ORDINARY MEETING 25 NOVEMBER 2026	5.12

CAIRNS REGIONAL COUNCIL INNOVATE RECONCILIATION ACTION PLAN 2025-2027 PROGRESS REPORT

L&C |52/2/4-02| #7933416

RECOMMENDATION:

That Council:

Notes the Cairns Regional Council Innovate Reconciliation Action Plan 2025- 2027 Progress Report.

INTERESTED PARTIES:

Reconciliation Australia

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

EXECUTIVE SUMMARY:

The Cairns Regional Council Innovate Reconciliation Action Plan (RAP) 2025-2027 was endorsed by Council in May of 2025. This report provides an overview of progress achieved during the first year of implementation, including a status update on each of the 85 deliverables outlined in the Plan. It highlights key achievements across the RAP's four focus areas and demonstrates Council's ongoing commitment to advancing reconciliation through meaningful actions and outcomes for the community.

BACKGROUND:

The Cairns Local Government Area (LGA) is home to one of Queensland's largest and most culturally diverse First Nations populations within a regional centre. It encompasses the greatest number of distinct Traditional Custodian groups of any local government area in the state and has the largest Torres Strait Islander population outside the Torres Strait region. This unique demographic and cultural landscape places Cairns Regional Council in a significant position to contribute to and lead meaningful reconciliation outcomes.

The Cairns Regional Council Innovate RAP 2025-2027 was endorsed by Council in May of 2025. The plan, which was developed by Council's RAP Working Group, with input from Council's former First Peoples Advisory Committee, built on Council's established commitment to advancing reconciliation within the organisation and the region.

Progress made toward implementation of the plan has been driven by the RAP Working Group, who were also instrumental in the development of the plan. The RAP Working Group is made up Council Officers who represent functional areas with responsibility for

RAP implementation, First Peoples staff and two members of Council's First Peoples Advisory Consultants (FPAC).

COMMENT:

The progress report details the status of each of the deliverables and highlights the key achievements of the first year of delivery. Of the RAP's 85 deliverables, 39 (46%) are completed or ongoing, 33 (39%) are in progress and 13 (15%) are scheduled to commence.

Notable achievements in the first year of the RAPs delivery include;

- Establishment of the internal National Reconciliation Week (NRW) grant program, which supported 11 teams to plan and participate in the staff-led NRW events and activites
- More than 600 orders for uniform shirts featuring First Peoples designs placed by Council staff
- 240 new staff participated in cultural awareness briefings
- $90,000 in support (cash and in-kind) provided to First Peoples community-led community events and activities through Council's Community Partnerships Grant stream
- Five Traditional Custodian ranger groups engaged to lead community clean-up efforts through the Clean Creeks Program
- 16 workplace tours delivered as part of the First Peoples Employment Pathways Program
- Five Council directorates engaged with First Peoples Advisory Consultants

The second year of delivery of Council's RAP will focus on building on the momentum of the first year of implementation and progressing key activities that are currently in early stages of delivery, including strengthening opportunities for cultural learning and progressing employment and procurement initiatives.

OPTIONS:

Option 1: (Recommended)

That Council notes the Reconciliation Action Plan Innovate 2025 - 2027 Progress Report.

Option 2:

That Council seeks additional clarification or information.

CONSIDERATIONS:

Risk Management:

Continued implementation of the RAP will protect against reputational risk by continuing to deliver on Council's ongoing commitment to reconciliation since the endorsement of Council's first RAP in 2011.

Council Finance and the Local Economy:

Neither the progress made so far or future RAP implementation will incur additional budgetary consideration as the intent of the RAP is that it guides, enhances and improves existing operational processes rather than committing Council to new projects.

Community and Cultural Heritage:

The RAP and the achievements outlined in this report demonstrate Council's ongoing commitment to reconciliation within the organisation and the Cairns LGA.

Corporate and Operational Plans:

RAP implementation aligns with Council's Corporate Plan 2025–2030, particularly:

- Focus:1: Robust Economy - Promote and protect the grown of diverse industries and small business
- Focus 4: Community & culture - Provide space and programs that benefit the community
- Focus 5: Focussed council - Maintain and drive a safety culture of everyone home safe and well today and every day

Policy:

The implementation of the RAP aligns with the Diversity and Inclusion General Policy and Traditional Custodian Welcome to Country and Acknowledgment of Country General Policy.

Attachments:

Attachment 1: #7965077 RAP 2025-2027 Progress Report July 2026

Andrew Moore
Executive Manager Community Life

Destry Puia
Director Lifestyle & Community

Attachment 1: #7965077 RAP 2025-2027 Progress Report July 2026



Progress Report

Year 1

Cairns REGIONAL COUNCIL

RECONCILIATION ACTION PLAN INNOVATE

Innovate Reconciliation Action Plan

July 2025 – June 2027

Acknowledgement of Traditional Custodians

Cairns Regional Council acknowledges and pays our respects to the Traditional Custodians of our region, the Djabugay; Yirrganydji; Buluwai; Gimuy Walubara Yidinji; Mandingalbay Yidinji; Gunggandji; Dulabed and Malanbarra Yidinji; Bundabarra and Wadjanbarra Yidinji; Madjandji; Mamu and Ngadjon Jii peoples. We extend this respect to all elders past, present and future, and other First Peoples within our region. Council also acknowledges all First Peoples, both Aboriginal and Torres Strait Islander Peoples living in the Cairns Local Government Area and is committed to working closely with all First Peoples communities to advance reconciliation within our region.

Artwork Story

The artwork used throughout this this document was created in collaboration with First Nations creative and digital design agency, Ingeous Studios and Indigenous Design Labs. It is a modern representation of Council's work and commitment to a just, equitable, and reconciled Australia, aligned to the five dimensions of reconciliation (race relations, equality and equity, institutional integrity, unity and historical acceptance).
The background of the design features stylised patterns that represent Councils work and connection across the Country. It also represents the diversity of First Nations' cultures through modern patterns, showcasing the richness and variety of Indigenous traditions and communities. At the heart of the design is an 'Acknowledgement/Reconciliation icon', which is a symbol Council may use to express its commitment to reconciliation and acknowledgment of Traditional Custodians throughout the country. Overall, the Cairns Regional Council RAP design encapsulates Council's commitment to reconciliation, respect, and building positive relationships with First Peoples.



First Peoples readers are advised that this document may contain images and historical information of deceased First Peoples.
For information on Native Title refer to the Native Title Tribunal webpage www.nntt.gov.au

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Message from the Mayor

Cairns is home to one of the largest and most diverse First Peoples populations of any regional centre in Queensland. With 11 Traditional Custodian groups and the largest Torres Strait Islander population outside of the Torres Strait, our region is uniquely placed to contribute meaningfully to reconciliation.

Council's Innovate Reconciliation Action Plan 2025 – 2027 builds on more than 16 years of work towards reconciliation. At the halfway point of this two-year plan, this report highlights progress across the four pillars of Relationships, Respect, Opportunities and Governance, while recognising the work still ahead within our organisation and community.

Reconciliation is not a destination. It is an ongoing commitment to listening, learning and working together. It is about ensuring First Peoples' voices are heard, valued and reflected in the decisions we make, the services we provide and the future we build together.

I am proud of the progress highlighted in this report. I thank the RAP Working Group, Council's First Peoples Advisory Consultants and teams across Council for their dedication to developing the plan and delivering its commitments. I also acknowledge the Traditional Custodians and community partners who continue to help guide this work. Their contributions are helping to turn our commitment into meaningful action and positive outcomes.

Of the plan's 85 deliverables, 39 are completed or ongoing and 33 are in progress, with a further 13 scheduled to progress in year 2. These results reflect the work undertaken during the first year and provide a clear focus for the year ahead. While much has been achieved, there is more to do to deliver on our commitments and continue strengthening partnerships with First Peoples communities across our region.

By continuing to work together in the spirit of reconciliation, we can build a more inclusive, connected and respectful community and contribute to lasting outcomes for current and future generations.

Cr Amy Eden

Mayor, Cairns Regional Council



Introduction

Cairns Regional Council's Innovate Reconciliation Action Plan 2025-2027 (RAP) was endorsed by Council in May 2025. Developed in consultation with Council's former First Peoples Advisory Committee, the RAP Working Group and key stakeholders, the RAP provides a framework for advancing reconciliation through meaningful action, partnership and continuous improvement.

This report outlines progress made during the first year of implementation, highlighting achievements, challenges and key learnings across the four RAP pillars, including:

- **Relationships**
  Building strong and meaningful connections
- **Respect**
  Celebrating cultures, histories and knowledge
- **Opportunities**
  Creating pathways for participation and success
- **Governance**
  Leading, monitoring and reporting on progress

During this first-year significant progress has been made across all four RAP pillars. This report provides an update on the status of each of the deliverables within the plan as well as highlight stories that demonstrate the organisational and community impact.

Reconciliation Action Plan Working Group

The RAP Working Group plays an important role in RAP development, driving and monitoring successful implementation, and promoting reconciliation across the organisation. The RAP Working Group brings together representatives from a diverse cross section of work areas across Council's five directorates, who bring their cultural and professional knowledge and experience to contribute towards delivery of Councils reconciliation commitments.

Consistent with Council's commitment to a whole-of-organisation approach to reconciliation, membership of the RAP Working Group spans a diverse range of business areas and professional disciplines. With the membership including First Peoples staff from varied professional backgrounds and representatives from key areas of Councils services and operations including Business Performance and Compliance, Community Development, Creative Life, Economic Development, Growth and Sustainability, Organisational Development, People and Organisational Performance, Procurement and Payables, Utility Services and Wellbeing Health and Safety.

To ensure the perspectives of First Peoples are heard, two representatives of Council's First Peoples Advisory Consultants also contribute to meetings on a bi-monthly basis.

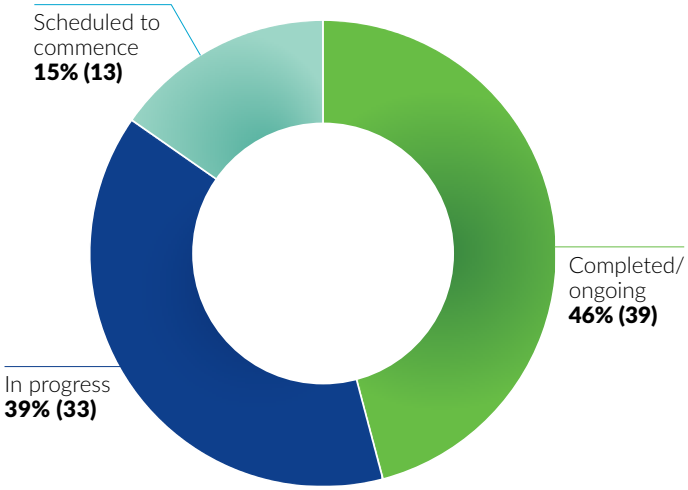
First Peoples Advisory Consultants

Another group that plays an essential role in ensuring the successful delivery of Council's reconciliation agenda is the First Peoples Advisory Consultants (FPAC). A group of eight First People's leaders from across the LGA are engaged by Council to advise on key projects, policies and initiatives, helping ensure First Peoples voices are heard and considered in relevant matters and projects across the region. Two FPAC representatives regularly participate in RAP Working Group meetings.

Reporting snapshot

Council's RAP includes 85 deliverables across the four pillars of Relationships, Respect, Opportunities and Governance. At the conclusion of the first year of implementation, 39 actions have been completed, 33 actions are in progress, and 13 actions scheduled to commence.

The status reflects strong progress across a broad range of initiatives, while recognising that several actions are scheduled for delivery later in the RAP term. Together, these results demonstrate Council's ongoing commitment to embedding reconciliation across its operations, workforce and community.



NRW - National Reconciliation Week

FPAC - First Peoples Advisory Consultants

RAPWG - Reconciliation Action Plan Working Group

11
staff-led NRW activities delivered across a wide range of Council teams

$90,000
in support (cash and in-kind) provided to First Peoples-led community events and activities through Council's Community Partnerships Program.

5
Council Directorates engaged with First Peoples Advisory Consultants

5
Traditional Custodian Ranger Groups engaged for the Clean Creeks Program

600+
uniform shirts with First Peoples design ordered by Council staff

16
workplace tours delivered as part of the First Peoples Employment Pathway Program

240
new staff participated in cultural awareness briefings

11
RAP Working Group meetings held

200+
staff participated in NAIDOC activities

5
First Peoples speakers engaged during NRW events

RELATIONSHIPS

Relationships are at the heart of reconciliation. Council continues to build and strengthen meaningful partnerships with Traditional Custodians, First Peoples communities, organisations and stakeholders to ensure First Peoples perspectives are heard, respected and considered in Council decision-making and community outcomes.

Case Study: Strengthening relationships through staff Led National Reconciliation Week activities

Each year National Reconciliation Week (NRW) provides an important opportunity for Council staff to build stronger relationships with First Peoples communities, deepen their understanding of reconciliation and explore how reconciliation can be reflected in everyday workplace practices. In 2026, Council's traditional NRW staff breakfast was replaced with the Internal NRW Staff Grants Program, providing small grant funding and resources to support staff-led reconciliation activities across the organisation.

In keeping with the 2026 NRW theme "All In", this approach enabled teams to deepen their engagement with National Reconciliation Week. The program empowered teams from across Council to design and deliver activities that reflected their team's work context while encouraging meaningful conversations about reconciliation. A total of 11 staff-led activities were delivered across a wide range of Council's business areas, several of which involved opportunities to listen to and learn from Traditional Custodians, First Peoples staff or other guest speakers relevant to the team's work area, providing opportunities for Council staff to participate in cultural discussions and strengthen their connections with local communities.

The success of the program demonstrated that reconciliation is strengthened through everyday interactions, workplace conversations and shared learning experiences. By encouraging staff at all levels of the organisation to take ownership of reconciliation activities, Council continues to foster a culture of inclusion, respect and collaboration while building stronger relationships with First Peoples and communities.





Action	Deliverable		Timeline	Progress	Comments
1.1 Establish new and maintain current mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1.1	Ensure that the First Peoples Advisory Consultants (FPAC) are recognised internally and externally as a conduit for the voice of local First Peoples to be heard and considered by Council.	Year 1 & 2 (June 2026 & 2027)	Completed / ongoing	• Council continues to promote the First Peoples Advisory Consultants (FPAC) as a key consultative mechanism through which local First Peoples perspectives are considered in Council decision-making. • Information regarding FPAC has been incorporated in Council's website, intranet and corporate induction processes to increase awareness amongst staff and stakeholders. • A call for agenda items from across the business occurs prior to the setting of the agenda for standing meetings to invite consultation from across the business.
	1.1.2	Promote Council's First Peoples Engagement Guidelines, as an engagement framework, across all functional business areas of Council and ensure adherence to the guidelines through executive leadership oversight.	Year 1 & 2 (June 2026 & 2027)	Completed / ongoing	• Council's First Peoples Engagement Guidelines (FPEG) continue to be promoted as a resource to support staff engaging with Aboriginal and Torres Strait Islander peoples and organisations. • During the reporting period, the guidelines were made available through the staff intranet and highlighted to 240 new starters as part of Corporate Orientation.
	1.1.3	Develop an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations for inclusion in the appendices of the FPEG.	Year 2 (December 2026)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.
	1.1.4	In accordance with Council's First Peoples Engagement Guidelines, build and/ or maintain Council's relationships with Traditional Custodians, Elders and organisations.	Year 2 (September 2026)	In progress	• Council continues to build and strengthen relationships with Traditional Custodians across the region including for cultural heritage matters, Welcome to Country, place-based projects, asset dual-naming and collaborative projects and training with Land and Sea Ranger Groups.

Action	Deliverable		Timeline	Progress	Comments
1.2 Strengthen existing and build new relationships through celebrating National Reconciliation Week (NRW)	1.2.1	Ensure Reconciliation Australia's NRW resources, as well as general reconciliation related educational and promotional information and resources are provided to all staff at least twice per year and particularly in the leadup to and during NRW.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• Reconciliation Australia resources and other reconciliation-related information were promoted to staff in the lead up to NRW as part of the NRW Staff Event Grant Resource Kit. Information was distributed via the Council intranet, all-staff newsletters and direct email.
	1.2.2	Participation of RAP Working Group members as an integral part of internal and external NRW events.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• RAP Working Group members actively supported the planning, promotion and delivery of National Reconciliation Week Staff Event Grant and related events.
	1.2.3	Explore inviting a First Peoples speaker to discuss NRW from their personal, organisational or Traditional Custodian perspective.	Year 1 & 2 (March 2026 & 2027)	Completed / ongoing	• Contact information for Traditional Custodian Groups and a guide for engagement provided to all staff as part of the NRW Internal Grant information kit. • Traditional Custodians attended and spoke at 2 NRW staff events. • First Peoples staff or guest speakers were engaged to speak in person at an additional 3 NRW staff events.
	1.2.4	Explore inviting a First Peoples speaker to discuss NRW from their personal, organisational or Traditional Custodian perspective.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• Internal NRW Grant Kit and supporting documents including resources for activity planning and links to Reconciliation Australia material shared with all staff in lead up National Reconciliation Week. • 11 teams planned and delivered internal NRW grants supported by an internal grant.
	1.2.5	NRW promotional and information resources and materials to be included at official staff meetings before and during NRW Week.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• NRW promotional and informational resources provided to all teams with managers encouraged to engage in conversations with their teams, however insufficient data available to report on this action item.
	1.2.6	Encourage and support staff and senior leaders to attend at least one official NRW activity held in the community.	Year 1 & 2 (April, May 2026 & 2027)	Completed / ongoing	• Members of ELT and Executive Mangers actively invited and encouraged to attend NRW events hosted by their staff.

Action	Deliverable		Timeline	Progress	Comments
	1.2.7	Management support for staff participation in the annual Council organised NRW breakfast.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• NRW Breakfast not held during reporting period and internal grant program that supported staff led activities delivered in its place to foster deeper engagement with reconciliation.
	1.2.8	Encourage staff to wear Council's First Peoples designed and themed staff uniforms throughout the year but with particular emphasis during NRW.	Year 1 & 2 (January & May 2026 & 2027)	Completed / ongoing	• Council continued to encourage staff to wear First Peoples-designed uniforms throughout the year, including active promotion through all staff communication in the lead up to NRW and other dates of significance. • Over 600 uniform items with First People's designs were ordered by Council staff during the reporting period.
	1.2.9	Register all Council NRW events on Reconciliation Australia's NRW website.	Year 1 & 2 (May 2026 & 2027)	Scheduled to commence	• Registration of NRW events was not undertaken during the reporting period as all Council-supported NRW activities were internal staff-focused events.
1.3 Promote national and regional reconciliation throughout our sphere of influence	1.3.1	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Year 2 (January 2027)	In progress	• Council continues to collaborate with reconciliation-focused organisations and community partners to strengthen regional reconciliation outcomes. Work is currently underway with Cairns Indigenous Art Fair to develop a R&P Agreement for 2026 – 2030. • Council regularly connects with other local governments to share learnings and insights in the development and implementation of RAPs.
	1.3.2	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Year 1 (September 2025)	In progress	• A staff engagement strategy has been developed to support awareness and understanding of reconciliation across the organisation. Implementation is underway for 2026 with 4 key focuses; developing cultural awareness, recognising days of significance, promoting participation in community led initiatives and celebrating reconciliation achievements.
	1.3.3	Ensure RAP is displayed on the Council website and investigate other available RAP promotional materials.	Year 1 (August 2025)	Completed / ongoing	• RAP is publicly available through Council's website. • Commitment made to also make the 1-year progress report and completion report public once finalised and endorsed.

Action	Deliverable		Timeline	Progress	Comments
	1.3.4	Promote Council's RAP to internal and external stakeholders, community organisations and regional businesses involved with Council.	Year 1 (December 2025)	Completed / ongoing	• RAP content developed for Council's website and staff intranet. • RAP overview incorporated into Cultural Awareness briefing for all new staff, reaching 240 new starters in the first year of RAP implementation.
	1.3.5	Utilise Council's sphere of influence to highlight and promote reconciliation pathways and local reconciliation initiatives across the region during important cultural events.	Year 1 & 2 (December 2025 & 2026)	Completed / ongoing	• Council continues to promote reconciliation through engagement with cultural institutions, community organisations and regional events. During the reporting period, Council representatives supported and participated in discussions relating to reconciliation and cultural development through initiatives including the Cairns Indigenous Art Fair, Cairns Art Gallery programs and Sister Cities activities.
1.4 Promote positive race relations and inclusiveness through anti-discrimination strategies	1.4.1	Consult with First Peoples staff and/or FPAC when conducting a review to improve Human Resources policies and procedures concerned with antidiscrimination.	Year 2 (October 2026)	In progress	• Desktop review and consultation with Human Rights Commission underway. Initial familiarisation conversation held with FPAC in preparation for further consultation.
	1.4.2	Review, update and communicate an updated antidiscrimination policy for our organisation.	Year 2 (October 2026)	In progress	• Desktop review and consultation with Human Rights Commission underway in preparation for review of existing policy.
	1.4.3	Provide education on the effects of racism to staff in senior leadership roles.	Year 2 (March 2027)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.

RESPECT

Respect is about recognising and valuing the cultures, histories, knowledge and contribution of Aboriginal and Torres Strait Islander peoples. Through cultural learning, celebration of significant events and the application of cultural protocols, Council continues to foster greater understanding and appreciation of First Peoples cultures across the organisation and community.

Case Study: Respect in Action through Supporting Community-Led NAIDOC Week Celebrations

Through the Community Partnerships Grant Program, Council continues to provide support for community-led initiatives that celebrate, recognise and promote Aboriginal and Torres Strait Islander culture, histories and achievements during NAIDOC Week.

In 2026, Council contributed $35,000 in grant funding towards two significant community events delivered by local not-for-profit organisations, helping to create opportunities for cultural celebration, community connection and youth engagement across the Cairns region.

Cairns NAIDOC Friday in the Park

Council provided $25,000 of support to the Cairns NAIDOC Committee to assist in the delivery Friday in the Park event, the region's largest NAIDOC Week celebration.

The event commenced with the annual NAIDOC March through the CBD, from Munro Martin Parklands to Fogarty Park, bringing together Traditional Custodians, community members, local organisations, schools and community leaders in a visible demonstration of pride, unity and cultural celebration. Following the march, an estimated 4,000 community members attended Friday in the Park, a full day community celebration, which featured a Welcome to Country, cultural performances, a market showcasing First Peoples owned business and artists and information booths and family-friendly activities that connected community members with important information, resources and services.

NAIDOC Edor Carnival

Council also provided $10,000 of support to Our Future Mentors to deliver the 2026 NAIDOC Edor Carnival. The carnival brings together young people from across the LGA to learn and celebrates Edor, a traditional Indigenous game originating from Aurukun. This provided young residents, a unique opportunity to engage in sport, culture and community in a safe, fun and inclusive environment.



Action	Deliverable		Timeline	Progress	Comments
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	2.1.1	Ensure all staff have access to Council's First Peoples Engagement Guidelines, as part of Council's cultural learning strategy, highlighting in the familiarisation training that the guidelines have been developed in conjunction with First Peoples across the region to reflect important current best practices and community expectations.	Year 1 (July 2025)	Completed / ongoing	• First Peoples Engagement Guidelines (FPEG) available on Intranet. • First Peoples Engagement Guidelines promoted to all new starters at Corporate Orientation (10 sessions to 240 new starters July 25 - June 26).
	2.1.2	Consult FPAC to inform our cultural learning strategy.	Year 1 & 2 (October 2025 & March 2026)	In progress	• Feedback sought from FPAC members. • Face to face Q&A with Traditional Custodians to support face-to-face learning trialled at one Council depot during NAIDOC Week. Noting that NAIDOC Week is a busy time for Traditional Custodians, planning is underway to replicate this format at another time of year to assist in building cultural awareness and capability across the organisation.
	2.1.3	Ensure First Peoples Cultural Awareness training (online) is communicated effectively and delivered efficiently to staff, in line with the annual training calendar and monitor staff numbers to ensure training is completed.	Year 2 (July 2026) Ongoing	In progress	• First Peoples Cultural Awareness training included in the New Employee Onboarding Award on Councils online training platform. • First Peoples Cultural Awareness training promoted at Corporate Induction as part of Cultural Awareness briefing • First Peoples Cultural Awareness training completion promoted through internal newsletters in the lead up to both NRW and NAIDOC • Online cultural awareness training completed by 386 staff
	2.1.4	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Year 2 (July 2026) Ongoing	In progress	• Currently investigating new local Cairns-based training organisation for face-to-face cultural awareness sessions.

Action	Deliverable		Timeline	Progress	Comments
	2.1.5	Continue to provide an initial cultural awareness briefing session at Council mandatory corporate orientation training to enhance new staff members initial understanding of First Peoples and Council's reconciliation journey.	Year 1 & 2 (June 2026 & 2027)	Completed/ Ongoing	• Cultural briefing providing an overview of Council's RAP, FPEG and FPAC and encouraging completion of cultural awareness training provided to all new Council staff as part of Corporate Orientation. • 10 sessions delivered to approximately 240 new starts in first year of RAP delivery.
	2.1.6	Encourage elected member participation in (face-to-face) First Peoples Cultural Awareness training.	Year 2 (April 2027)	In progress	• Face-to-face First Peoples cultural awareness training providers currently being investigated with an aim of delivery prior to April 2027.
	2.1.7	Provide continuing biennial, regionally focused, cultural awareness and cultural safety training (face to face/immersion) for executive management staff, conducted through an appropriate provider.	Year 1 & 2 (December 2025 & 2026)	In progress	• Cultural Awareness Training for Executive Leadership Team to be scheduled in 2026.
	2.1.8	Review current (online) First Peoples Cultural Awareness training in conjunction with the RAP Working Group to measure effectiveness and provide recommendations on continuance or upgrading/ re-vitalisation of the training package.	Year 2 (July 2026)	In progress	• Current e-Learning Package extended for 12 months and set to expire in May of 2027. Plan in place to work with RAP Working Group and Community Development Team to research other options prior to expiry date. • Site specific face to face Q&A session with Traditional Custodians trailed as part of 2026 NAIDOC Celebrations to explore feasibility of incorporating place-based face to face opportunities for learning.
	2.1.9	Implement identified updates and improvements to Council's cultural learning program upon review of the annual report.	Year 2 (October 2026)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.

Action	Deliverable		Timeline	Progress	Comments
	2.1.10	Investigate and propose implementation for appropriate (face-to-face) advanced cultural awareness and cultural safety training for public facing staff, with a focus on the supervisory and management positions.	Year 2 (July 2026)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.
	2.1.11	Highlight and promote Council's regional Traditional Custodians map and ensure that it continues to be embedded in relevant key documents, webpages and promotional materials.	Year 1 (August 2025) Ongoing	Complete/ Ongoing	• Council continues to showcase the regional Traditional Custodian map on digital communication platforms and relevant Council documents and presentations. • Map updated in 2026 to reflect a change in preferred name of Traditional Custodian group.
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.2.1	Promote effective staff use of and compliance with Council's First Peoples Engagement Guidelines, including through Corporate Induction, staff meeting agenda items, dedicated Intranet page and link, as well as Directorate/Branch briefs.	Year 1 & 2 (December 2025 & 2026)	Completed / ongoing	• Council continues to promote the FPEG through Corporate Orientation, the staff intranet and direct engagement with business units. • The guidelines were regularly referenced and provided to internal stakeholders seeking advice on engagement with First Peoples communities and organisations, supporting consistent and culturally appropriate engagement practices across Council.
	2.2.2	Ensure awareness and compliance with Council's Acknowledgement of Country and Welcome to Country General Policy.	Year 1 & 2 (December 2025 & 2026)	Completed / ongoing	• Council's Acknowledgement of Country and Welcome to Country General Policy was reviewed and updated and continues to be promoted through staff induction and onboarding processes and through internal communication channels.
	2.2.3	Provide culturally appropriate, regionally specific Acknowledgement of First Peoples on all relevant Council documents and digital platforms. Where a specific acknowledgment is not utilised the general Acknowledgment of Country as detailed in Council's First Peoples Engagement Guidelines will be used.	Year 1 (July 2025)	Completed Ongoing	• Council continues to include a culturally appropriate and regionally specific Acknowledgment statements on digital communication platforms and relevant Council documents and presentations. • Wording for simple, region wide and place-based Acknowledgments are made available for all staff via both Council intranet and FPEG. • Acknowledgement updated in 2026 to reflect the preferred name of the Traditional Custodian group.

Action	Deliverable		Timeline	Progress	Comments
2.3 Engage with First Peoples' cultures and histories by celebrating NAIDOC Week.	2.3.1	NAIDOC week electronic resources utilised across Council's IT systems.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• Council continued to promote NAIDOC Week through a range of digital communication channels. During the reporting period this included NAIDOC-themed desktop backgrounds, staff newsletters and digital displays in public areas
	2.3.2	Management support for staff to attend official NAIDOC Week activities held in the community.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• Council staff participation in community NAIDOC Week celebrations was supported by; promoting local events and volunteering opportunities through internal communication channels, providing access to paid leave for the annual NAIDOC March and organising a RAP Working Group table at the annual NAIDOC Breakfast.
	2.3.3	Encourage staff to promote and wear the First Peoples designed and themed staff uniforms at all official occasions.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• Council continued to encourage staff to wear First Peoples-designed uniforms at NAIDOC Week events and other days of significance through messaging on internal communication platforms.
	2.3.4	Explore Inviting a First Peoples speaker at Council's staff NAIDOC Week event to discuss NAIDOC Week from their personal, organisational or Traditional Custodian perspective.	Year 1 & 2 (March 2026 & 2027)	Completed / ongoing	• First Peoples speakers and performers were engaged to participate in Council's annual NAIDOC Week celebrations, providing staff with opportunities to learn from personal, cultural and community perspectives. • More than 150 staff attended the 2025 NAIDOC Staff Morning Tea, while approximately 60 staff engaged in an Q&A with a Traditional Custodian a depot Breakfast in 2026.
	2.3.5	Continue to promote and support the external Cairns NAIDOC Committee to develop, design and produce the annual local NAIDOC Week calendar and other promotional documents/ media as required, including artwork, graphics support etc.	Year 1 & 2 (May 2026 & 2027)	Completed / ongoing	• Cairns NAIDOC Committee supported in creating printed and digital promotional material for NAIDOC Week through the engagement of a local emerging artist to supply art for printed and electronic promotional resources.
	2.3.6	Continue to support the external Cairns NAIDOC Week Committee through ongoing involvement of the Community Development Officer - First Peoples as a member of the committee (if invited).	Year 1 & 2 (February to June 2026 & 2027)	In progress	• Community Development Officer – First Peoples position vacant in the lead up to NAIDOC Week 2026. Support provided to the NAIDOC Committee by the Community Development Team when requested.

Action	Deliverable		Timeline	Progress	Comments
	2.3.7	Assist RAP Working Group members to participate in local NAIDOC Week events.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• RAP Working Group members continued to play an active role in Council's NAIDOC Week celebrations through activity planning, promotion and attendance at community events. Council teams also participated as stallholders at community NAIDOC events.
	2.3.8	Working in partnership with management identify and remove potential barriers to empower staff to attend and engage in NAIDOC Week programs and activities.	Year 1 (December 2025)	Completed / ongoing	• Council continued to support staff participation in NAIDOC Week by providing paid leave for attendance of the NAIDOC March, hosting activities across multiple worksites to support attendance across the region, promoting volunteer opportunities at community events through internal communication and supporting RAPWG members attendance of the Cairns NAIDOC Breakfast.
	2.3.9	Promote Council grant opportunities to assist First Peoples organisations to deliver events, activities and programs (National Reconciliation Week, NAIDOC Week, Sorry Day, Mabo Day etc.).	Year 1 & 2 (February 2026 & 2027)	Completed / ongoing	• Council continued to support First Peoples-led events and activities through the Community Partnerships Program. During the reporting period, funding and in-kind support were provided to organisations delivering NAIDOC Week celebrations and community events, including NAIDOC in the Park, the NAIDOC Edor Carnival and White Rock NAIDOC Neighbourhood Day, with total support valued at $90,000 provided for events across 2025 and 2026 NAIDOC Weeks.
2.4 Increase the visibility and understanding of First Peoples' traditional and contemporary cultures, as well as the cultural and spiritual connections of Traditional Custodians to Country across the LGA	2.4.1	Identify opportunities for naming/re-naming/ co-naming of locations, streets, parks etc. using traditional language names and phraseology in accordance with Council's naming policy and in consultation with Traditional Custodians, FPAC and the RAPWG.	Year 1 & 2 (July 2025 & 2026)	In progress	• During the reporting period, the Naming of Community Infrastructure Policy was reviewed with an increased focus on working with Traditional Custodians and dual naming opportunities. • The newly constructed bridge on the Mulgrave River at Goldsborough was dual named Fisheries Bridge – Balngga-L in consultation with the area's Traditional Custodians.
	2.4.2	Promote through social media, advertising and Council's 'What's On' webpage First Peoples' artistic and cultural events, performances and organisations throughout the region, with particular emphasis on those conducted within Council's cultural and community precincts.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• Council continued to showcase and celebrate First Peoples cultures through the promotion of artistic, cultural and community events across the region. Activities prompted and supported during the reporting period include; Cairns Indigenous Art Fair, Futures Summit Blak Rising and Dream Aloud and a First Peoples focused panel and round table at the QMF Music Industry Gathering.

OPPORTUNITIES

Case Study: Indigenous Small Business Connect

Building Connections and Creating Opportunities for First Peoples Owned Businesses

As part of Council's commitment to increasing opportunities for First Peoples businesses and strengthening economic participation across the region, Cairns Regional Council supported the delivery of the Indigenous Small Business Connect event as part of Indigenous Business Month. The event, held at Council in October 2025, brought together First Peoples businesses, support organisations, government agencies and procurement representatives to build connections, share knowledge and explore new opportunities.

Led by the Queensland Government and supported by Council's Economic Development team and the Cairns Chamber of Commerce, the initiative created a welcoming space for more than 80 First Peoples entrepreneurs, small businesses and family enterprises to connect with service providers, learn about available business support and explore opportunities to supply goods and services to government and industry.

A highlight of the event was the participation of local First Peoples business leaders through panel discussions and networking activities that showcased local success stories and promoted business growth opportunities. Council also funded professional photography and videography to help promote participating businesses and celebrate Indigenous Business Month through Council communication channels.

Feedback from attendees highlighted the value of relationship building and networking, with participants identifying new business contacts, support services and procurement opportunities. The success of the event has informed planning for Indigenous Business Month 2026, with an increased focus on networking, connection with procurement opportunities and business development workshops.



Action	Deliverable		Timeline	Progress	Comments
3.1 Improve employment outcomes at Council by increasing First Peoples' recruitment, retention and professional development	3.1.1	Investigate a dedicated resource to assist First Peoples' staff to extend their council career and to provide access to training and upskilling pathways that support professional career progression.	Year 1 (July 2026)	In progress	• During the reporting period, preliminary work progressed on the development of a business case for establishing a dedicated resources to support First Peoples staff professional development and career progression.
	3.1.2	Engage with First Peoples staff and FPAC to consult on our Organisational Development strategy, recruitment strategies and FPEP to gather advice on First Peoples recruitment, retention and professional development.	Year 1 & 2 (October 2025 & March 2026)	In progress	• Planning has commenced for consultation with First Peoples staff and FPAC to inform workforce development, recruitment and retention initiatives. • One consultation held with FPAC during the reporting period.
	3.1.3	Implement Council's First Peoples' Employment Pathway Program (FPEP).	Year 2 (May 2027)	Completed / ongoing	• Council continues to implement the First Peoples Employment Pathways Program in partnership with community organisations including AFL Cape York House and the Clontarf Academy.
	3.1.4	Review HR and recruitment procedures and policies to remove barriers to First Peoples participation in our workplace.	Year 1 (December 2025)	Completed / ongoing	• Council continues to review recruitment and employment practices to improve accessibility and participation for First Peoples applicants. Opportunities for improvement identified during the reporting period included adapting recruitment approaches, advertising, representation on interview panels and the positioning of Council as an employer of choice. • Draft Employee Value Proposition socialised with RAP Working Group.
	3.1.5	Increase the employment of First Peoples' staff across the broad spectrum of Council's operational business units.	Year 2 (May 2027)	In progress	• Council continues to promote local government career opportunities through ongoing partnerships with organisations including AFL Cape York House, Clontarf Academy and Busy at Work. • Participation in career fairs, employment forums and workplace engagement activities has strengthened awareness of career pathways within Council and supported engagement with young First Peoples job seekers.
	3.1.6	Monitor and report to Council the number of initiatives provided for First Peoples' youth to consider career options in local government through the implementation of the First Peoples' Employment Pathways Program (FPEPP).	Year 1 & 2 (May 2026 & 2027)	In progress	• The First Peoples Employment Pathways Program (FPEPP) continues to create opportunities for First Peoples young people to learn about careers in local government. • 16 workplace tours delivered across a range of Council workplaces. • 3 young people engaged through FPEPP completed work experience placement during the reporting period and an additional two participants are enrolled for the remainder of 2026.

Action	Deliverable		Timeline	Progress	Comments
	3.1.7	Further develop the list of First Peoples organisations, career providers and employment agencies that support First Peoples' job seekers and employment initiatives and actively engage with them to advertise and distribute vacancy and employment opportunities at all levels of Council.	Year 2 (July 2026) Ongoing	In progress	• Council continues to strengthen relationships with First Peoples organisations, employment providers and schools to ensure employment opportunities are well communicated and participation in workforce development activites is encouraged
	3.1.8	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Year 2 (July 2026) Ongoing	In progress	• Council continues to promote employment opportunities through its growing network of sector stakeholders on a regular basis.
	3.1.9	With Executive management support, encourage Council's current First Peoples staff members to advance their professional skills via participation in professional development or leadership programs that support career progression.	Year 1 & 2 (December 2026)	In progress	• Council remains committed to supporting the professional growth and career progression of First Peoples employees. Work is underway to identify opportunities that strengthen leadership development, training and workforce advancement outcomes for First Peoples staff.
	3.1.10	Report annually through the RAP Working Group, the number of First Peoples' staff who self-identify through corporate induction, OneCouncil and annual staff surveys.	Year 1 & 2 (December 2025 & 2026)	In progress	• Council has strengthened its ability to collect workforce diversity information through the availability of the Workforce Diversity Survey within One Council and onboarding processes.
3.2 Increase First Peoples' business and supplier diversity to support improved economic and social outcomes.	3.2.1	Develop and implement a First Peoples procurement strategy.	Year 2 (May 2027)	In progress	• Council has commenced preliminary work towards the development of a First Peoples Procurement Strategy, including benchmarking exercises against other Councils.
	3.2.2	Investigate Supply Nation membership on an annual basis, whilst continuing our internal review and development of systems to better capture the yearly expenditure within First Peoples' businesses.	Year 1 & 2 (December 2025 & 2026)	Completed / ongoing	• Council reviewed the potential benefits and requirements associated with Supply Nation membership. The decision was made not to proceed in 2025/26. This will continue to be reviewed on an annual basis. • Improvements to supplier data collection and reporting processes are supporting Council's ability to better understand and monitor engagement with First Peoples businesses.
	3.2.3	Maintain and increase annual procurement and commercial relationships with First Peoples' businesses.	Year 1 (July 2026)	In progress	• Council continues to strengthen relationships with First Peoples businesses and suppliers through ongoing engagement and improved supplier reporting processes. • The introduction of Indigenous supplier identification within supplier onboarding processes is establishing a baseline and help inform targeted communication and promotion opportunities.

Action	Deliverable		Timeline	Progress	Comments
	3.2.4	Recognise, quantify and promote all Council engagement with the local First Peoples business sector through existing business networks, industry briefings, Economic Development Business Newsletters and Council social media.	Year 1 & 2 (October 2025 & 2026)	In progress	• Council continues to promote First Peoples businesses through Indigenous Business Month activities, the Economic Development Cairns Business newsletter, business networks, newsletters and digital communication channels. • Post-event content from Indigenous Business Month 2025 was used to further promote participating businesses through sharing on Council's website and social media platforms.
	3.2.5	Implement more effective communications and engage with the First Peoples' business community regarding Council's procurement opportunities to increase the number of identifying businesses who lodge conforming tenders/quotes for Council work.	Year 2 (January 2027)	In progress	• Planning commenced for delivery of tender readiness workshops and supplier engagement session with content shaped by barriers identified through action 3.2.9.
	3.2.6	Increase the number of identifying First Peoples' businesses who lodge conforming tenders/quotes for Council work by providing capacity building opportunities through, tender workshops and training sessions.	Year 2 (June 2027	In progress	• Planning is underway for capacity building workshops and procurement training for First Peoples' businesses to commence in 2027 to improve tender readiness and increase conforming submissions, distinct from initial engagement and communications activities under action 3.2.5.
	3.2.7	Actively engage, through one-on-one information and assistance, Traditional Custodian corporations such as those with Land and Sea Ranger programs, to increase awareness and uptake of project opportunities and assist with their understanding and completion of procurement and tendering requirements.	Year 2 (July 2026)	In progress	• Council's Green Space Our Place and Natural Assets Management team have actively collaborated with Traditional Custodian Land and Sea Ranger groups to deliver capacity building training, including in plant propagation and potting techniques and biosecurity training.
	3.2.8	Develop awareness strategies to educate Council staff about the social and economic benefits of engaging local First Peoples owned businesses through annual internal procurement roadshows and presentations to staff.	Year 1 (May 2026)	In progress	• New training plan (Procurement Roadshows) currently being developed/ revamped.

Action	Deliverable		Timeline	Progress	Comments
	3.2.9	Identify barriers for businesses owned by local First Peoples to supply their goods and services to Council, and review and update engagement and procurement practices to address these.	Year 2 (June 2027)	Scheduled to commence	• Council is preparing to commence a structured barrier identification process to understand constraints impacting First Peoples businesses' ability to supply goods and services to Council. This will include targeted supplier engagement, analysis of creditor onboarding data and a review of internal procurement processes and documentation to identify procedural or structural participation barriers, with findings to inform progressive updates to engagement and procurement practices.
	3.2.10	Include information on Council's economic development webpages to increase awareness and promote opportunities to do business with local First Peoples' businesses (e.g., Blak Business Finder, local support networks/services available).	Year 2 (June 2027)	In progress	• Council continues to promote information and resources through its economic development webpages to support awareness of First Peoples businesses and support available for First Peoples business owners. • Planning underway for a strategic review to identify opportunities for improvement.
	3.2.11	Include First Peoples industry development content (such as grants, initiatives and promotion of the Queensland Government register/ database of Indigenous businesses) in economic development newsletters and Council social media.	Year 1 & 2 (July 2025 & 2026)	In progress	• Relevant information regularly included in Council Economic Development publications and Indigenous Business Month promotional materials. • Council continues to explore opportunities to increase effectiveness of promotion of First Peoples business initiatives, grants and support programs through economic development.
3.2 Embed First Peoples employment, engagement, legal, cultural or any other considerations relevant to First Peoples requirements in Council strategy, policy and procedures documentation.	3.3.1	Regularly review our plans, strategies, policies and procedures to ensure that they adhere to the RAP principles and objectives. This will include but is not limited to documents such as: Corporate Plan, Operational Plans, Procurement Policy, Employment Pathway Policy etc.	Year 1 & 2 (December 2025 & 2026)	In progress	• During the reporting period, Corporate and Operational Plans remained under review, rolling schedule of policy reviews embedded as BAU.
	3.3.2	Develop and implement policy, including internal training as identified, to ensure that all appropriate project planning and funding documentation for capital works includes finance and capacity for the inclusion of cultural monitors.	Year 2 (July 2027) Ongoing	In progress	• Cultural heritage awareness training provided to relevant staff on an ongoing basis. • Enquiries made for information about the availability of cultural heritage training specific to local Traditional Custodians and their areas for consideration in 26/27 FY training budget planning.

GOVERNANCE

Governance provides the framework for accountability, leadership and continuous improvement throughout Council's reconciliation journey. Through the RAP Working Group, FPAC, Executive Leadership Team and reporting processes, Council continues to monitor progress, strengthen partnerships and ensure reconciliation remains embedded across the organisation.

Action	Deliverable		Timeline	Progress	Comments
4.1 Maintain an effective RAPWG to drive governance of the RAP	4.1.1	Conduct bi-monthly RAPWG meetings and requirements in accordance with the RAP Working Group Terms of Reference.	Year 1 & 2 (bi-monthly)	Completed / ongoing	• RAP Working Group meetings held every month of reporting period except for January 2026.
	4.1.2	Review current Executive Leadership, Executive Management staff representation on RAPWG.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• Membership of RAP Working Group reviewed. Executive Leadership Team and relevant Executive Managers continue to be represented in group membership.
	4.1.3	Review and update the Terms of Reference for the RAPWG as required.	Year 2 (December 2026)	Completed / ongoing	• The RAP Working Group Terms of Reference were reviewed during the reporting period and remain fit for purpose.
	4.1.4	Ensure that the RAP Working Group includes internal and external (FPAC) representatives including First Peoples representatives from within Council.	Year 1 & 2 (July 2025 & 2026)	Completed / ongoing	• The RAP Working Group continues to maintain representation from a diverse range of Council business units and included First Peoples Staff • Two FPAC representatives attend RAP Working Group meetings on a bi-monthly basis, providing an additional external perspective
	4.1.5	Ensure that the Executive Leadership Team is represented on the RAP Working Group and attends meetings on a rotational basis.	Year 1 & 2 (December 2025 & 2026)	Completed / ongoing	• The Executive Leadership Team continues to be represented within the RAP Working Group. The meeting is chaired by the Director, Lifestyle & Community

Action	Deliverable		Timeline	Progress	Comments

4.2 Ensure that the First Peoples Advisory Consultants (FPAC) is an effective conduit for the voice of local First Peoples to be heard and considered by Council regarding regional First Peoples matter and interests	4.2.1	Maintain and facilitate the FPAC as a consultative mechanism for regional matters as per it's Terms of Reference by conducting two general meetings of the FPAC each year of their term.	Year 1 & 2 (December 2025, June 2026, December 2027, June 2027)	Completed / ongoing	• FPAC had 1 standing meeting during the reporting period
					• In addition to this, FPAC members advised council on strategic projects including:
					  • Towards 2050 Growth Strategy
					  • Olympics Roadmap 2032
					  • Water Efficiency Strategy

	4.2.2	Promote the FPAC to internal stakeholders, including the RAP Working Group, to ensure they are recognised and engaged as key conduit for First Peoples perspectives to be recognised and incorporated into relevant Council projects and initiatives.	Year 1 (July 2025)	Completed / ongoing	• FPAC continue to be actively promoted as a key consultation mechanism across Council. • RAP Working Group members are encouraged to submit agenda items for FPAC consideration. • Throughout the reporting period FPAC members have been consulted by teams from Lifestyle and Community, Economic Development and Advocacy, Planning Growth and Sustainability, People and Organisational Performance, and Cairns Infrastructure and Assets.
4.3 Provide appropriate support for effective implementation of RAP commitments	4.3.1	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Year 1 (July 2025)	Completed / ongoing	• RAP implementation tracking tool developed to monitor progress against actions and deliverables. • The tacking tool is regularly reviewed by the RAP Working Group and informs meeting agendas.
	4.3.2	Register with Reconciliation Australia to participate in the Workplace RAP Barometer.	Year 2 (July 2026)	Scheduled to commence	• Enquiries made with Reconciliation Australia regarding Workplace RAP Barometer
	4.3.3	Provide annual progress reports on RAP implementation to the First Peoples Advisory Consultants (FPAC), Council and Reconciliation Australia. These reports will also be promoted through appropriate media and on Council's website.	Year 1 & 2 (January 2026 & 2027)	In progress	• Council has continued to maintain progress monitoring and reporting mechanisms to support the preparation of annual progress reports and future reporting requirements.

Action	Deliverable		Timeline	Progress	Comments
4.4 Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally	4.4.1	Provide a final report to Council and Reconciliation Australia on completion of the RAP including ACTIONS and deliverables status, achievements, challenges and learnings from the RAP.	Year 2 (July 2027)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.
	4.4.2	Review and implement actions identified in data provided by the Workplace RAP Barometer.	Year 2 (December 2026)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.
	4.4.3	Maintain an internal RAP Champion from senior management.	Year 1 & 2 (July 2025 & 2026)	Completed/ Ongoing	• The Chief Executive Officer and Director Lifestyle & Community currently act as RAP Champions and support the implementation and promotion of RAP initiatives across the organisation.
	4.4.4	Complete and submit the annual online RAP Impact Survey to Reconciliation Australia. This deliverable includes maintaining or updating Council contacts annually.	Year 1 & 2 (September 2025 & 2026)	Scheduled to commence	• This action was not met in 2025 due to changes in staffing. Contact details have been updated to support future participation.
4.5 Advance Council's ongoing reconciliation journey	4.5.1	Register via Reconciliation Australia's website Council's intent to begin developing our next RAP.	Year 2 (February 2027)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.
	4.5.2	Commence development of Council's next RAP.	Year 2 (June 2027)	Scheduled to commence	• This action is scheduled for delivery in accordance with the Year 2 timeframe of the RAP.

What's next?

Significant progress has been made on many of the actions in the RAP, with most actions either in progress or on track to be delivered within the timeframe outlined in the plan. However further work is still required to ensure all the commitments made are delivered.

The second year of Council's RAP will focus on building on the momentum created during the first year of implementation and progressing key activities that are currently in early stages of delivery, including strengthening opportunities for cultural learning, progressing employment and procurement initiatives. It will also provide an opportunity to enhance engagement with First Peoples communities and continuing to embed reconciliation in Council's policies, programs and services.

Working together with FPAC, the RAP Working Group and community partners, Council remains committed to delivering meaningful and lasting reconciliation outcomes for the Cairns region. A final completion report with be complied and made public at the end of the second year of delivery.

Cairns
REGIONAL COUNCIL

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