



TOWNSVILLE CITY COUNCIL

# Reconciliation Action Plan 2015-2017



**Reconciliation**  
**ACTION PLAN**  
INNOVATE RAP

# Acknowledgement of Country

The Townsville City Council would like to acknowledge the Bindal and Wulgurukaba peoples as Traditional Owners of the land on which our Council operates. We pay respect to Elders past, present and future and value the traditions, cultures and aspirations of the First Australians of this land. We acknowledge and hold in great significance the valuable contribution that Traditional Owners have made and continue to make within the Townsville Community.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away.







# Message from the Mayor and CEO

Townsville City Council (Council) wishes to acknowledge the Bindal and Wulgurukaba peoples as the Traditional Owners of the land on which Townsville City Council operates.

Today 6.1 per cent of the population in the Townsville community identify as an Aboriginal and/or Torres Strait Islander person.

Our Council employs approximately 1720 staff with 64 employees (3.72%) advising that they identify as an Aboriginal and/or Torres Strait Islander person.

Townsville City Council is committed to the actions and deliverables in this our second Reconciliation Action Plan (RAP) for 2015 - 2017. Our Council believes that delivering on these actions will model reconciliation and strengthen our contribution to "Closing the Gap" in employment, education and economic outcomes between Aboriginal and Torres Strait Islander peoples and other Australians. Through this commitment Council will continue to act to build respect and relationships and to create sustainable opportunities that contribute to the lives of Aboriginal and Torres Strait Islander individuals, families and communities.

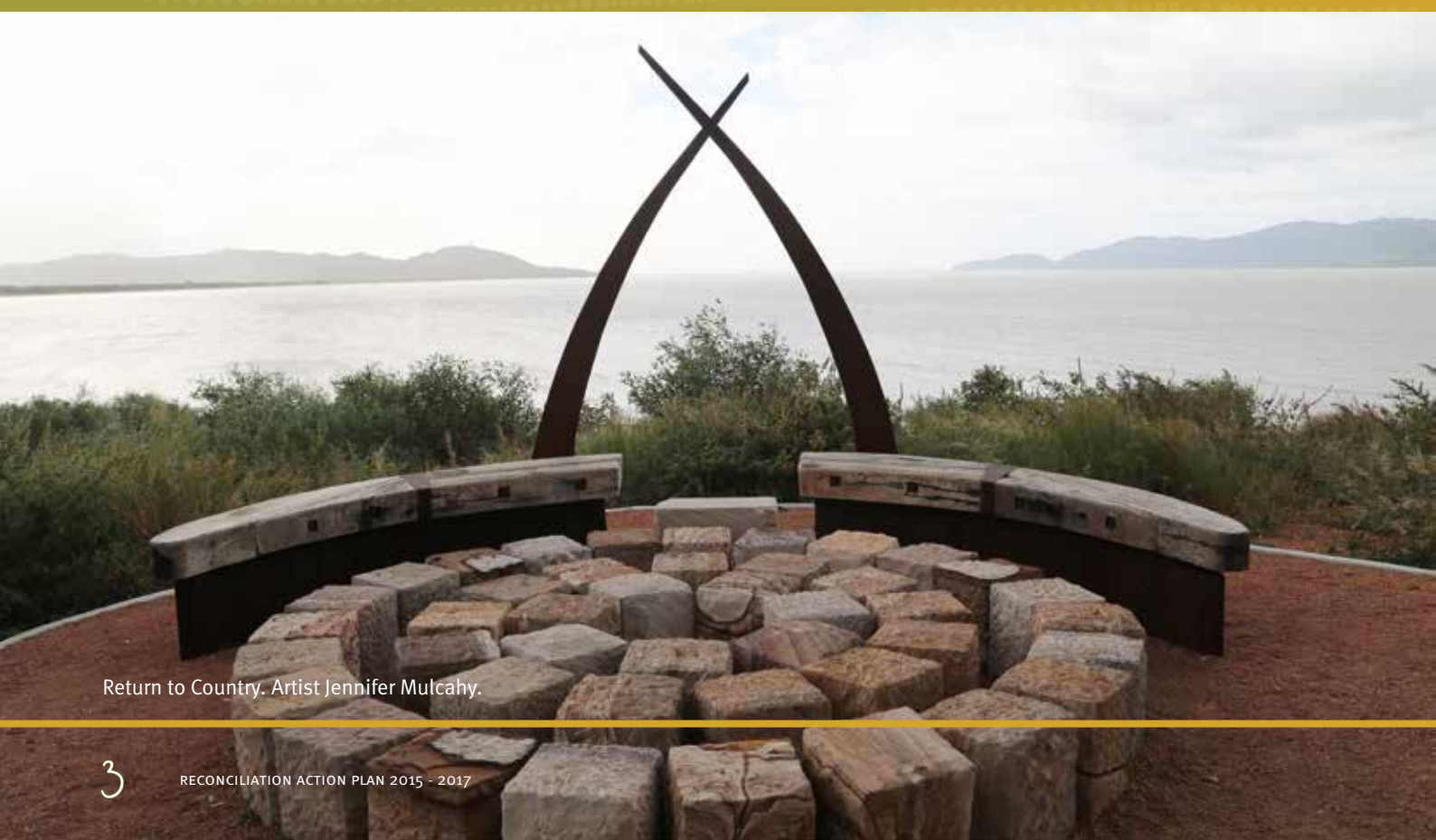
Council is proud of our achievements during the foundation Reconciliation Action Plan for 2013 – 2014. We achieved some real gains in raising cultural awareness, respect and building relationships between our employees and in our interactions with the community.

Highlights of the achievements from the first RAP include:

- » Implementation of the Diversity in Employment Strategy 2012-2015 within Council
- » Completion of the Aboriginal Heritage Trail at the Jezzine Barracks redevelopment
- » Closing the Gap luncheon hosted by Council

The Townsville City Council Reconciliation Action Plan 2015 - 2017 has been developed through comprehensive consultation with a community reference group and internal stakeholders. It represents commitment towards sustained effort and developmental improvements on ongoing actions, but also exploring new innovative opportunities including:

- » further work on developing and implementing



Return to Country. Artist Jennifer Mulcahy.





Council's Aboriginal and Torres Strait Islander Workforce Strategy

- » a new component within the Community Grants Program to support community-led initiatives, activities and programs focussing on Reconciliation.
- » a review of Council's procurement policy and processes so that supplier diversity principles are incorporated
- » further engagement with Aboriginal and Torres Strait Islander businesses and promotion of opportunities for them to tender for Council business.

This new RAP also represents a 'Whole of Council' collaborative approach with shared responsibility for actions and deliverables across departments.

We would like to thank our Council employees, the community reference group and other government and non-government representatives for their partnership in developing this document. We look forward to their continued participation and support through the external monitoring groups and internal steering group,

in monitoring our progress on the RAP and on our further journey over this two year period.

We look forward to positive change and making a difference with our continued sustained effort towards reconciliation through a 'whole of Council' and community partnership approach.

Council is determined to move towards our vision to foster a community that values and respects diversity, equality and inclusiveness.

Cr Jenny Hill  
*Mayor of Townsville*

Ray Burton  
*CEO – Townsville City Council*



Gabul Ceremonies. Artist Amanda Feher in collaboration with Billy Doolan

# Our Vision for Reconciliation

Townsville City Council's (Council) vision for reconciliation aims to foster a community that values and respects diversity, equality, and inclusiveness. We aspire to encourage active participation from all community members including Aboriginal and Torres Strait Islander peoples, to ensure inclusive engagement and contribution to a community that is safe, resilient and prosperous for all. We endeavour to build a solid foundation of mutual respect, increased communication, recognition and ethical conduct which develops and strengthens our relationships with Aboriginal and Torres Strait Islander peoples and community and helps the wider community work towards a deeper understanding of First Australian Peoples' histories and cultures. Together we can work towards building a strong and prosperous society.

Our RAP includes actions and deliverables that Townsville City Council has committed to deliver through the business of Council. Our Council believes that delivering on

these actions will model reconciliation and contribute to closing the employment, education and economic gap by making a difference in the lives of Aboriginal and Torres Strait Islander peoples. These actions aim to build positive stronger two-way relationships and increase mutual respect of the unique contribution Aboriginal and Torres Strait Islander peoples have in Australia and within our community. We are committed to working towards ensuring First Australian Peoples have the same life opportunities as others within our society.





# Our Community

## Townsville History and Background

### Traditional Owners

The Traditional Owners of the Townsville City area are the Bindal and Wulgurukaba peoples. They are the first people to have lived in the Townsville City area.

The Bindal and Wulgurukaba peoples have lived here for hundreds of generations with their own traditional boundaries identified by natural landmarks. Archaeological sites near Townsville have been dated over 10,000 years ago.

The language of the Bindal traditional custodians is the Birrigubba language. “Wadda Mooli” is Birrigubba language meaning greetings such as “hello, goodbye, or welcome”.

### The Bindal People

The Bindal people call their country Thul Garrie Waja.

An important symbol for the Bindal people is the shooting star. They believe that wherever the star fell or in the direction the star fell there was either danger coming from that direction or someone from the direction was in need of help or in danger.

### The Wulgurukaba People

The Wulgurukaba people call their country Currumbilbarra.

Wulgurukaba means “canoe people”. An important symbol for the Wulgurukaba people is the carpet snake. The creation story tells of the creation snake that comes down from the Herbert River (Ingham area), went outside to sea creating the Hinchinbrook channel and down to Palm and Magnetic Islands. His body broke up leaving parts along the coast. The tail of the snake is at Halifax Bay, his body is at Palm Island, and his head rests at Arcadia on Magnetic Island.

### Townsville Local Government Area

Local history records show that Aboriginal presence in Cleveland Bay was recorded by Cook (1770), Stokes (1841), Jukes (1847) and Dalrymple (1860). In 1864, CS Rowe’s men encountered Australia’s First Peoples when getting timber in the bay further north of Hambeluna (now Strand Park).

At the time of European settlement the Townsville landscape varied from the granite slopes of Castle Hill known to local Aboriginal peoples as Cudtheringa, to sand dunes that bounded the foreshore, to the mangroves and salt pans of Kissing Point known as Carabary. This area was thought to be a camping place and corroboree ground that also provided a good food supply for local Aboriginal peoples. Aboriginal Camps also existed at Cape Pallarenda and Rowes Bay in 1869.

Townsville was the name adopted by the Queensland Government when the township was surveyed in 1865 and declared a municipality in 1866 after an employee of Robert Towns named the location after him. The Thuringowa Division was formed soon after, under the Divisional Boards Act 1879.

The new City of Townsville was formed in 2008, when the city councils of Townsville and Thuringowa were amalgamated.

Our local government area covers 3,736 square kilometres (0.2 per cent of the total area of the State of Queensland) and the Ross River flows from the foothills of the Hervey and Mount Stuart Ranges to its outlet in Cleveland Bay, where the Central Business District skyline is dominated by the distinctive Castle Hill and Magnetic Island. Townsville is the largest city in North Queensland, and one of the fastest growing cities in the state in terms of population.

Townsville has a diverse economy in which significant industries include retail trade, health and education services, government administration and defence, construction, mining, manufacturing, and property and business services.

# Population

Townsville is the largest city in regional Queensland outside of the southeast corner. As at 30 June 2013, according to the Queensland Government Statistician's Office, the estimated resident population for the Townsville City Local Government Area was 189,238 people. It is projected that the population in the Townsville City Local Government Area in 2031 will increase to 285,479 people.

(Queensland Government Statistician's Office – Queensland Regional Profiles: Townsville City Local Government Area, January, 2015.)

At the time of the 2011 Census, there were 10,703 people who identified as being an Aboriginal and/or Torres Strait Islander person within the Townsville City Local Government Area (LGA), making up 6.1 per cent of the total population in the Townsville LGA.

Of the 10,703 Aboriginal or Torres Strait Islander peoples identified within Townsville Local Government Area:

- » **7,800 people** stated they were an Aboriginal person,
- » **1,727 people** stated they were a Torres Strait Islander person, and
- » **1,176 people** stated they were both an Aboriginal and Torres Strait Islander person.



Canoe People. Artist Amanda Feher in collaboration with Billy Doolan.



In this region 10.9 per cent of the Aboriginal and Torres Strait Islander population were aged 14 years or younger, compared with 8.3 per cent of the wider community population. Of the total Aboriginal and Torres Strait Islander population, 0.16 per cent were aged 65 years or over, compared with 4.4 per cent for the wider community population.

(Australian Bureau of Statistics, 2011 – Census of Population and Housing. Aboriginal and Torres Strait Islander Peoples (Indigenous) Profile, Townsville Local Government Area – ABS 2011).

“At the time of the 2011 Census, there were 10,703 people who identified as being of Aboriginal and/or Torres Strait Islander origin within the Townsville City Local Government Area”



Pepetua Reuben, Cr Gary Eddiehausen and Danielle Kyle at the Young Indigenous Printmakers Workshop for Thuringowa State High.

# Our Business

Townsville City Council is governed by the Local Government Act 2009. The council oversees the local government area of the city of Townsville which includes surrounding areas out to Magnetic Island, Cungulla, Alligator Creek, Woodstock, Rollingstone and Paluma.

As at 30 June 2014 Townsville City Council employed 1720 staff and 64 employees (3.72%) identified as an Aboriginal and/or Torres Strait Islander person.

Townsville City Council is committed to delivering quality services to facilitate sustainable growth within the community through inspired leadership, community engagement and sound financial management.

Council's Corporate Plan 2014–2019 is the key strategic plan and provides direction in delivering a sustainable future for the region. The Corporate Plan outlines key goals for the city to work towards, which include:

**Economic Sustainability:** A robust, diverse and sustainable economy

**Environmental Sustainability:** Our environment is valued, protected and healthy.

**Social Sustainability:** Enhancement of opportunities for social engagement and well-being.

**Responsible Governance:** Responsible leadership where decisions are made in a considered and transparent manner.

“As at 30 June 2014 Townsville City Council employed 1720 staff and 64 employees (3.72%) identify as Aboriginal and/or Torres Strait Islander.”



# Our Values and Guiding Principles

Townsville City Council is committed to facilitating a welcoming and inclusive community. We believe in building on existing strengths within the community to enable Townsville to be a city that fosters community inclusion, values diversity and encourages participation by all.

At Townsville City Council we are committed to making decisions responsibly and acting with integrity, honesty and respect.

**We value:**

## Our Community

We will work with our community and business stakeholders to help build a healthy, progressive and prosperous city.

## Our Environment

We will provide stewardship to maintain, protect and enhance our natural environment.

## Our Staff

Our staff are our most valuable asset and we will treat everyone with fairness and equity. We value learning teams and a collaborative approach to deliver the best service for our customers.

Under the “Townsville City Council 2015 Our Priorities” strategy, Council is committed to the “SPIRE” set of values which include:

**Service** - We Commit to Excellence

**People** - We Value Each Other

**Integrity** - We Do the Right Thing

**Respect** - We Learn Through Listening

**Enjoyment** - We Create a Fun Workplace

(“Townsville City Council 2015 Our Priorities”)





# Our RAP

## Our journey so far

Townsville City Council began its journey of reconciliation some years ago and has been at the forefront of local Aboriginal and Torres Strait Islander community development and reconciliation for many years. In the late 1970s Council, in partnership with interested local community members, began to formally address the critical needs of unemployment and homelessness. As a result, strategic planning for government funding for locally managed services, specifically for First Australian Peoples, began.

In 1980, Townsville City Council placed Aboriginal and Torres Strait Islander Community Development students in Council's Community Services Department. In 1982 a partnership with the Commonwealth Department of Aboriginal and Torres Strait Islander Affairs enabled ten positions across Council to be available to Aboriginal and Torres Strait Islander peoples, one of which was the Aboriginal and Torres Strait Islander Liaison Officer, retitled to Community Development Officer in later years. This position was the first of its kind for Queensland local governments.

In 2011 Townsville City Council met with Reconciliation Australia and committed to producing a foundation Reconciliation Action Plan (RAP) by December 2012.

This first RAP for 2013–2014 was developed by Council with the input of Aboriginal and Torres Strait Islander community members, the wider community and various other government and non-government stakeholders. Our initial RAP outlined important actions that responded to the priority issues identified by the community and key stakeholders. During the course of our first RAP Council built the foundation on which key actions were based in working towards closing the employment, education and economic gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community, and in appropriately acknowledging the Traditional Owners of the land. Council believed that the Townsville City Council RAP was an important step towards developing a framework and formalising existing processes in providing direction and outcomes for future Aboriginal and Torres Strait Islander community development.

Townsville City Council's first RAP for 2013-2014 was a plan our organisation utilised in working towards developing and fostering stronger relationships both externally and internally with Aboriginal and Torres Strait Islander peoples that would guide future RAP commitments. It also allowed Council to decide on their vision for reconciliation, focussing on raising awareness of reconciliation within the organisation and how council could implement that through our day to day interactions and conduct of business.

## Achievements of our first RAP

The highlights of the achievements during our foundation RAP 2013 – 2014 have included:

- » Including Welcome to Country and/or Acknowledgment of the Bindal and Wulgurukaba Traditional Owners at significant Council events and functions.
- » Working internally with various units to acknowledge the Traditional Owners of the land through speeches, publications, events and other relevant opportunities.
- » Organising and flying the Aboriginal and Torres Strait Islander flags continuously throughout the year at Townsville City Council main customer service points (Thuringowa Drive and Walker Street).
- » Acknowledging the Traditional Owners of the land, the Bindal and Wulgurukaba peoples on a "Welcome to Townsville" billboard on a major entry into the city (John Melton Black Drive).
- » Further implementation of the Diversity in Employment Strategy 2012 - 2015 within Council. (The development of the Aboriginal and Torres Strait Islander Workforce Strategy is an integral part of this overall strategy).
- » Support to establish and continue the fortnightly Yarnin Circle – Elders Group.
- » Completion of the Aboriginal Heritage Trail at the Jezzine Barracks Redevelopment.
- » Closing the Gap luncheon hosted by Townsville City Council.
- » Organising and creating an Aboriginal and Torres Strait Islander shirt to be included in Council's corporate uniform.





## Innovate RAP 2015–2017

Townsville City Council believes the achievements from the first RAP laid the foundation for this, our second, RAP for the two year period from November 2015 to November 2017.

With a developmental process in mind the actions and deliverables for this RAP have been based on an Innovate RAP framework. Sustained effort and developmental improvements are needed with the established or ongoing actions. Through this RAP we will commit ourselves to continue building stronger relationships, increase respect and improve opportunities to work towards Reconciliation and closing the employment, education and economic gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community through the modelling and business of Council, and through our interaction with the Townsville community.

An Innovate RAP will involve Townsville City Council working further to explore innovative actions by testing and piloting new projects and initiatives.

During the development of the Townsville City Council RAP 2015-2017 a community workshop was held where ideas on innovative actions and deliverables were discussed that ‘extended on the ideas’ in our first RAP. These ideas were then discussed with representatives from different departments of Council to produce an action plan with achievable deliverables but also room to explore some new innovative opportunities and actions that Council could deliver on within their day to day business.

## New Opportunities

An example of a key action and deliverable for Townsville City Council under the Opportunities priority area in the RAP 2015 – 2017 is the development and implementation of the Aboriginal and Torres Strait Islander Workforce Strategy. This strategy creates an opportunity for Council to be an employer of choice for Aboriginal and Torres Strait Islander peoples now and into the future, particularly when the competition for talent and skill is forecast to increase. The development of the strategy is

already underway led by the Human Resources - People Performance Department of Council.

The Aboriginal and Torres Strait Islander Workforce Strategy contributes to the delivery of the following Corporate Strategies:

- » Provide inspirational leadership and contemporary management systems that drive a coordinated, motivated, highly effective and efficient organisation.
- » Promote an organisational culture that values and empowers its workforce.

The purpose of the Aboriginal and Torres Strait Islander Workforce Strategy is to assist Council in delivering on their commitment to:

- » reconciliation
- » promoting and supporting workforce diversity
- » creating an environment that values and utilises the contributions of people with different backgrounds, experiences and perspectives.

There are three focus areas in the strategy:

### 1. Workplace Environment and Cultural Competence:

Townsville City Council is committed to providing a supportive and culturally inclusive work environment for Aboriginal and Torres Strait Islander employees where all staff demonstrate cultural awareness and competency, and where racism and discriminatory behaviours are eliminated.

### 2. Attraction and Selection:

Townsville City Council will enhance its ability to attract and recruit Aboriginal and Torres Strait Islander peoples through innovative attraction and selection processes.

### 3. Building capacity by focussing on retention, training, career development and performance of individual employees:

This will ensure that Townsville City Council is able to retain employees who are able to contribute to, and enhance, policy and program development as well as service delivery.

## Governance of the Townsville City Council RAP

Townsville City Council's RAP will be governed by the Internal RAP Steering Group, with guidance from designated community groups.

The Community Development Section of council will be the champion for the RAP. The role of champion will involve facilitation and coordination of the internal steering group and reporting to and receiving feedback from the external monitoring groups. The section will be the leaders in the integration of the RAP and reconciliation within the Council, and responsible for identified deliverables within the RAP.

### Community Monitoring Groups

During the period of the Innovate RAP 2015–2017, two community groups will be set up to monitor and provide feedback to Council on the progress towards implementing actions and achieving deliverables within the RAP. These two groups will include Townsville City Council's Inclusive Community Advisory Committee and the Yarnin Circle Elders Group, with each group including key Aboriginal and Torres Strait Islander community members.

The Inclusive Community Advisory Committee (ICAC) is a key connection between Council and the community that provides input, insight and identifies collaborative opportunities. ICAC identifies and advises Council on current and emerging issues and policy matters within the Townsville community, as well as promoting and encouraging an inclusive community and advocating for equity of access. Membership of the Inclusive Community Advisory Committee includes representatives from broad-based community networks and/or broad-based organisations, particularly those connected with Aboriginal and Torres Strait Islander peoples, people with a disability, people from culturally and linguistically diverse backgrounds, families, youth, seniors, women, and remote communities. The maximum membership of the group is 27 people including 2 specific positions for Aboriginal and Torres Strait Islander members. There may be more than two First Australians in the group, such as if Aboriginal and Torres Strait Islander people are filling representative

positions for other focus areas e.g. disability, seniors, youth. Community members may also attend the meetings at any time and may be invited when specific discussions are planned however they do not have voting rights.

The Yarnin Circle Elders Group has been developed to help overcome the social isolation of Aboriginal and Torres Strait Islander Elders by providing an opportunity to gather as a collective network. The Yarnin Circle is a partnership with Northern Regional Aboriginal and Torres Strait Islander Corporation and membership comprises Aboriginal and Torres Strait Islander Elders from the Townsville community.

### Internal RAP Steering Group

An Internal RAP Steering Group will meet at least quarterly to monitor progress on the RAP actions and deliverables, discuss achievements, problem solve around any barriers to achieving deliverables and report to management, Council and the community monitoring groups.

A Terms of Reference document will be created to support this purpose and to ensure the progress of the Steering Group and the RAP.

The membership of this Internal Steering Group is made up of representatives of Council departments including 3 Aboriginal and Torres Strait Islander employee representatives.

The current internal representatives who have been the working group for this RAP are:

- Coordinator, Community Planning and Development, Community Development
- Community Planning and Development Officer, Community Development
- Community Grants Officer, Community Development
- Coordinator Lifelong Learning, CityLibraries
- Indigenous Resource Officer, CityLibraries
- Local History Librarian, CityLibraries
- Project Officer, Heritage and Urban Planning Unit
- Manager, Procurement, Financial Services



- Diversity and Engagement Project Officer, Human Resources – People Performance
- Corporate Training Officer, Leadership and Capability, Human Resources – People Performance
- Manager, Leadership and Capability, Human Resources – People Performance
- Customer Service Representative, Customer Service Unit
- Coordinator, Environmental and Natural Resources Management, Integrated Sustainability
- Coordinator, Events and Protocol, Community Services – Performing Arts
- Marketing and Communications Support Officer, Communication and Marketing
- Marketing Communications Officer, Communication and Marketing
- Manager, Property Management, Infrastructure Services
- Executive Manager, Maintenance Services, Infrastructure Services
- Manager, Corporate Governance, Governance and Corporate Planning Unit

The membership of the Internal Steering Group will be refreshed prior to the launch of this RAP and will be reviewed annually.

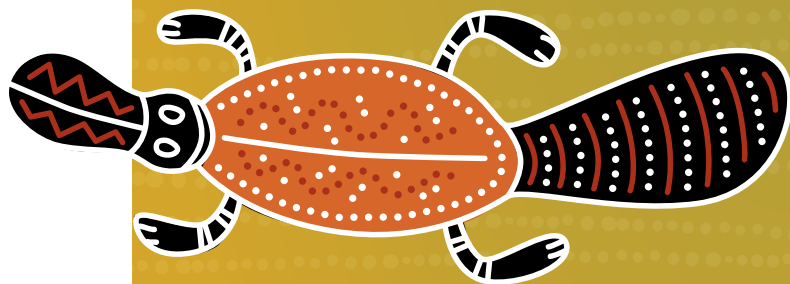
Reporting against the progress and completion of the deliverables will be included as Key Performance Indicators and linked into Council's ongoing reporting and monitoring systems.

In the six months before the completion of the term of this RAP, Townsville City Council will undertake a community engagement process to review the outcomes achieved, identify additional improvements, set new actions and begin planning for the next RAP.

## Advocacy

Council will model a commitment to and advocate for reconciliation through respect, development of relationships and seeking opportunities in all interactions with the community. Where matters arise or actions are required not within the scope of Council business or direction, Council will undertake an advocacy role to support the local Aboriginal and Torres Strait Islander community to build capacity and enhance strengths within the community. The advocacy role will include providing information and referral services and linkages to other key government, non-government and community agencies and services.

“Council will undertake an advocacy role to support the Aboriginal and Torres Strait Islander community to build capacity and enhance strengths”



# Priority Areas

## 1. Respect

Townsville City Council believes that an increased awareness, understanding and appreciation of the history, cultures and achievements of Aboriginal and Torres Strait Islander peoples by Council employees will build greater respect that is modelled to the wider community through the activities and business of Council. It is therefore important to Council to set achievable actions and deliverables related to learning and practising respect, for example, through establishing Welcome to Country and Acknowledgement of Country protocols, diversity and cultural awareness training, taking up opportunities for cultural naming of infrastructure and employees participating in culturally significant events such as NAIDOC Week.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>1.1 Embed cultural protocols that acknowledge the Bindal and Wulgurukaba Traditional Owners as standard practice of Townsville City Council.</b>	Continue to ensure that a local Traditional Owner is invited to provide a Welcome to Country at significant Council events, functions, community meetings, programs and training	December 2015, March, June, September, December 2016, 2017	RAP Champion – Coordinator, Community Planning and Development & Chair of Steering Group
	Include an Acknowledgement of Country at the commencement of all important internal meetings.	December 2015, March, June, September, December 2016, 2017	
	Develop and implement an Aboriginal and Torres Strait Islander Administrative Directive/ Cultural Protocol Document which informs the protocols/guidelines in relation to Welcome to Country and Acknowledgement of Country	March 2016	Coordinator, Events and Protocol & Coordinator, Community Planning & Development
	Increase Council employees' knowledge of cultural protocols by including an annual review within Council's internal policy training process 'Policy Point'	June 2016	Manager, Governance and Corporate Planning
	Develop and implement a plan to raise employee awareness of Council's Aboriginal and Torres Strait Islander cultural protocols	September 2016	Manager, Human Resources – Leadership and Capability





ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1.2 Explore opportunities for Aboriginal and Torres Strait Islander cultural naming of buildings, infrastructure or signage within Townsville city	Conduct review and audit baseline data to investigate opportunities for local Traditional Owners to be acknowledged on signs around Townsville city, including council owned buildings	June 2016	Manager, Strategic Planning
	Develop and implement a plan to promote and encourage naming of new streets, suburbs/ estates, buildings and bridges in consultation with local Traditional Owners and Elders	December 2016	Manager, Strategic Planning
	Investigate the opportunity to organise and display a second welcome sign on a main entry into city (in line with the billboard on John Melton Black Drive) in partnership with relevant key government and non-government agencies	December 2016	Manager, Strategic Planning
1.3 Incorporate acknowledgement of Traditional Owners and Elders in Council communications, publications and media including social media	Develop and implement a plan for a Council wide standard for providing an Acknowledgement of Country with information in Council's various media publications	March 2016	Manager, Marketing & Communications
	Investigate Council's current graphic standards and correspondence standards to enable inclusion of statements of Acknowledgement of Country:  » where appropriate on Council stationery e.g. footers of letters; and  » on letterheads/footers of invitations for Aboriginal and Torres Strait Islander activities	March 2016	Manager, Marketing & Communications

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>1.4 Demonstrate respect for Aboriginal and Torres Strait Islander peoples and communities by celebrating NAIDOC Week</b>	Ensure Human Resource policies allow staff to participate in NAIDOC Week. (This is included in Aboriginal and Torres Strait Islander Workforce Strategy - refer 3.2)	December 2015	Executive Manager, Human Resources – People Performance
	Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week	July 2016, 2017	Executive Manager, Human Resources – People Performance
	Continue to support the local NAIDOC Week Committee to deliver community NAIDOC Week activities/events	July 2016, 2017	Coordinator, Community Planning & Development
	Continue to provide financial support to community organisations that support events and activities during NAIDOC Week each year	July 2016, 2017	Coordinator, Community Planning & Development
<b>1.5 Support and promote other Aboriginal and Torres Strait Islander significant events to the wider community, such as Mabo Day, and the Anniversary of the Apology and support programs focussing on Reconciliation and Closing the Gap</b>	Engage with other government, non-government and community partners to inform Council decisions associated with approaches to support Aboriginal and Torres Strait Islander cultural events	March 2016	Coordinator, Community Planning & Development
	Develop and implement a plan to introduce a new component within the Community Grants Program to support community-led initiatives to raise awareness of Aboriginal and Torres Strait Islander cultures, carry out cultural business, and increase understanding and appreciation of cultural history	December 2015	Coordinator, Community Planning & Development



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1.6 Demonstrate respect for Australia's First Peoples within Townsville city.	Continue the support and implementation of Aboriginal and Torres Strait Islander community programs which support raising awareness of First Australian Peoples' cultures and history (including local history) in the wider community	December 2015, March, June, September, December 2016, 2017	RAP Champion – Coordinator, Community Planning and Development & Chair of Steering Group  All Council departments where relevant
	Explore opportunities to strengthen and support the Yarnin Circle Elders Group	March 2016	Coordinator, Community Planning & Development
	In the regular process of development and review of all current Administrative Directives, Policies and Procedures – identify opportunities for improvement to ensure Aboriginal and/or Torres Strait Islander cultural initiatives are included in relevant Council activities	July 2016	Manager, Governance and Corporate Planning
1.7 Engage employees in cultural learning, to increase understanding and appreciation of Aboriginal and Torres Strait Islander Peoples' histories, cultures and achievements.	Capture and measure baseline data on the current level of understanding of staff around Aboriginal and Torres Strait Islander history, cultures and achievements.	June 2016	Manager, Human Resources – Leadership and Capability
	Develop an Aboriginal and Torres Strait Islander cultural awareness training strategy.		
	Deliver Training/Professional development that includes: » "Diversity" component of Induction Training which is mandatory training for all new employees.	December 2015, March, June, September, December 2016, 2017	
	» New employees to be made aware of the Reconciliation Action Plan during Induction Training and links to further information will be provided.	December 2015, March, June, September, December 2016, 2017	
	» Deliver mandatory training for all employees in Workplace Diversity (Diversity Awareness) including a component focussing on Aboriginal and Torres Strait Islander cultures specifically on local Traditional Owners, the Bindal and Wulgurukaba peoples. (This training will be completed by December 2015)	December 2015	

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1.7 Engage employees in cultural learning, to increase understanding and appreciation of Aboriginal and Torres Strait Islander Peoples' histories, cultures and achievements.	Consult with RAP Monitoring Groups and experts in community to design an Aboriginal and Torres Strait Islander Cultural Awareness Course targeted to Council staff in specific teams or key roles that would follow on from Diversity Training.	December 2016	Manager, Human Resources – Leadership and Capability
	Implement an Aboriginal and Torres Strait Islander Cultural Awareness Course targeted to Council staff in specific teams or key roles, as identified in the training strategy.	January, March, June, September, December 2017	
	Maintain Council employees knowledge of Administrative Directives and Policies associated with inclusion, diversity and equality i.e. 'Inclusive Community Policy', 'Community Engagement Policy' and 'Diversity and Equality in the Workplace Policy' through Council's internal policy training process "Policy Point".	December 2015, 2016, 2017	Manager, Governance and Corporate Planning



Artist Nicky-Bidju Pryor (Bidju Designs). Artwork was designed for Townsville City Council's 2014 International Men's Day Expo. All expo participants were invited to make their mark for reconciliation by providing a hand print or completing some of the painting.



## 2. Relationships

Townsville City Council believes that developing stronger, positive, mutually respectful relationships based on two-way communication and productive partnerships are the basis to reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians in our community. Building social and professional networks with Aboriginal and Torres Strait Islander peoples, communities, and organisations, is important to Council. Council models collaboration as a positive process towards reconciliation, inclusivity and equality of opportunity while working on projects towards mutually positive outcomes. We acknowledge that the process of developing this RAP in itself has provided many opportunities for stronger relationships to be fostered in support of reconciliation.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
2.1 RAP Steering Group to lead in the development, implementation, reporting and evaluation of Council's RAP actions and deliverables	Council's RAP Steering Group oversees the development, endorsement and launch of the RAP	December 2015	Coordinator, Community Planning and Development & Chair of Steering Group
	Establish a Terms of Reference for the RAP Steering Group	March 2016	
	Council's RAP Steering Group to meet at least four times per year to monitor and report on RAP implementation	March, May, July, September 2016, 2017	
2.2 Establish and maintain a community monitoring group to support the RAP Steering Group with implementation of the RAP and monitor progress against the actions and deliverables	Propose and seek endorsement from existing council established forums, Yarnin Circle (Elders Group) and the Inclusive Community Advisory Committee (ICAC) to act as the Community Monitoring Groups	December 2015	Coordinator, Community Planning and Development & Chair of Steering Group
	Include the Monitoring of the RAP in the terms of reference for ICAC and amend to include in partnership agreement between Council and Yarnin Circle Elders Group.	March 2016	
	RAP to be included for discussion on agenda of community monitoring groups at least 4 times a year to provide support and guidance to the RAP	April, June, August, October 2016, 2017	
2.3 Leverage and maintain partnerships with other levels of government, non-government and community organisations providing and/or supporting Aboriginal and Torres Strait Islander peoples and community initiatives	Council to participate in Townsville 'Closing the Gap' Forums	June, December 2016, 2017	Coordinator, Community Planning and Development
	Actively participate in relevant reform, partnership work and projects with other levels of government, non-government and community organisations and groups	June, December 2016, 2017	

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
2.4 Celebrate National Reconciliation Week (NRW) within Council to provide opportunities to develop and strengthen relationships between Aboriginal and Torres Strait Islander employees and other employees within the organisation	Organise an internal Council event each year to support National Reconciliation Week.  All NRW events to be registered on the Reconciliation Australia website	27 May – 3 June 2016, 2017	Executive Manager, Human Resources – People Performance
	Encourage and support employee participation in reconciliation initiatives during NRW and at any other time.	May 2016, 2017	Executive Manager, Human Resources – People Performance and All of council
	Scope and develop a plan to establish awards for excellence in Reconciliation for internal employees	May 2016, 2017	Executive Manager, Human Resources – People Performance



### 3. Opportunities

Townsville City Council is committed to developing and implementing actions within our sphere of influence that contribute to closing the employment, education and economic gap between Aboriginal and Torres Strait Islander peoples and others within our community. In this RAP we have committed to deliverables that work toward improving sustainable life opportunities:

- » through Aboriginal and Torres Strait Islander businesses tendering for Council business
- » through Council's Aboriginal and Torres Strait Islander Workforce Strategy
- » through attracting and improving on the number of applications for Council community grants.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>3.1 Investigate and provide opportunities for Aboriginal and Torres Strait Islander businesses within the local community to be included in the supplier diversity available for Council's procurement</b>	Review and reform Council's Procurement Policy and processes in line with the relevant legislation and regulations so that supplier diversity principles are incorporated	March 2016	Manager, Procurement
	Develop connections with potential Aboriginal and Torres Strait Islander suppliers to include on Council's supplier list	March 2016	
	Develop and implement a plan to modify Council's software/supplier database to include Aboriginal and Torres Strait Islander businesses	March 2016	
	Conduct a survey with current suppliers to capture information ascertaining if they are Aboriginal and Torres Strait Islander businesses	March 2016	
	Capture and measure baseline data in relation to spend with Aboriginal and Torres Strait Islander businesses	March, June, September, December 2016, 2017	
	Develop, implement and communicate a plan to publically promote business opportunities to Aboriginal and Torres Strait Islander businesses to tender for Council business.	March 2016, 2017	



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3.2 Ensure continual improvement for the Aboriginal and Torres Strait Islander workforce within Council	Develop and implement the Aboriginal and Torres Strait Islander Workforce Strategy. The strategy will incorporate three focus areas: » Workplace Environment and Cultural Competence » Attraction, recruitment and selection of Aboriginal and/or Torres Strait Islander peoples for all vacant positions within Council and identified cadetships » Building capacity by focusing on retention, training, career development and performance of individual employees	March, June, September, December 2016, 2017	Executive Manager, Human Resources – People Performance
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. (Refer to Aboriginal and Torres Strait Islander Workforce Strategy).	March, June, September, December 2016, 2017	Executive Manager, Human Resources – People Performance
	Advertise all job vacancies in Aboriginal and Torres Strait Islander media. (Refer to Aboriginal and Torres Strait Islander Workforce Strategy.)	December 2015, March, June, September, December 2016, 2017	
3.3 Increase the capacity for the participation of Aboriginal and Torres Strait Islander peoples in connection to community resources available through Council	Measure baseline data regarding the number of community grant applications received from Aboriginal and Torres Strait Islander community groups/organisations or towards Aboriginal and Torres Strait Islander activities	March 2016	Coordinator, Community Planning & Development
	Review and update marketing and communication strategies to attract community grant applications from Aboriginal and Torres Strait Islander peoples and organisations	March 2016	Coordinator, Community Planning & Development
	Continue to ensure Aboriginal and Torres Strait Islander programs, activities and resources are promoted through Council's public website and Aboriginal and Torres Strait Islander web page	June , December 2016, 2017	Manager, Human Resources – People Performance and All of Council

## 4. Tracking Progress and Reporting

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
4.1 Monitor implementation of RAP actions through quarterly Internal Steering Group Meetings	Internal RAP Steering group will meet four times per year to monitor the implementation of RAP actions	January, April, July, October 2016, 2017	Coordinator, Community Planning and Development & Chair of RAP Steering Group
4.2 Report on implementation of RAP actions	Responsible officers will report four times per year on implementation of RAP actions to the Internal RAP Steering Group. (Coordinated by Community Development)	January, April, July, October 2016, 2017	Coordinator, Community Planning and Development & Chair of RAP Steering Group
	RAP initiatives to be incorporated into staff/unit Key Performance Indicators.	December 2015	
4.3 Monitor and report on progress of RAP actions to the Community and Cultural Committee of Council and the Community Monitoring Groups	Progress reports will be written four times per year to the Community and Cultural Committee of Council	January, April, July, October 2016, 2017	Coordinator, Community Planning and Development & Chair of RAP Steering Group
	Consultation with the Community Monitoring Groups (Inclusive Community Advisory Group and the Yarnin Circle Elders Group) will occur four times per year to monitor council's progress with the RAP	April, June, August, October, 2016, 2017	
4.4 Report annually to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2016, 2017	Coordinator, Community Planning and Development & Chair of RAP Steering Group

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
4.5 Evaluate, review and update the Reconciliation Action Plan	Review and provide final update to the Community and Cultural Committee and Council, and commence planning of next RAP	June 2017	Coordinator, Community Planning and Development & Chair of RAP Steering Group
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, achievements and challenges	June 2017	
	Submit draft RAP to Reconciliation Australia for formal endorsement	September 2017	



# Acknowledgements

## RAP Development

Townsville City Council would like to acknowledge the input and contribution made by key internal and external stakeholders involved in the development of the Townsville City Council RAP 2015–2017. We would like to thank all individuals who attended various consultations and extend our appreciation for their valuable contribution that has informed the development of this plan.

## Artists

Three photos featured (on pages 3, 4 and 7) in this booklet are of sculptures located at Jezzine Barracks, Townsville.

The artists have worked in collaboration with Aboriginal Artist Billy Doolan. All the works at Jezzine Barracks have been created in response to this unique site, with some artists considering the military history of the headland and others considering the significance of the area to local Aboriginal peoples. Some of the works address the meeting and reconciliation between Australia's First Peoples, the broader Australian community, and military groups. Twenty of the installations are inspired by local Aboriginal Elders' stories, depicted in intimate drawings produced by the Aboriginal artists. These artists worked in collaboration with installation artists to develop their images and concepts into engaging public sculptures located in the ethno-botanical area in the north-western corner of the precinct.

Nicky-Bidju Pryor is photographed (on page 19) with his artwork designed for Townsville City Council's 2014 International Men's Day Expo. All expo participants were invited to make their mark for reconciliation by providing a hand print or completing some of the painting.



**For further information please  
contact our RAP Champion:**

**Coordinator, Community Planning and Development**

**Townsville City Council**

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