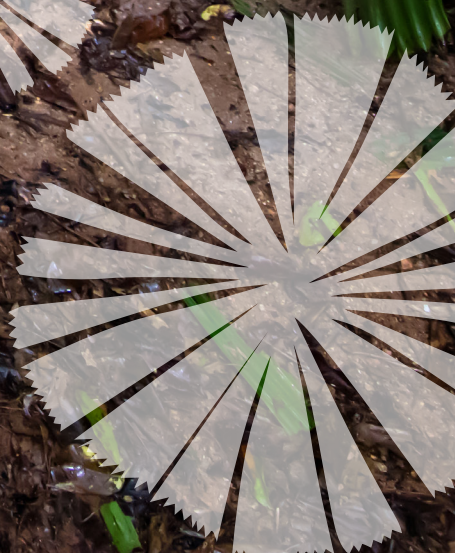
INNOVATE



Cassowary Coast
REGIONAL COUNCIL

INNOVATE RECONCILIATION ACTION PLAN

JANUARY 2023 - JANUARY 2025





Acknowledgement of Country

Cassowary Coast Regional Council acknowledges the Traditional Custodians of the land and sea on which we operate, the Mamu, Djiru, Girramay, Gulngay, Warrgamay, Jirrbal and Bandjin Peoples. We wish to acknowledge our respect for their current and emerging leaders and those in the dreaming. We thank all First Nations people for the contributions they make in building this community.

Dancers at the NAIDOC Week Opening Ceremony held at Mamu Canopy Walk.



RECONCILIATION
ACTION PLAN

INNOVATE

Reconciliation Australia commends Cassowary Coast Regional Council 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 Cassowary Coast Regional Council 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, Cassowary Coast Regional Council 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. Cassowary Coast Regional Council 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 Cassowary Coast Regional Council'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 Cassowary Coast Regional Council on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION

Our vision for reconciliation is where Cassowary Coast Regional Council understands and respects the histories and the cultures of Aboriginal and Torres Strait Islander peoples. With integrity and courage guiding us, we walk together with pride and a sense of belonging to One Coast, Cassowary Coast.

In the context of Cassowary Coast Regional Council this will be represented through a workplace that celebrates the unique contribution First Nation people make to our workplace and our community. Council's service delivery will reflect the organisation's commitment to a reconciled community that is culturally rich and proud of the region we all call home.



We build relationships to develop respect, create opportunities and close the gap, through acknowledging and sharing experiences for an inclusive community connected to culture and Country.

Through understanding and learning we acknowledge cultural practices and protocols to build trust and diversity in order to strengthen connection to Country.



We seek opportunities to create a diverse, equal and inclusive community connected to culture and country through relationships, partnerships and mentoring programs.

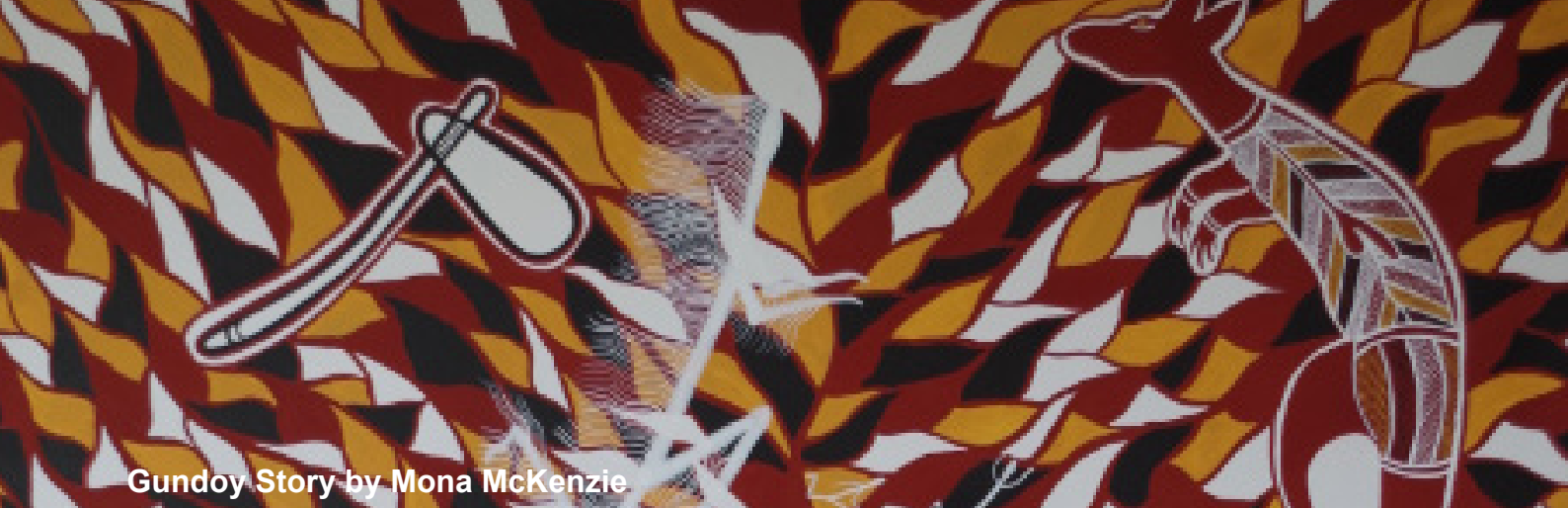


OUR REGION

The original inhabitants of the Cassowary Coast area were the Bandjin, Warrgamay, Djiru, Girramay, Gulngay, Jirrbal and Mamu Aboriginal peoples. Its almost 30,000 residents populate a mix of town, rural and coastal communities and between them speak 48 languages with diverse religious beliefs.

The major townships are Innisfail, Tully, Mission Beach and Cardwell. There are over 3,500 businesses operating in the area. Most significant employers are: - Agriculture, Forestry and Fishing - Manufacturing - Healthcare and Social Services - Retail - Accommodation and Food Services.

The Cassowary Coast Regional Council is the local government authority for the region stretching from Innisfail in the north, through Tully and Mission Beach, to Cardwell in the south. Its 4,700km is situated in one of Queensland's idyllic locations with a mix of tropical beaches, islands, world heritage rainforest, art deco architecture and multiculturalism. The regions' key economic drivers are primary production and tourism.



Gundy Story by Mona McKenzie

OUR COUNCIL

The Council maintains a strong community and cultural development role in the delivery of local government services. Council’s strategic plans are built on the themes of:

- Community: Our People**
- Economy: Our Future**
- Region: Our Natural Environment**
- Organisation: Our Team**
- Infrastructure: Our Built Environment**

As at April 2022 the Cassowary Coast Regional Council had 376 employees, 322 full-time, 37 part-time, 17 casual positions, and 22 apprentices and trainees. In the same period, 27 employees identified as Aboriginal and/or Torres Strait Islander people. The Cassowary Coast Regional Council is an equal opportunity employer and actively seeks opportunities to create a diverse workforce which is reflective of our community’s cultural diversity.

The main Customer Service Centres are based in Innisfail, Tully and Cardwell. Council has offices and customer access sites at sites across the region including libraries, transfer stations, treatment plants, works depots, nurseries, visitor information centres, museums and cemeteries.

The reconciliation working group has identified the internal and external stakeholders below that are within Council’s sphere of influence:

Internal

- People and Culture**
- Governance**
- RAP Working Group**
- Councillors**
- RAP Champions**
- Communications Team**
- All Staff**

External

- Schools**
- Employment Agencies**
- RNTBC’s**
- Girringun Aboriginal Corporation**
- Mamu Health Service**
- Apprenticeship Providers**
- Labour Hire Agencies**
- Indigenous Business Owners**



Jirrbul Story by Mona McKenzie

OUR RAP

The Cassowary Coast Regional Council acknowledges that the development and implementation of our Innovate Reconciliation Action Plan (RAP) is our next step towards reconciliation. The subsequent opportunities for respectful sharing of culture, resources, information and planning will allow Council to continue bridging the equity gap between Australia's First Peoples and all Australians.

The Cassowary Coast Regional Council Innovate RAP 2023-2025 will guide Council's work over the next 24 months to ensure Council is positioned to implement effective and mutually beneficial initiatives as part of our ongoing commitment to reconciliation. The Innovate RAP will focus on Council's drive to create a trustful, supportive and collaborative environment for all First Nations peoples. It will encourage and facilitate the understanding and respect of Aboriginal and Torres Strait Islander cultures and will celebrate the contribution it makes to our organisation and the broader community. Council is committed to the reconciliation journey and will continue to identify where and how we can implement actions that make a difference.

The implementation of this plan will ensure that both existing and new relationships with community stakeholders are recognised and fostered while enhancing community capacity and support to respond to the identified priorities. In addition to the RAP, Council intends to work with local Aboriginal and Torres Strait Islander stakeholders to implement a revised Talking Respect document which establishes guidelines and protocols for respectful engagement with the Aboriginal and Torres Strait Islander communities of the Cassowary Coast Region.

This Reconciliation Action Plan is the next step in realising the aspirational goals identified by the whole community and contained in the Cassowary Coast Region Corporate Plan 2022–2025, and is recognised as an Operational Initiative for delivery and action during 2023-2025.



OUR RAP TEAM

Council recognises that the implementation of the plan is a gradual process and many of the actions link to Council's own organisational processes and culture. Cassowary Coast Regional Council would like to acknowledge those who have contributed their time to the development of this plan and look forward to strengthening that relationship through the implementation process.

Innovate RAP Champions

At Cassowary Coast Regional Council we aim to ensure the Innovate RAP is championed across the organisation, for this reason we have chosen the RAP champions to be the entire Executive Management Team. This will ensure the actions are championed and implemented across all Council departments.

RAP Working Group Members

The RAP working group, established in 2021, consists of a diverse membership from across the organisation. It includes Aboriginal and Torres Strait Islander staff and non-Indigenous staff from a wide range of departments, locations and levels, of which 50% are Aboriginal and/or Torres Strait Islander representatives.

Nominations remain open to any team member who is interested in reconciliation and how it can be a positive force for changing the culture, work practices and core business of this organisation. Under the terms of reference for the RAP Working Group (RWG), decisions made at RWG meetings will only be valid if there is Aboriginal and Torres Strait Islander representation at the meeting or input into the decision prior to the meeting.





The current RAP Working Group consists of 15 standing RAP Working Group members, two Proxy members to ensure representation, and six RAP Champions who sit outside of the RAP Working Group but provide a significant contribution in leading the implementation of our RAP objectives. This group includes:

- Andrew Graffen, Chief Executive Officer;
- Jacqui Szafran, Manager Community Relations & Services;
- Melissa Clubb, Executive Assistant;
- Brodie Clubb, Asset Inspector;
- Joanne Sands, Executive Assistant;
- Alexis Collins, Planning Administration Officer;
- Raymond Laza, Team Lead (Recreation);
- Natasha Lavell, Library Branch Administrator;
- Jarred Laza, Boilermaker;
- Kira-Jean Clark, Business & Industry Coordinator;
- Jennifer Bull, Waste Administration Officer;
- Pieta Fletcher, Manager Procurement;
- Bernard Holden, Labourer Vegetation Management;
- Dylan Meeks, Labourer/Operator;
- Kathy O'Sullivan, Assistant Service Delivery Lead (Natural Environment);
- Anthony Horniblow, Assistant Service Delivery Lead (Unsealed Roads);
- Joshua Anning, Labourer/Operator;
- Jordan Ludwig, Trainee Conservation & Land Management;
- Tahnee Ambrum, Administration Officer Trainee;
- Andrea Sorbello, Program Support Officer;
- Zoe Holmes, Communication Advisor; and
- Donna Warr; Business Partner People and Culture.

We acknowledge the effort and input of all previous RAP Working Group members and recognise their contribution towards Cassowary Coast Regional Council's Reconciliation journey.

OUR RECONCILIATION JOURNEY

In 2015 Cassowary Coast Regional Council embarked on its first RAP, Reflect RAP. This was a journey that we as an organisation were uncertain of where it would bring us. Councils' workforce did not reflect the communities' demographics, and there was no formalized acknowledgement of the regions First Nations peoples.

During the period that the RAP was undertaken, a survey with staff was taken to identify what staff knew about First Nations peoples and cultures within the region. The response showed there was little knowledge in the workforce however that there was a willingness to learn and gain knowledge around the regions First Nations peoples and cultures.

There were a number of firsts with this RAP. Our Acknowledgement and Welcome to Country Policy set the grounding for when both Acknowledgements and Welcome to Country will be undertaken by Council. Council's Talking Respect document outlines protocols for engaging with First Nations peoples and stakeholders. This document is available for other organisations and individuals to use and has been acknowledged as an innovative document by external organisations.

The individuals involved in the development of the Reflect RAP have contributed to organisation change and paved the way future generations of RAP builders to continue to contribute to an organisation that is inclusive, respectful and acknowledges First Nations people as the Traditional Owners of the lands and community of the Cassowary Coast Regional Council.

Below are some of the key achievements under the Reflect RAP. These achievements have paved the way for a more inclusive organisational, raised awareness, and created the opportunity for better working relationships with First Nations peoples.

Council adopted the Reflect RAP in 2015 with aspirational opportunities to explore and implement. Some of the key deliverables achieved under this RAP include:

- Talking Respect document developed;
- Welcome to Country and Acknowledgement of Country Protocols implemented
- Development of a list of Aboriginal and Torres Strait Islander individuals and organisations to increase supplier diversity within Council and to engage with for appropriate cultural protocols;
- Celebrating and participating in National Reconciliation Week (NRW) including Close the Gap and Young and Deadly Day; Celebrating and participating in NAIDOC Week;
- Partnered with Friends of the Con to present workshops and performance by First Nations artists;
- Development of a limited-edition Reconciliation shirt for Council officers.

OUR COMMITMENTS

Relationships

- Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Build relationships through celebrating National Reconciliation week.
- Promote reconciliation through our sphere of influence.
- Promote positive race relations through anti-discrimination strategies.

Respect

- Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
- Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
- Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
- Demonstrate respect for Aboriginal and Torres Strait Islander peoples by creating culturally welcoming environments throughout the region's facilities.

Opportunities

- Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
- Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Governance

- Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.
- Provide appropriate support for effective implementation of RAP commitments.
- Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.
- Continue our reconciliation journey by developing our next RAP.

INNOVATE RECONCILIATION ACTION PLAN (RAP)

RELATIONSHIPS

Cassowary Coast Regional Council will create an organisational culture that is trustful, supportive and collaborative. The Reconciliation Action Plan will guide our actions to build relationships with First Nations peoples, community groups, organisations and government agencies, to develop respect and support reconciliation through acknowledging and sharing experiences for an inclusive community connected to culture and Country.

Actions	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2023	Manager Community Relations & Services
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	Manager Community Relations & Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to staff.	May 2023, May 2024	Team Leader Communications
	• Reconciliation Action Plan Working Group (RAPWG) members to participate in an external NRW event.	27 May - 3 June 2023, 27 May - 3 June 2024	Manager Community Relations & Services
	• Encourage and support all staff to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 27 May - 3 June 2024	Chief Executive Officer
	• Promote NRW through social media, email banners and website banners in the lead up to NRW.	May 2023, May 2024	Team Leader Communications
	• Organise at least one NRW event each year in collaboration with RAPWG.	27 May - 3 June 2023, 27 May - 3 June 2024	Events Coordinator
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, May 2024	Events Coordinator
	• Seek grant funding for design of street banners for NRW in town centres.	May 2023, May 2024	Community Development Officer

RELATIONSHIPS

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Actions	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	March, June, September, December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	December 2023	Team Leader Communication
	<ul style="list-style-type: none"> Promote and celebrate our Innovate RAP achievements internally and externally. 	March, June, September, December 2023	Team Leader Communication
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	March, June, September, December 2023	Chief Executive Officer
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	March, June, September, December 2023	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2023	Coordinator Business Partnering

RESPECT

Cassowary Coast Regional Council will work with First Nations peoples to create an organizational culture that is respectful supportive and collaborative. The Reconciliation Action Plan will guide our actions to building understanding, respect and acknowledgement of tradition, protocols, cultures and histories. We will ensure we provide a welcoming environment that provides our workforce with the support and tools to celebrate and respect the unique cultural history of the region we serve.

Actions	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Include information on Traditional Owners and cultural historical/awareness through staff inductions. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Provide opportunities with a priority on customer-facing staff members to participate in formal and structured cultural learning and cultural sensitivity training. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Develop information resource packs that include cultural awareness, local history information and encourage NAIDOC Week and National Reconciliation Week participation. 	June 2023	Team Leader Communications
	<ul style="list-style-type: none"> Develop cultural learning programs within our Libraries such as storytelling sessions. 	June 2023	Libraries Team Lead
6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by creating culturally welcoming environment throughout the region's facilities	<ul style="list-style-type: none"> Revise and update Council's endorsed cultural protocol document 'Talking Respect' incorporating stakeholder engagement both internal and external. 	March 2023	Community Development Officer
	<ul style="list-style-type: none"> Display signage acknowledging First Nations cultures and histories as you enter Council facilities. 	September 2023	Community Development Officer
	<ul style="list-style-type: none"> Promote recognition of the Traditional Owners of the region by including an acknowledgement of lands on signage when entering towns. 	June 2023	Manager Planning
	<ul style="list-style-type: none"> Collaborate with Aboriginal and Torres Strait Islander Local Artists to create signage to display in Council's meeting room and welcome spaces in consultation with Traditional Owners. 	December 2024	Manager Facilities
	<ul style="list-style-type: none"> Create prominent cultural displays within our Libraries/Visitor Information Centres and Customer Service Centres, of Aboriginal and Torres Strait Islander cultural resources/artifacts to celebrate, promote and share culture and cultural learnings. 	December 2024	Manager Community Relations & Services

RESPECT

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Actions	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	September 2023	Manager Community Relations and Services
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country Protocols (Talking Respect). 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Identify significant events that require Welcome to Country or other appropriate cultural protocol. 	September 2023	Events Coordinator
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	March, June, September, December 2023, March, June, September, December 2024	Events Coordinator
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events. 	September 2023	Manager Community Relations & Services
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2023, 2024	Manager Community Relations & Services
	<ul style="list-style-type: none"> Council to provide support to the Community NAIDOC Committee for NAIDOC Week events. 	March 2023, 2024	Events Coordinator
	<ul style="list-style-type: none"> Executive Management Team to provide support and encourage participation in NAIDOC Week event. 	March 2023, 2024	Chief Executive Officer
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023, 2024	Coordinator Business Partnering
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	July 2023, 2024	Team Leader Communications
	<ul style="list-style-type: none"> Develop policy position on all staff attending other cultural events and activities that occur during NAIDOC Week. 	March 2023, 2024	Coordinator Business Partnering
	<ul style="list-style-type: none"> Develop policy position on all staff attending other cultural events and activities that occur during NAIDOC Week. 	June 2023, 2024	Community Development Officer

OPPORTUNITIES

Cassowary Coast Regional Council seeks to strengthen the participation of First Nations people in our workforce by providing a culturally-supportive environment enabling our employees to thrive. CCRC seeks to embrace opportunities to enhance the economic and social prosperity of the Cassowary Coast region.

Actions	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	September 2023, September 2024	Coordinator Business Partnering
	<ul style="list-style-type: none"> Establish staff support network to support affirmative action within teams for Aboriginal and Torres Strait Islander new recruits. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Build relationships with recruitment firms to support local Aboriginal and Torres Strait Islander stakeholders. 	June 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	December 2022	Coordinator Business Partnering
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	March, June, September, December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Exploring the option of having identified trainee positions. 	March, June, September, December 2023	Coordinator Business Partnering
	<ul style="list-style-type: none"> Partner with the region's secondary schools to highlight employment opportunities with a program targeted to First Nations applicants. 	March, June, September, December 2023	Coordinator Business Partnering

OPPORTUNITIES

Cassowary Coast Regional Council seeks to strengthen the participation of First Nations people in our workforce by providing a culturally-supportive environment enabling our employees to thrive. CCRC seeks to embrace opportunities to enhance the economic and social prosperity of the Cassowary Coast region.


Actions	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	July 2023	Procurement Manager
	<ul style="list-style-type: none"> Undertake a review to ensure all organizational procurement forms include a First Nations demographic identifier. 	June 2023	Governance Lead
	<ul style="list-style-type: none"> Review and revise local Identified Indigenous Businesses list and Supplier list. 	June 2023	Procurement Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2023	Procurement Manager
	<ul style="list-style-type: none"> Review Procurement Policy to consider weighting applied to First Nations businesses 	February 2023	Procurement Manager
	<ul style="list-style-type: none"> Implement procedure for Aboriginal and Torres Strait Islander Businesses to have first preferences for all supplies and services for NAIDOC Week and NRW. 	May 2023	Procurement Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2023	Procurement Manager
	<ul style="list-style-type: none"> Support and encourage First Nations artists by celebrating their works across the region by utilizing Council community art spaces. 	June 2023	Community Development Officer
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	February 2023	Procurement Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2023	Procurement Manager

GOVERNANCE			
Actions	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March, June, September, December 2023, March, June, September, December 2024	Manager Community Relations and Services
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	June 2023, 2024	Manager Community Relations and Services
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March, June, September, December 2023, March, June, September, December 2024	Manager Community Relations and Services
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	March 2023	Manager Community Relations and Services
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	March, June, September, December 2023, March, June, September, December 2024	Chief Executive Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	March, June, September, December 2023, March, June, September, December 2024	Manager Community Relations and Services
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	January 2023	Director Delivery Services

GOVERNANCE			
Actions	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2023, 30 September 2024	Manager Community Relations & Services
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March, June, September, December 2023, March, June, September, December 2024	Manager Community Relations and Services
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually in Annual Report. 	December 2023, December 2024	Team Leader Communications
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Manager Community Relations & Services
	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence 	June 2023, June 2024	Manager Community Relations & Services
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	August 2023, August 2024	Manager Community Relations & Services
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP 	June 2024	Manager Community Relations & Services
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our Stretch RAP. 	June 2024	Manager Community Relations & Services




All questions in relation to Council's RAP should be directed to the Manager of Community Relations and Services.

 07 4030 2252 OR 1300 763 903

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