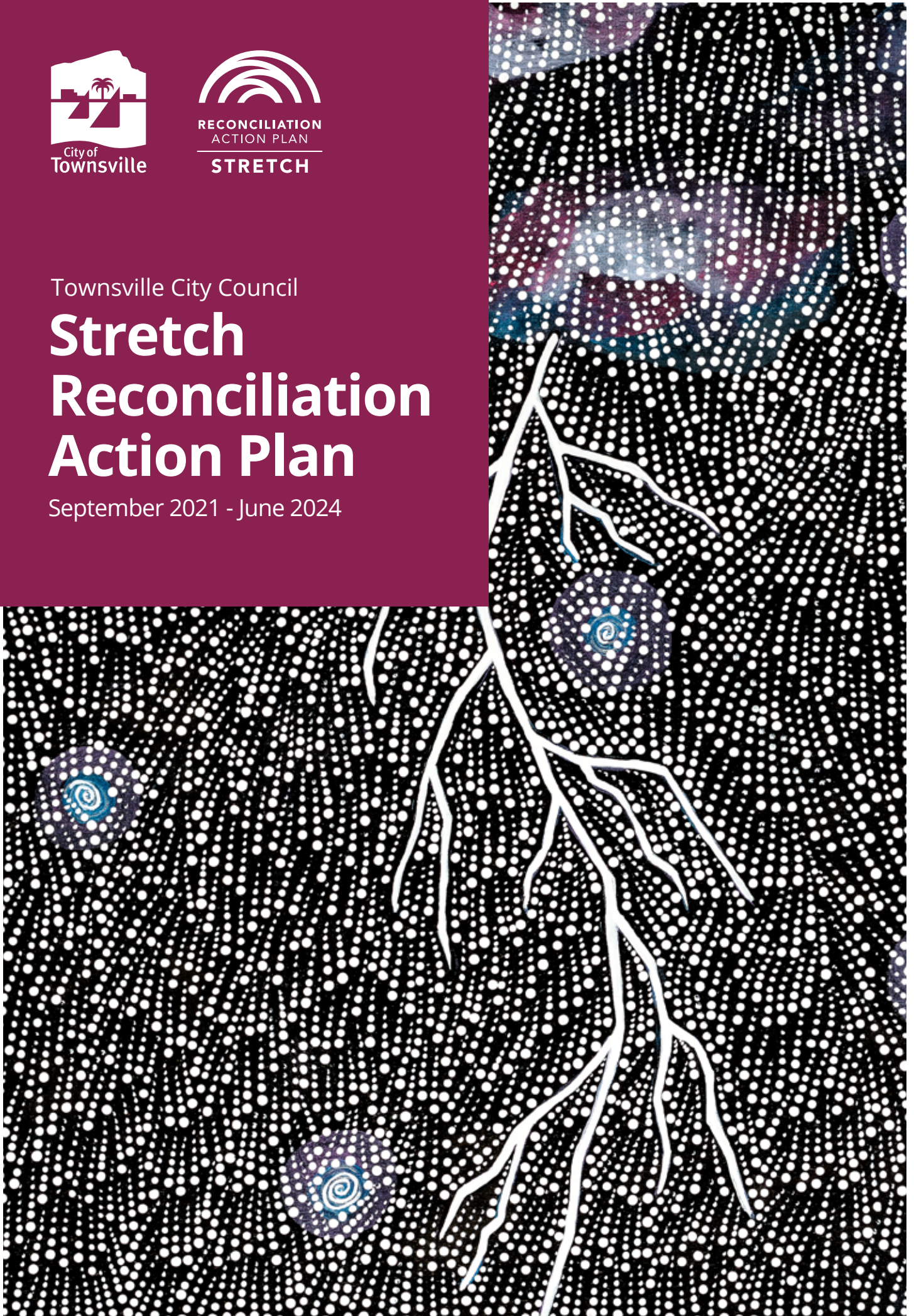




Townsville City Council

Stretch Reconciliation Action Plan

September 2021 - June 2024



Original cover artwork piece created by **Christine Skeene**

At the end of 2018, I had a dream about the rain being suspended in mid-air and so I started painting my dream. Because we were in the middle of a drought, I wasn't sure if the rains were coming, or I was just watching the water being sucked up out of the ground. Fortunately, the heavens opened up and although many people suffered terribly from the Townsville floods, the dams, creeks, rivers, lagoons and billabongs were filled to overflowing. Now just over a half year on, our land is thirsty once again and at the mercy of God who sends his rain on the just and unjust. I call this painting '*Dancing in the Rain*'.

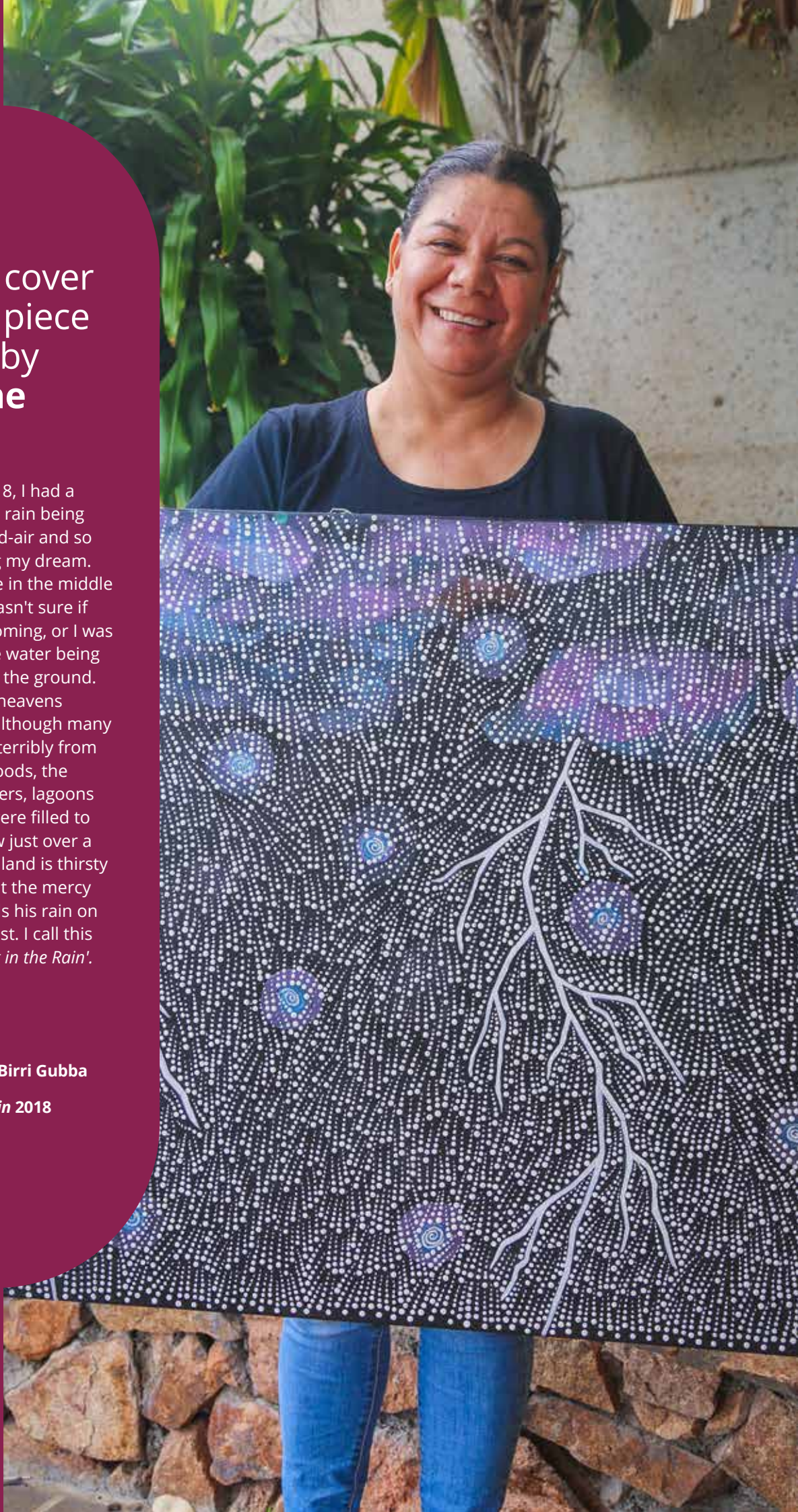
Christine Skeene

Country: **Bindal**

Language Group: **Birri Gubba**

Dancing in the Rain 2018

© the artist



Acknowledgement of Country

Townsville City Council (Council) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia. Council also acknowledges the, Wulgurukaba of Gurambilbarra and Yunbenun, Bindal, Nywaigi and Gugu Badhun peoples as the Traditional Custodians of the lands now defined as the Townsville Local Government Area (LGA).

Our shared history in Townsville began in 1819 when botanist Alan Cunningham and Captain Phillip Parker King on board HMS Mermaid recorded the first European landing in Cleveland Bay where they noted "native fires" and numerous huts, circular with pandanus thatched rooves located on the foothills of what is now Castle Hill. Between 1819 and 1860 there were several interactions with English expeditions and Aboriginal people; however, relations soured in 1860 with the shooting death of an Aboriginal man, an event that marked ensuing cultural conflicts in the region.

Impacts of the past are still being felt by successive Aboriginal and Torres Strait Islander generations today. Australian Aboriginal and Torres Strait Islander cultures however have endured; and Aboriginal cultures are now globally recognised as the oldest continuing cultures in the world. Traditional Owners and Aboriginal and Torres Strait Islander peoples more broadly, continue to show enormous resilience.

In unity and with tremendous generosity, we move forward together to help heal the wounds of the past and create a modern Australia where everyone is truly equal and included.

The Townsville City Council Stretch Reconciliation Action Plan (September 2021 - June 2024) represents Council's continuing contribution to reconciliation.

The Townsville City Council acknowledges the Wulgurukaba of Gurambilbarra and Yunbenun, Bindal, Gugu Badhun and Nywaigi as the Traditional Owners of this land. We pay our respects to their cultures, their ancestors and their Elders - past and present - and all future generations.

For information regarding geographical information, refer to the National Native Title Tribunal maps webpage www.nntt.gov.au



Warning: Aboriginal and Torres Strait Islander people are advised that this document Townsville City Council Stretch Reconciliation Action Plan September 2021 - June 2024 may contain images of deceased Aboriginal and / or Torres Strait Islander people.

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Message from the Mayor

Townsville City Council, through its third Reconciliation Action Plan (RAP), continues to be committed to reconciliation by delivering real actions and outcomes across the Townsville community. We believe in the power of reconciliation and are building a community that values and respects diversity, equality and inclusiveness.

Today 7% of the population in the Townsville community identify as an Aboriginal and/or Torres Strait Islander person. Council acknowledges the history, culture and values of Traditional Owners, and the broader Aboriginal and Torres Strait Islander communities.

Our objective is to build stronger relationships and collaboration with Aboriginal and Torres Strait Islander communities, celebrating our shared history, protect and promote our region, while embracing opportunities as they arise.

As a Council we believe that delivering on these actions will strengthen our contribution to "Closing the Gap" in employment, economic outcomes and knowledge between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

This RAP has been developed through consultation with our community and represents commitment towards our ongoing initiatives but importantly also explores new and innovative opportunities.

Through this combined approach we look forward to continuing implementing positive change and making a difference with our continued sustained effort towards reconciliation through a 'whole of Council' and community partnership approach.

By acknowledging and celebrating our differences I believe that together we can foster a community that values and respects diversity, equality and inclusiveness.

CR JENNY HILL
Mayor of Townsville



CEO of Townsville City Council

Townsville City Council is proud to be an organisation leading reconciliation in our community and stands committed to continuing to build on our achievements and learnings from our reconciliation journey to date.

Advancing to a STRETCH RAP adds to the building blocks of reconciliation for our organisation, placing a particular focus on continuing to close the economic and employment gap. Our Stretch RAP sets specific targets in relation to Indigenous employment numbers, entry level program opportunities, procurement from Aboriginal and Torres Strait Islander owned and operated businesses and working in partnership with key organisations to develop ecotourism products and STEM learning pathways.

Townsville City Council plays an important leadership role within the Townsville community. Our responsibility is to model relationships and connections within our community, recognise and work with our Aboriginal and Torres Strait Islander colleagues and our teams to champion the goals and aspirations of reconciliation.

Our commitment in achieving this is by building positive relationships and increase mutual respect, deliver on our initiatives and developing culturally meaningful engagement and protocol practices.

Through genuine partnership, we can all play our part to come together to build the Townsville region into a leader that exemplifies relationships that encompasses and celebrates Aboriginal and Torres Strait Islander peoples, histories, cultures, and futures.

A handwritten signature in black ink that reads "Prins Ralston".

DR PRINS RALSTON
Chief Executive Officer



CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Townsville City Council on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, Townsville City Council continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

Council is committed to creating a sustainable, harmonious future for the people of Townsville. At the heart of this mandate is Council recognising the unique and vibrant demography of the city, and striving to place inclusivity and consultation at the forefront of its work. As the most populous city in northern Australia, the ambitions of this Stretch RAP have the potential to inspire, model, and drive reconciliation throughout the region.

This Stretch RAP sees Council build upon the learnings of its previous two RAPs, as well as its many decades of experience in the reconciliation space. The intentions set out in its previous RAPs are exemplary; with projects like the Welcome Baby to Country program and the Belgian Gardens Cemetery Cultural Artwork Space showing the incredible results that come from centring relationships and community in reconciliation initiatives.

Expanding on this human-centric approach, Council is looking in this Stretch RAP to involve and support Townsville's Aboriginal and Torres Strait Islander community in ways that create structural and systemic change for the city. Initiatives like facilitating an Indigenous Business Fair, as well as strategies to increase First Nations staff in decision-making roles, shows Council finding active ways to empower and place agency in the hands of its Aboriginal and Torres Strait Islander residents. In effect, by modelling an ambitious vision of reconciliation for the city, Council is ensuring a harmonious and inclusive Townsville into the future.

With experience, relationships, and vision, Townsville City Council has the potential to drive considerable reconciliation outcomes across the region. On behalf of Reconciliation Australia, I commend Townsville City Council on its first Stretch RAP and look forward to following its ongoing reconciliation journey.

KAREN MUNDINE
Chief Executive Officer



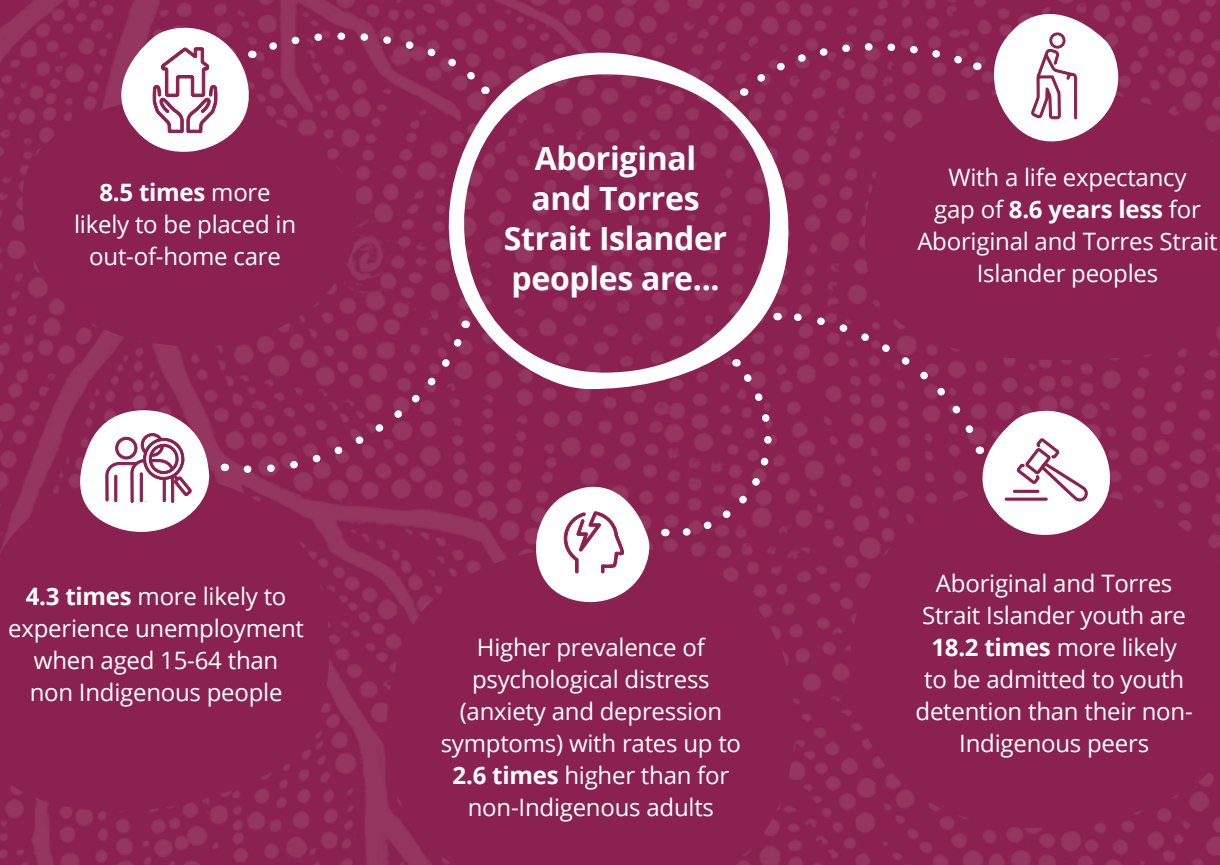
Introduction

The City of Townsville is the largest city in regional Queensland and the most populated city in Northern Australia, with an estimated resident population of 195,032 people in 2019¹. Townsville offers a dynamic lifestyle coupled with strong economic prosperity.

In 2016 13,043 (7%) Townsville residents identified as Aboriginal and Torres Strait Islander which is 3.7% higher than the national average. Townsville's proportion of Aboriginal and Torres Strait Islander youth (15-24 years) is also significantly higher at 20.5% comparatively to non-Indigenous youth who equate for 15% of the population within the Townsville Local Government Area (LGA).²

Current demographic data for Queensland's Aboriginal and Torres Strait Islander people show that continued effort is required to create greater equity across the spectrum of Aboriginal and Torres Strait Islander people's livelihoods.

Reconciliation and bridging discrepancies in employment, health, education and quality of life is the responsibility of all Australians. Council plays a very important role in supporting change through the implementation of initiatives including the RAP, developing partnerships and modelling reconciliation to the Townsville community.



Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families. Queensland Government. www.communities.qld.gov.au

¹ Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)

² Source: Australian Bureau of Statistics, Census of population and Housing 2011 and 2016 (Usual residence).

Council's Reconciliation Vision

Council's vision for reconciliation is for a cohesive and united community where Aboriginal and Torres Strait Islander people's cultures, histories and contributions are valued and celebrated in creating an inclusive future where social and economic prosperity is shared by all.

Council continues to build a social foundation of mutual respect, increased communication, recognition and ethical conduct, further strengthening our relationships and partnerships with Aboriginal and Torres Strait Islander peoples and communities.

Council's reconciliation effort will contribute to the wider community's understanding of Aboriginal and Torres Strait Islander peoples histories and identities leading to a far more prosperous society.

Image: Families enjoy the NAFA 2020 - Celebration of Dance





8% INDIGENOUS EMPLOYMENT TARGET

Our Stretch RAP

Building on Council's reconciliation achievements, our Stretch RAP is committed to ensuring Aboriginal and Torres Strait Islander perspectives are embedded in the way we work, delivering culturally appropriate services across our community. This RAP will implement the **five dimensions of reconciliation**¹, with focus on the four foundational pillars that create the fifth pillar of **unity**.

Creating an inclusive and diverse workplace is paramount for Council, with **race relations, equity and equality** firmly embedded in our actions and deliverables.

Council has committed to an 8% Indigenous employment target, directly reflecting the Aboriginal and Torres Strait Islander demographic of 7% in Townsville. This approach not only creates equity but also supports race relations through Aboriginal and Torres Strait Islander people in the workplace, removing barriers and stereotypes and providing greater **institutional integrity**.

Historical acceptance is primarily achieved through Council modelling behaviours and implementing projects that acknowledge Aboriginal and Torres Strait Islander peoples and the broader non-Indigenous community's shared histories. Historical acceptance occurs through recognising the impacts of European colonisation and how this history informs many of the contemporary issues regarding race relations across the Townsville region.

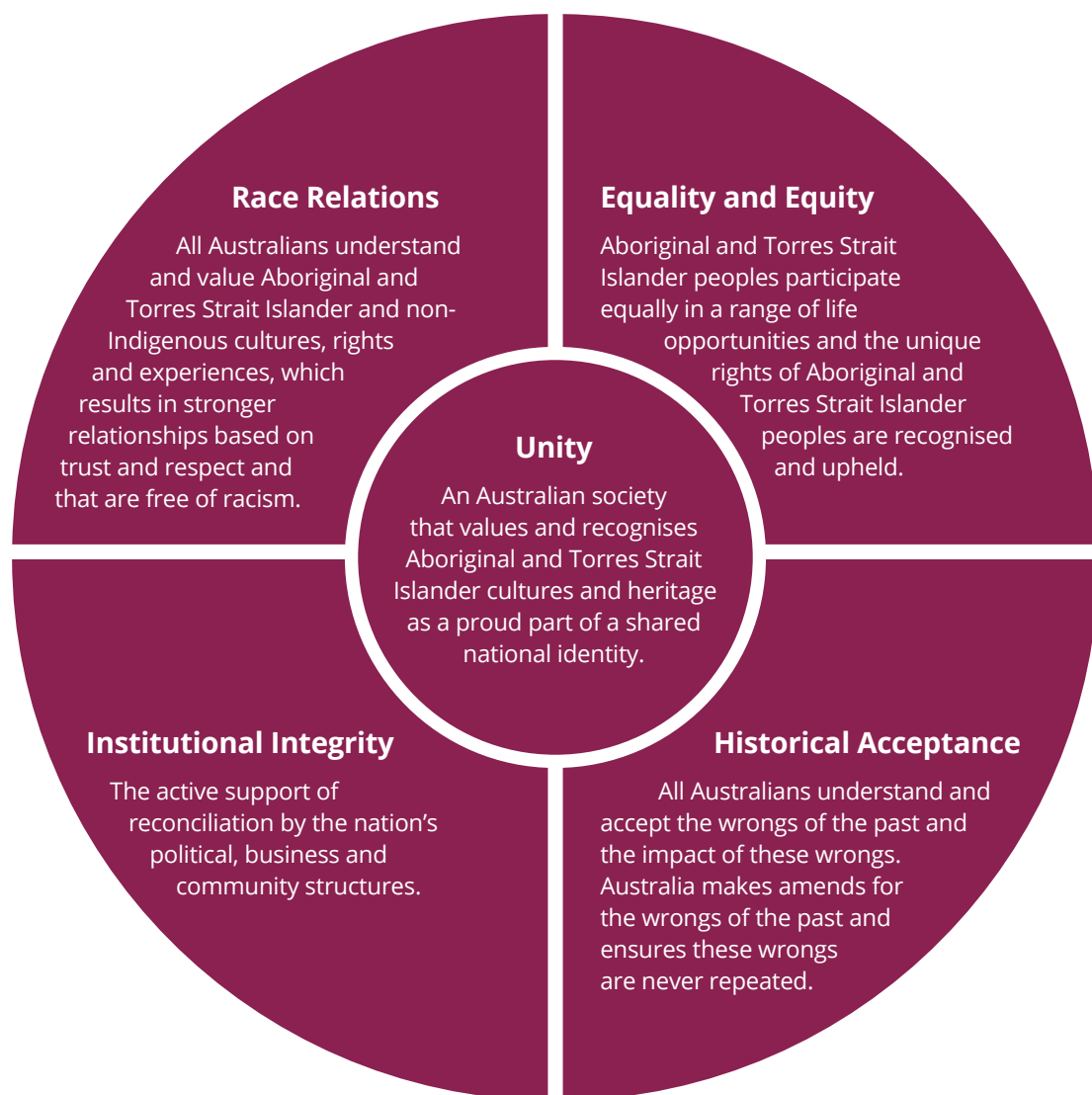
Development of the Townsville City Council STRETCH Reconciliation Action Plan was guided by a RAP Project Leadership Team representing organisational wide considerations, this group will evolve and expand in representation to form the RAP Implementation Team.

The RAP Implementation Team will encompass organisational wide representation and continue to champion leadership of reconciliation practices and participatory approaches to involve the broader workforce in Council's reconciliation journey. The RAP Implementation Team will drive delivery of the RAP commitments, monitor progress and provide update reports to Council.

As Council continues to embed reconciliation practices within our organisation, we extend our focus to support the aspirations of the Uluru Statement from the Heart, an invitation from Aboriginal and Torres Strait Islander People to walk with them for a better future, embracing our shared history, self-determination, and truth-telling.

Read the *Uluru Statement from the Heart* at ulururstatement.org/the-statement.

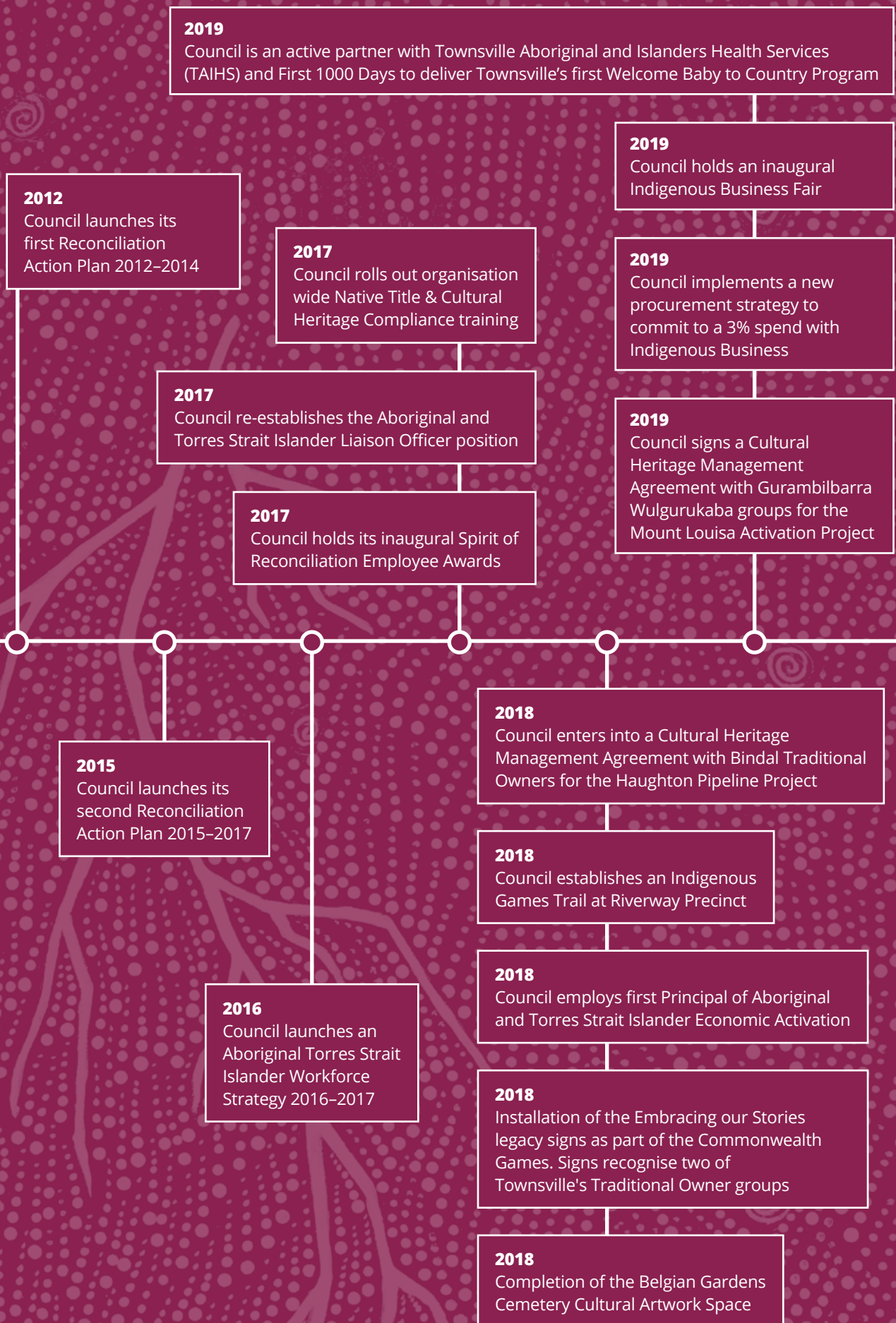
¹ Reconciliation Australia www.reconciliation.org.au – 5-dimensions



2021 State of Reconciliation Australia Report: Moving from safe to brave. www.reconciliation.org.au

Our Reconciliation Journey





Aboriginal Cultural Art Installation Project

The Aboriginal Cultural Art Installation project pays homage to the Dreaming and creation stories of Townsville's Traditional Owner groups. Installed at two Council locations, Dalrymple Road Depot and the Local Disaster Coordination Centre (LDCC), the design of the art moves throughout the buildings, reflecting the movement of Gabul, the creator, as he moved through and created the landscape of the region.

This project represented a 100% procurement spend with local Aboriginal businesses, including a graphic designer and an Aboriginal consultant. The consultant was engaged by Council to coordinate and facilitate the project reliant upon engagement principles that respected each of the Traditional Owner groups' Intellectual Property (IP), provided acceptable remuneration for the use of IP, and created an inclusive design incorporating Traditional Owner languages, creation stories and song lines.



Image: Traditional Owners, Council participants and Indigenous business representatives at the Launch of the Traditional Owner Cultural Art Installation (Garbutt Operations Centre) 2020.

Spirit of Reconciliation Awards



Image: Council staff and recipients of the Spirit of Reconciliation Awards 2021

The Spirit of Reconciliation Awards ceremony is held by Council during the celebrations of National Reconciliation Week (NRW) each year. The event celebrates reconciliation and acknowledges employees who have shown commitment to reconciliation through their actions within the workforce and in the community. Aboriginal and Torres Strait Islander peoples are engaged as guest speakers to share and educate all attendees on emerging and important topics within the identified communities. The event provides opportunities for Council staff and the broader community to participate in traditional art workshops, boomerang throwing, spear throwing, dancing, basket weaving, poetry readings and watch Indigenous artists at work.

The ceremony acknowledges the shared history between Aboriginal and Torres Strait Islander peoples and the broader community and further reinforces our commitment to foster a vision that values and respects diversity, equality and inclusiveness.

Priority Outcome: Council believes that developing strong, positive, respectful relationships based on two-way communication and productive partnerships form the basis for a united community and is fundamental to reconciliation between Aboriginal and Torres Strait Islander peoples and the broader community. The City of Townsville is committed to building, maintaining as well as promoting our social and professional networks with Aboriginal and Torres Strait Islander peoples, more broadly into our community and region.

Image: Australia Day 2020 - Jezzine Barracks



Theme 1:

RELATIONSHIPS

ACTION 1

Continual improvement in Council engagement approaches to work with the Aboriginal and Torres Strait Islander community.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
1.1 Develop an Aboriginal and Torres Strait Islander Engagement Plan and approach.	Aboriginal and Torres Strait Islander Liaison Officer	Tailored Engagement Plan completed (July)		✓	
1.2 Incorporate the Aboriginal and Torres Strait Islander Engagement Plan as a subsection of Council's overarching Engagement Strategy.	Head of Stakeholder Engagement	Townsville City Council Engagement Strategy completed (September)		✓	
1.3 Roll out the Aboriginal and Torres Strait Islander Engagement Plan to all relevant internal departments for adoption and action.	Aboriginal and Torres Strait Islander Liaison Officer	Yearly review (July)			✓

ACTION 2

Build mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and the broader community

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
2.1 Establish and facilitate regular engagement opportunities with Aboriginal and Torres Strait Islander People.	Coordinator Community Development	Number of engagements reported to Council quarterly (Jan, Apr, July, Oct)		✓	✓
2.2 Seek to build relationships to progress knowledge sharing arrangements to advance work within environment connections.	Chief Sustainability Officer	Yearly report (September) to Council on number of engagement connections made to advance environmental connection projects.	✓	✓	✓
2.3 Work with and support the development of ecotourism products and services that incorporate Aboriginal and Torres Strait Islander knowledge, experience, expertise and capacity in building collaborative learnscapes.	Chief Sustainability Officer	Yearly report (September) to Council on ecotourism developments	✓	✓	✓
2.4 Develop partnerships with James Cook University, CSIRO and STEM organisations to deliver STEM activities to Aboriginal and Torres Strait Islander youth in Townsville.	Chief Sustainability Officer	Number of Aboriginal and Torres Strait Islander youth involved in STEM. Number of STEM connection activities delivered. Yearly report (September) to Council.	✓	✓	✓

Year 1 - Sept 2021 - June 2022 Year 2 - July 2022 - June 2023 Year 3 - July 2023 - June 2024

ACTION 3

Council will maintain its support and collaborative partnership with the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships to deliver local networking opportunities to connect Aboriginal and Torres Strait Islander businesses and service agencies located in Townsville.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
3.1 Host two (2) the Townsville Indigenous Community (TICNF) meetings facilitated by the Department per year as agreed to by the TICNF Coordinator.	Aboriginal and Torres Strait Islander Liaison Officer	2 meetings per year as identified by the Department. Reported 6-monthly to Council (Apr & Oct)	✓	✓	✓
3.2 Host the launch of Indigenous Business month.	Aboriginal and Torres Strait Islander Liaison Officer	Launch delivered (October)	✓	✓	✓

ACTION 4

CityLibraries continue to deliver programs to support engagement and participation of Aboriginal and Torres Strait Islander communities.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
4.1 Deliver six (6) Aboriginal and Torres Strait Islander themed Story Time Sessions per year within Reconciliation Week, NAIDOC Week, Indigenous Children's Week, Indigenous Literacy Day, Children's Week and the Summer Reading Challenge.	Team Manager Libraries	6 Story Time Sessions delivered per year (June, July, Aug, Sept, Oct & Dec)	✓	✓	✓
4.2 Provide First 5 Forever early years outreach, in the form of ten (10) Little Binna's (little ears) sessions per year, to families connected with the Townsville Aboriginal Islander Health Services (TAIHS).	Team Manager Libraries	One session delivered per month (February to November)	✓	✓	✓
4.3 Provide a special collection of Aboriginal and Torres Strait Islander resource material aimed to raise awareness of the depth of Traditional culture and knowledge.	Indigenous Library Resource Officer	Yearly report to Council (October)		✓	✓
4.4 Deliver Aboriginal and Torres Strait Islander People Yarns social media posts to share cultural stories and history.	Indigenous Library Resource Officer	Yearly report to Council (October)		✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

ACTION 5

Implement strategies that promote reconciliation through our sphere of influence.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
5.1 National Reconciliation Week (NRW) - Deliver an organisation-wide Spirit of Reconciliation event acknowledging and celebrating achievements, building cultural knowledge, and recognising staff through Spirit of Reconciliation Awards.	Events Director	Event delivered (May)		✓	✓
5.2 NRW - Implement strategies to promote and engage staff in Councils Spirit of Reconciliation event and activities.	General Manager Community & Lifestyle	Strategy completed (February)		✓	
5.3 NRW - Circulate Reconciliation Australia's NRW resources to all staff.	General Manager Community & Lifestyle	Information circulated (May)		✓	✓
5.4 NRW - Promote Council events on Reconciliation Australia's website.	General Manager Community & Lifestyle	Events submitted to Reconciliation Australia (May)		✓	✓
5.5 Communication plan to communicate Councils commitment to reconciliation, including approaches to build community awareness of the <i>Uluru Statement from the Heart</i> .	Aboriginal and Torres Strait Islander Liaison Officer / RAP Implementation Team	Communication plan completed (June)		✓	

ACTION 6

Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
6.1 Continuously improve HR policies and procedures concerned with anti-discrimination.	General Manager People & Culture	Quarterly report to Council (Jan, Apr, July, Oct)		✓	✓
6.2 Senior leaders to positively model & influence a culture of inclusion & diversity through anti-discrimination campaigns, initiatives, and/or stances against racism.	Director Business Services	Report as identified and endorsed through Council. Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓
6.3. Provide ongoing education opportunities for supervisors, managers and executive on the effects of racism.	General Manager People & Culture	Training content created (Y1 June) Quarterly report to Council on the training completions (Jan, Apr, July, Oct)	✓	✓	✓
6.4 Continue education on councils anti-discrimination and vilification policy for our organisation.	General Manager People & Culture	Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
6.5 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	General Manager People & Culture	Engagement mechanism created (Y1 June) Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓

ACTION 7

Continue to provide a Grants and Partnership Program that supports participation by Aboriginal and Torres Strait Islander communities.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
7.1 Actively promote the Grants and Partnership Program to the Aboriginal and Torres Strait Islander community.	Coordinator Grants and Partnership	Increase in uplift of Aboriginal and Torres Strait Islander grant applications. Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓
7.2 Implement support through education to improve connection with the grants program.	Coordinator Grants and Partnership	Quarterly Education Sessions held. Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓

ACTION 8

Work inclusively with the Aboriginal and Torres Strait Islander community in relation to Disaster Preparedness, Response, Community Recovery and Resilience.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
8.1 Work with already identified Aboriginal and Torres Strait Islander community partners, to ensure engagement in relation to distribution of information for disaster preparedness, response, and recovery strategies.	Team Manager Emergency Management	Number of contacts and event participation. 6 monthly update to Council (July/Aug, Jan/Feb)	✓	✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

Belgian Gardens Cemetery Cultural Artwork Space



Image: Artists at the opening event for the Belgian Gardens Cemetery Cultural Artwork Space

In June 2018, Council unveiled a new bench seating area within its local Belgian Gardens Cemetery. Council worked closely with Garumbilbarra Wulgurukaba and Bindal Traditional Owners and Aboriginal and Torres Strait Islander Elders and local indigenous artists to ensure that the seating area was designed collaboratively and created with care. Belgian Gardens Cemetery was established over a century ago and continues to provide a place of permanent rest for the Townsville community. Aboriginal and Torres Strait Islander local artists were commissioned to paint the seating area.

The artworks created depict traditional scenes from the ocean and sunset to the rainbow serpent and native birds – each individual piece having a story behind it.

In 2018/2019 year, this project was recognised by Reconciliation Australia and featured in Reconciliation Australia's RAPs in Action video.

Welcome Baby to Country



Image: Dr Gracelyn Smallwood, Rob Passmore and Dorothy Savage.

The welcoming of a baby is a traditional cultural practice that involves men, women and extended families. The ceremony acknowledges an infant's connection to the lands on which they were born, and that these practices are diverse and unique to each Aboriginal and Torres Strait Islander community across Australia.

Welcome Baby to Country is an initiative that brings together over eighteen community organisations, local businesses, academic institutions, Traditional Owners, health and wellbeing service providers and child safety service providers to reinforce the role of family.

The project is guided by a sub-committee with members of the local Aboriginal and Torres Strait Islander community, Government and Non- Government organisations as well as the Gurumbilbarra Wulgurukaba and Bindal Traditional Owners.

Priority Outcome: Council believes that an increased awareness, understanding and appreciation of the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples will facilitate greater relationships and respect which will be modelled and demonstrated to the wider community through Council's activities, projects and programs.

Image: NAFA 2020 - Celebration of Dance performer

Theme 2: **RESPECT**

ACTION 9

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

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
9.1 Implement Welcome to and Acknowledgement of Country Guidelines, through engagement with Aboriginal and Torres Strait Islander representatives.	Coordinator Protocol and Events	Completion of guideline (June)	✓		
9.2 Complete and implement a Cultural Protocols document for internal Council knowledge and use.	Coordinator Protocol and Events	Completion of protocol document (June)	✓		
9.3 Produce a resource featuring Council staff to acknowledge the land on which Council operates, to be shown at new employee inductions.	General Manager People & Culture	Resource created (June)		✓	
9.4 Install acknowledgement of Traditional Owner plaques at the entrance to Council owned Community Centres and Councils main Administration Buildings.	Team Manager Property Management	Plaques installed (June)			✓

ACTION 10

Plan to advance Aboriginal and Torres Strait Islander peoples interests in land use planning.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
10.1 Review State Government guidance for Local Government (Land use planning, Aboriginal and Torres Strait Islander cultural heritage and native title).	Coordinator Land Use	Review of documents completed (June)	✓	✓	✓
10.2 Undertake statutory planning scheme amendment, including public consultation (Aboriginal and Torres Strait Islander engagement).	Coordinator Land Use	Planning Scheme amended where appropriate (June)		✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

ACTION 11**Promote and contribute to Culturally Significant dates.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
11.1 Continue to support the Townsville NAIDOC Committee with a dedicated role on the organising committee, to provide information on Councils operational procedures.	Aboriginal and Torres Strait Liaison Officer	Attendance at meetings. Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓
11.2 Continue to support and promote Survival Day.	Aboriginal and Torres Strait Islander Liaison Officer / Director Events	Attendance at meetings. Outcome report to Council (March)		✓	✓

ACTION 12**Create an external facing webpage to provide information about local Aboriginal and Torres Strait Islander communities and Council initiatives.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
12.1 Revitalise the Aboriginal and Torres Strait Islander webpage on the Council's external facing website.	Aboriginal and Torres Strait Liaison Officer	Webpage completed (March)		✓	
12.2 Continue to build the Aboriginal and Torres Strait Islander webpage as an information site for visitors to expand their understanding of local Aboriginal and Torres Strait Islander communities; and a connection point to services offered by Council for Aboriginal and Torres Strait Islander people.	Aboriginal and Torres Strait Liaison Officer	Reviewed yearly (March)			✓

ACTION 13**Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
13.1 Implement (in-person and online) Cultural Competency Training for staff and elected members.	General Manager People & Culture	Training implemented and provided on an ongoing basis (Y1 June) Corporate Compliance measure of 95% completion achieved	✓	✓	✓
13.2 Conduct an organisation review of cultural learning needs.	General Manager People & Culture	Continuous collection process created (Y1 June) Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
13.3 Implement internal communication approach to build awareness of the Uluru Statement from the Heart for staff and elected members.	General Manager Community & Lifestyle	Approach developed and implemented (June)		✓	

ACTION 14

Further embed inclusivity and respect for Aboriginal and Torres Strait Islander cultures in our workplace.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
14.1 Contract an Indigenous consultant to collaborate with the four Traditional Owner groups through an engagement process to gain participation and knowledge sharing for the naming of 4/5 rooms.	General Manager, Infrastructure, Property and Fleet	Room naming completed (June)			✓
14.2 Develop a corporate gifts range utilising the RAP Artwork winners' designs.	Coordinator Events and Protocol	Corporate gift range completed (June)		✓	

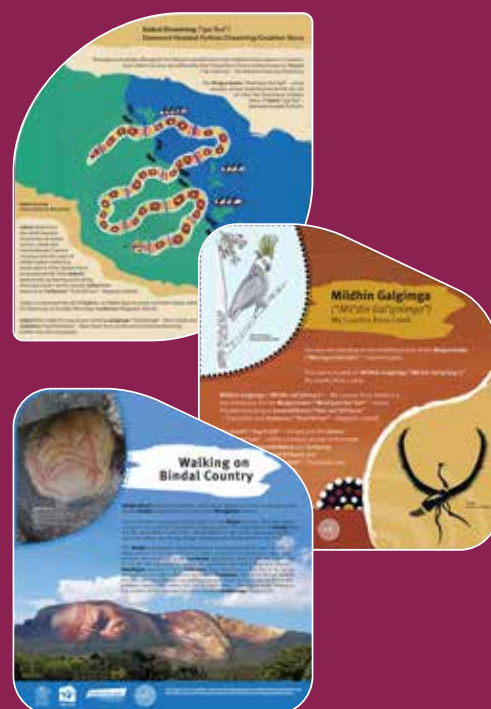
Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

Embracing Our Stories Project

Embracing our Stories Project was a process driven by the Elders and representatives of the Garumbilbarra Wulgurukaba and Bindal people with Council acting as the facilitator in the process. The first stage of the Embracing our Stories Project was delivered as part of the Public Domain Improvement Program attached to the 2018 Gold Coast Commonwealth Games. Both the Garumbilbarra Wulgurukaba and Bindal peoples were actively involved through the planning process, from project development and design through to implementation.

Sign locations: Gurumbilbarra Wulgurukaba installation is located at Central Park in South Townsville near Lowths Bridge; Bindal installation is adjacent to the Ross River in Aitkenvale near the Nathan Street Bridge.

Image: Signage and Bindal Traditional Owners at the installation and launch of the Bindal sign.



Priority Outcome: Council is committed to developing and implementing actions and opportunities within our sphere of influence that contribute to closing the employment, education and economic gap between Aboriginal and Torres Strait Islander peoples and the broader community.

Image: Gurambilbarra Wulgurukaba Traditional Owner and Elder providing a traditional welcome at the launch of Nicky Bidju Pryor's Street Art installation 'Dancing Brolga's'.

Theme 3:

OPPORTUNITIES

ACTION 15

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

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
15.1 Develop an Aboriginal and Torres Strait Islander workforce strategy to be embedded as a subsection within Council's overarching Workforce Strategy, to achieve an 8% Aboriginal and Torres Strait employment target.	General Manager People & Culture	Aboriginal and Torres Strait Islander Workforce Strategy completed (Y1 June) Yearly reporting to Council (June) Target: 2022/2023: 7% 2023/2024: 8%	✓	✓	✓
15.2 Identify career pathways and development opportunities for the Aboriginal and Torres Strait Islander workforce across all areas and levels of Council within the Aboriginal and Torres Strait Islander subsection within Council's overarching Workforce Strategy.	General Manager People & Culture	Yearly report to council (June)		✓	✓
15.3 Allocate a number of Aboriginal and Torres Strait Islander roles in entry level programs to support student engagement and participation in the workforce.	General Manager People & Culture	Yearly report to council (June) Target: 2022/2023: 10% 2023/2024: 15%		✓	✓

ACTION 16

Increase opportunities for Aboriginal and Torres Strait Islander owned and operated businesses to supply good and services broadly into the Townsville Community.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
16.1 Facilitate an Indigenous Business Fair informed by the needs and requirements of Indigenous businesses.	Chief Procurement Officer	Held yearly (August)		✓	✓
16.2 Work with North Queensland Region of Councils (NQROC) to support the adoption of Council's Indigenous Supplier Panel in creating greater economic opportunities for local Indigenous businesses to operate regionally.	Chief Procurement Officer	6 monthly update to Council (July/Aug, Jan/Feb)	✓	✓	✓

Year 1 - Sept 2021 - June 2022 **Year 2** - July 2022 - June 2023 **Year 3** - July 2023 - June 2024

ACTION 17**Increase opportunities for Aboriginal and Torres Strait Islander owned businesses to supply good and services to Council.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
17.1 Attendance at Indigenous Business network forum sessions educating business about Councils Indigenous Supply Panel, inform business about upcoming tender opportunities, requirements of doing business with Council.	Chief Procurement Officer	As opportunity arises. 6 monthly update to Council (July/Aug, Jan/Feb)	✓	✓	✓
17.2 Continue to implement and achieve the procurement target incrementally over the life of the RAP with local Indigenous businesses.	Chief Procurement Officer	6 monthly update to Council (July/Aug, Jan/Feb) Target: 2020: 1% 2021: 1.5% 2022: 2% 2023: 2.5%	✓	✓	✓
17.3 Refresh the Indigenous Supplier Panel (ISP) every 12 months to include newly prequalified Indigenous businesses to support the procurement expenditure targets with local Indigenous businesses.	Chief Procurement Officer	Yearly updates to Council (July/August)	✓	✓	✓
17.4 Hold education sessions for Indigenous businesses to understand the Council procurement process, how to become a Council supplier and upcoming quote and tender opportunities.	Chief Procurement Officer	Occurs Weekly. 6 monthly update to Council (July/Aug, Jan/Feb)	✓	✓	✓
17.5 Provide Council wide training on Council procurement, the Indigenous Supply Panel and Indigenous procurement targets.	Chief Procurement Officer	Yearly training completed (July/Aug, Jan/Feb)	✓	✓	✓
17.6 Embed and apply Indigenous Corporate Social Responsibility (CSR) target for locally awarded contracts over \$2,000,000 stipulating a: 3% Indigenous employment target 3% engagement of Indigenous supplier/subcontractors.	Chief Procurement Officer	6 monthly update to Council (July/Aug, Jan/Feb)	✓	✓	✓
17.7 Establish mandatory quarterly reporting with significant suppliers to track their CSR commitments.	Chief Procurement Officer	Quarterly updates received from suppliers (Jan, Apr, July, Oct)	✓	✓	✓

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ACTION 18

Ensure cultural expectations are set and communicated to all contractors, including subcontractors and labour hire companies.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
18.1 Develop a 'Working with Indigenous Suppliers Handbook' for Council employees.	Chief Procurement Officer	Handbook completed (September)		✓	
18.2 Delivery of a cultural awareness program targeted to small to medium Council Suppliers.	Chief Procurement Officer	Delivered 6 monthly (June & December)		✓	✓

Governance, Tracking and Reporting

ACTION 19

Maintain an effective cross workforce represented RAP Implementation Team to drive delivery of the RAP.

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
19.1 Develop a RAP Implementation Team Terms of Reference.	General Manager Community & Lifestyle	Terms of Reference endorsed (January)		✓	
19.2 Ensure the RAP Implementation Team meet quarterly to monitor the implementation and track progress.	General Manager Community & Lifestyle	Quarterly monitoring meetings held - Chaired by the General Manager Community & Lifestyle (March, June, Sept, Dec)		✓	✓
19.3 Upon release of the Census 2021 data, review demographic data and subsequent Council targets to ensure accuracy of data within the RAP.	General Manager Community & Lifestyle	Review Census data release and report any changes to Executive quarterly (Jan, Apr, July, Oct).		✓	✓
19.4 Embed resource needs to provide appropriate support for the effective implementation of the RAP commitment.	General Manager Community & Lifestyle	Articulated within the RAP Implementation Team Terms of Reference (January)		✓	
19.5 Maintain an internal RAP Champion from senior management.	General Manager Community & Lifestyle	RAP Champion - General Manager Community & Lifestyle	✓	✓	✓

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ACTION 20**Embed RAP deliverables within corporate reporting systems.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
20.1 RAP deliverables to be uploaded into Councils corporate reporting system Performance Plus.	General Manager Community & Lifestyle	RAP Deliverables uploaded into Performance Plus (January)		✓	
20.2 Investigate with the outcome to establish interactive approaches, quarterly RAP reporting to Councils workforce.	General Manager Community & Lifestyle	Quarterly reporting to Councils workforce (Jan, Apr, July, Oct)		✓	✓

ACTION 21**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
21.1 Report RAP progress to senior leaders and Council quarterly.	General Manager Community & Lifestyle	Quarterly report (Jan, Apr, July, Oct)	✓	✓	✓
21.2 Publicly report against RAP commitments within Councils annual reporting processes.	General Manager Community & Lifestyle	Annual reporting (July)		✓	✓
21.3 Inclusion of the RAP as a standing agenda item at Executive meetings.	Director Community, Environment and Lifestyle. Director, Business Services	Ongoing: Quarterly report to Council (Jan, Apr, July, Oct)	✓	✓	✓
21.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	General Manager Community & Lifestyle	Information gathered to inform decision (December)		✓	
21.5 Complete Reconciliation Australia's RAP Impact Measurement Questionnaire.	General Manager Community & Lifestyle	Yearly report completed by 31st September	✓	✓	✓

ACTION 22**Continue our reconciliation journey by developing our next RAP.**

DELIVERABLE	RESPONSIBILITY	MEASURE	YEAR 1	YEAR 2	YEAR 3
22.1 Register via Reconciliation Australia's website to begin developing our next RAP.	General Manager Community & Lifestyle	Registration completed (January)			✓

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CONTACT DETAILS

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