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# Innovate Reconciliation Action Plan

July 2025 – June 2027



For information on Native Title Claims refer to the Native Title Tribunal web page [www.nntt.gov.au](http://www.nntt.gov.au)  
For information on Traditional Custodians and the history of the Cairns region refer to [www.cairns.qld.gov.au](http://www.cairns.qld.gov.au)

# Acknowledgement of Traditional Custodians

Cairns Regional Council acknowledges and pays respect to the Traditional Custodians across the Cairns Local Government Area (LGA) footprint, the Djabugay; Yirriganydji; Bulawai; Gimuy Walubara Yidinji; Mandingalbay Yidinji; Gunggandji; Dulabed and Malanbarra Yidinji; Bundabarra and Wadjanbarra Yidinji; Wanyurr Majay; Mamu and Ngadjon-Jii Peoples. We extend this respect to all Elders past, present and future, and other First Peoples within the region.

The proud, culturally strong and diverse First Peoples of the Cairns region are collectively called the Bama - the Rainforest Peoples of Far North Queensland. The strength of the Bama shines brightly and illuminates the resilience of First Peoples in the region, who emerged from colonialism with their language and stories, their families and clans, and their totems and moieties intact. Today, the Bama stand ready to bring their ancient and enduring cultures into the modern world and continue their contribution to building a thriving contemporary society together with all other cultures.

This cultural endurance is partly due to the unique and resource-rich region inhabited by the Traditional Custodians. Early Europeans recorded that the 'hills and plains were alight at night with the fires of the local people', and other historians recorded that large semi-

permanent 'villages' or 'towns' were commonplace. This unique region nurtured and supported the Traditional Custodians for tens of thousands of years. Their tenure and spiritual connection continues today and will continue in perpetuity. We are all the more rich to have local traditions, languages and stories of First Peoples as an integral part of the Cairns community and identity.

A journey towards reconciliation supports a full and shared understanding of history, making room for all perspectives, so that the lessons of the past can inform a shared vision for a brighter future. Cairns Regional Council's Innovate Reconciliation Action Plan (RAP) May 2025 – May 2027 represents our commitment to national reconciliation through regional action. By taking these actions and standing together as one with Traditional Custodians and all First Peoples in the Cairns region the journey to true effective and lasting reconciliation and national growth can be achieved.

*First Peoples readers are advised that this document may contain images and historical information of First Peoples who have passed.*



# Contents page

## Part One – Our Story

Acknowledgment of Traditional Custodians	3
Message from Mayor	6
Message from Reconciliation Australia	7
The Cairns Region	8
About our RAP design	10
Our Business	13
First Peoples Advisory Consultants	15
Reconciliation Action Plan Working Group	15
Council’s Reconciliation Vision	16
Our Innovate RAP	16
Our Reconciliation Journey	18
Achievements	20
Challenges	21
Key Learnings	21

## Part Two – Our Plan

The Four Pillars	22
Relationships	23
Respect	30
Opportunities	36
Governance	41





## Message from the Mayor

Cairns Regional Council is proud to deliver this Innovate Reconciliation Action Plan (RAP) which marks a significant step on its reconciliation journey.

This two-year plan re-affirms and strengthens our close bonds with First Peoples through relationships, respect, opportunities, and governance. We have taken history, lessons and achievements from our 16-year reconciliation journey and set ourselves a challenge to continue to tackle disparity where it exists.

Council has a vision to foster a vibrant and healthy community where everyone feels they belong and enjoys full and equal opportunity in life. Through the RAP, we continue to encourage the organisation to challenge its collective thinking and further embrace reconciliation, justice, and equity for all people, regardless of their heritage. The RAP encourages Council to further embed policies and practices that continue to strengthen the active participation and valuable co-contribution of First Peoples to building community.

According to the 2021 Australian Bureau of Statistics (ABS) Census, almost 10 per cent of the population permanently residing in the Cairns LGA are First Peoples. Council recognises this is one of the highest percentages for any region in Australia. This diverse and vibrant mix of First Peoples' cultures places us in a unique position to contribute to reconciliation. This Innovate RAP allows us to take more meaningful action to advance reconciliation. It demonstrates how we as a Council are being strategic in our thinking, realistic in our goals and challenging ourselves to continue to be more inclusive.

We would like to acknowledge those who have contributed to the development of this RAP, both individually and within the RAP Working Group sessions. We also extend our appreciation to all those who shared their thoughts and ideas on reconciliation and equality and have put this commitment into action over the past three years.

By coming and working together in the full spirit of reconciliation, we will be able to further support the realisation of the aspirations of the region's First Peoples and unlock the broader community's full social, economic and cultural potential.

## Message from Reconciliation CEO



Reconciliation Australia commends Cairns Regional Council on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cairns Regional Council continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cairns Regional Council will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cairns Regional Council using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

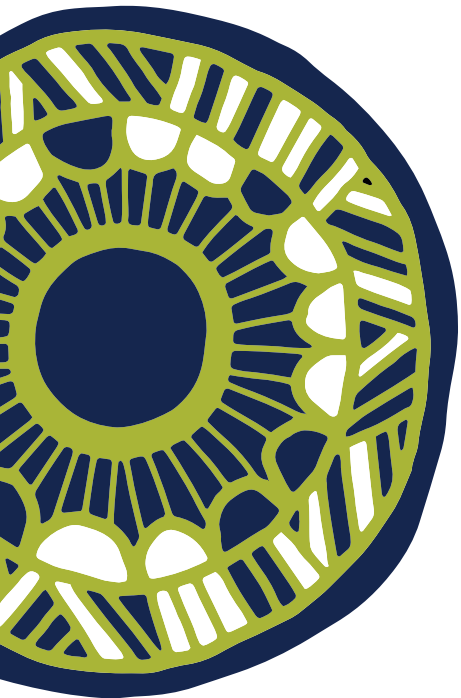
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cairns Regional Council to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cairns Regional Council will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Cairns Regional Council's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Cairns Regional Council on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



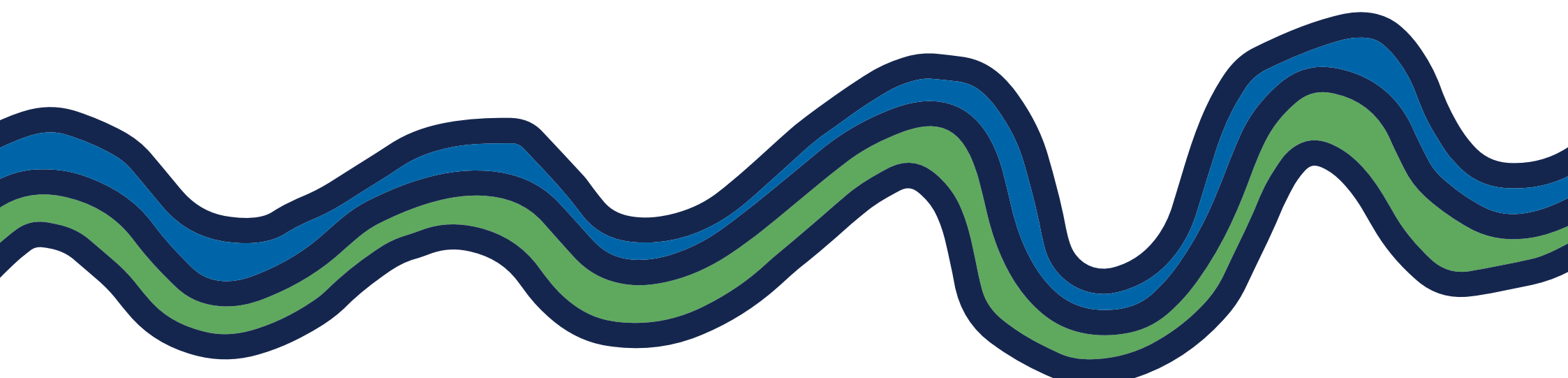
## Council's Reconciliation Vision

Cairns Regional Council's vision is for a reconciled, prosperous and inclusive community where the cultures and histories of First Peoples are not only acknowledged but celebrated by all.

We are working collaboratively together to achieve this vision, demonstrating our commitment to respecting the Bama, the Rainforest Aboriginal peoples, as the Traditional Custodians of the lands in the region. We celebrate their unique knowledge, customs, heritage and languages.

Additionally, it's important to respectfully acknowledge other First Peoples who also call the region home. By strengthening relationships based on mutual respect, knowledge and understanding with First Peoples, we build the foundation for a more inclusive community.

Council's reconciliation journey is contributing to building a community that understands and values First Peoples and their positive contribution to the beautiful region, to the benefit of all.



# The Cairns Region

## Geography

The Cairns Regional Council Local Government Area encompasses 1687 km<sup>2</sup> of land on a narrow coastal strip between the Great Dividing Range and the Coral Sea. The region is part of Australia's Wet Tropics and extends from the Eubenangee Swamp (near Mirriwinni) in the south to the Macalister Range (near Ellis Beach) in the north. It is framed by the lush World Heritage Listed Wet Tropics rainforest to the west and north and the World Heritage Listed Great Barrier Reef Marine Park to the east.

These attributes make the region a world-renowned tourist destination. Cairns City is the principal service centre of the far north region and is centrally located along the coastal strip with sub-regions to the north and south consisting predominantly of good quality agricultural land and areas of high ecological significance. The region is an important gateway to the nearby Atherton Tablelands, Daintree and Wet Tropics rainforest, and the outback Savannah region beyond the Great Dividing Range. The Russell, Mulgrave and Barron Rivers are the main river systems within the region. The region also includes a number of offshore islands: Fitzroy, Green and the Frankland Islands.

## History

The area which is now Cairns city and southern inner city suburban corridor is called Gimuy in the language of the Gimuy Walubara Yidinji people. The modern city of Cairns was officially founded in 1876 and named after the State Governor of the day, Sir William Wellington Cairns. It was formally declared a town in 1903 with a registered population of 3500. Initial European colonisation in the region in the 1860s was driven by beche de mer fishing, and the discovery of gold to the north (Palmer River field) and Atherton Tableland (Hodgkinson River field) saw the population begin to climb.

During World War II, Cairns was at the forefront of the Battle of the Coral Sea (1942) and the Pacific offensive (1943). Anti-aircraft gun emplacements were established along the Cairns Esplanade and Trinity Beach was used as a major training ground for defence forces for amphibious landings.

## People

According to the 2021 ABS census, the total resident population for the Cairns LGA was 166,943 and of that 16,153, or 9.7% of the population, identify as First Peoples. Our region is home to the largest number of individual Traditional Custodian groups and one of the highest percentage of First Peoples (by population percentage) in a Local Government Area in Queensland (excluding First Peoples Council areas), further highlighting the importance of our region as a focal point for reconciliation.

# About our RAP design

Cairns Regional Council created the design of this document 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.

The design aligns with the five dimensions of reconciliation (race relations, equality and equity, institutional integrity, unity and historical acceptance) as described by Reconciliation Australia, which set out a clear roadmap toward a just equitable and reconciled Australia. The background of the design features stylised patterns that signifies Council 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.

A prominent design element is a waterway, symbolising the journey of reconciliation and the importance of truth-telling. Waterways hold great significance for First Nations' peoples and communities, representing cleansing, renewal, and understanding. In the context of this design, the waterway represents the shared history of Indigenous and non-Indigenous Australians, and the need for truth-telling and understanding to forge a reconciled future.

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. This icon visually represents Council's dedication to fostering meaningful relationships and respect between Indigenous and non-Indigenous peoples.

Overall, the Cairns Regional Council RAP design encapsulates Council's commitment to reconciliation, respect, and building positive relationships with First Nations Peoples. It incorporates cultural symbolism and imagery to convey the importance of acknowledging the past, embracing diversity, and working towards a just and equitable Australia for all.

[www.indigedesignlabs.com.au](http://www.indigedesignlabs.com.au)



Lalawa Donigi-Bedford \ Samara Francis \ Siuai Donigi-Bedford \ Chenae Dempsey \ Leonardo Robinson \ Norah Schlesak \ Kalani Mentha \ Shakia Levers \ Sina Mahina

*Cairns Regional Council created the design of this document in collaboration with First Nations creative and digital design agency, ingeous studio and Indigenous Design Labs. It is a modern representation of Council's work and commitment to a just, equitable, and reconciled Australia. For more information about the design go to p. 58-59.*



**Institutional Integrity**

**Healing Waterways**

**Equality and Equity**

**Cairns Regional Council  
Acknowledgement/Reconciliation Icon  
(Unity)**

**Healing Waterways**

**Historical Acceptance**

**Race Relations**

The background represents the diversity of First Nations' peoples who reside in the Cairns Regional Council region.

## Our Business

Cairns Regional Council is established under the Local Government Act 2009. The elected Council consists of the Mayor and nine Councillors who each represent a division. The administration is headed by the Chief Executive Officer. Cairns Regional Council currently employs approximately 1330 staff. The Cairns Regional Council workforce has a First Peoples employee percentage above 8% (approximately 100 persons). The Council administers an annual budget of more than \$400 million. The management of Council operations is administered by six directorates. Each directorate is governed by a Director, with the Finance and Business Services directorate headed by the Chief Financial Officer. Each Director reports directly to the Chief Executive Officer.

Cairns Regional Council manages a wide range of essential infrastructure, including water treatment plants, material and waste resource facilities, local roads, an animal care facility, Disaster Coordination Centre, parks and cemeteries, serviced by depots located throughout the LGA footprint. Council is also responsible for the provision and management of a wide range of community infrastructure, including the Cairns Esplanade, eight foreshores, multiple arts and culture venues, sport and recreation facilities, pools, community halls, walking trails, eight libraries and multiple customer service desks. Cairns Regional Council also has a community safety program, operating over 600 CCTV cameras throughout the Region.

Cairns Regional Council provides community services and facilities and is also responsible for making and enforcing local laws. Traditionally, local governments have provided only core services such as roads, water supply and sewerage, but increasingly they are becoming involved in the social, economic and cultural development of their communities and improving local living environments.

Council's Corporate Plan 2021-2026 is the blueprint for Council to achieve a sustainable future for our region. It provides the basis from which specific Council strategies, plans and policies are developed. The Plan reflects community feedback from the Our Cairns survey, where residents identified community expectations and insights. The plan is the key guiding document for Council operations, and is backed by Council's operational plan, which details how the plan is applied in Council's daily operations. Each year the Annual Report provides a scorecard about our achievements against the Corporate Plan.

Council's vision is: "Shaping the Future". Council will strive to shape the future of Cairns by striving for better social, economic, environmental and culture outcomes for the community.

Council's three values are:

- **Trust** – honouring the trust of our residents, each other and staff
- **Responsibility** – transparency and responsibility to our community
- **Cairns-ness** – safeguarding what makes Cairns, Cairns

Council's 5 areas of focus are:

- **Robust economy**
- **Natural Assets**
- **Design for liveability**
- **Community and culture**
- **Focused Council.**



*Pictured: A member of a local Traditional Custodian dance group photographed in one of the Cairns LGA's beautiful waterways.*



“Reconciliation is important to recognise, learn and protect the rich culture and knowledge of our First Nations’ people.”

- RAP Working Group member



# First Peoples Advisory Consultants

Cairns Regional Council established its first Aboriginal and Torres Strait Islander focused advisory committee in February 2009 (formerly the Indigenous Advisory Committee) from a desire to ensure that First Peoples' voices are heard and considered by Council. The committee was renamed in August 2012 to the First Peoples Advisory Committee and since then, the function of the committee and its relationship to Council evolved and matured.

In 2024, following the endorsement the First Peoples Engagement Guidelines, Council reviewed the Committee with an aim to move to a consultancy model whereby members are appropriately remunerated for their important contributions to relevant Council business, which led to the establishment of the current First Peoples Peoples Advisory Consultants which are governed by a Terms of Reference. The First Peoples Advisory Consultants (FPAC) are governed by a Terms of Reference.

The FPAC brings together First Peoples from across the region to advise on Council business and provide a conduit for the voice of local First Peoples to be heard and considered by Council. Members use their expertise and local knowledge to provide advice and information to Council in relation to matters that include:

- Providing input into the development and implementation of Reconciliation Action Plan (RAP) and other programs and initiatives which contribute to Council's reconciliation objectives.

- Representing the needs and aspirations of First Peoples in the development of relevant policy, procedures and projects with specific relevance to First Peoples, including on economic, social, cultural and environmental matters.
- Raising emerging issues impacting the First Peoples' community in the Cairns Local Government Area.

The FPAC is recruited via a public request for proposal. A maximum of 10 individuals are appointed to the FPAC, with the aim of establishing a panel that is representative of the diversity of the local First Peoples population. Eligibility criteria include being:

1. Recognised and accepted as a member of the First Peoples communities in the CRC LGA; and
2. A permanent resident residing within the CRC LGA.

In addition to the above criteria, proposals are assessed against the following selection criteria:

1. Specialist knowledge, experience or interest in sectors relevant to Local Government.
2. Demonstrated connection to community, including through occupation and/ or involvement with community groups, organisations, events and initiatives.
3. Intersectional representation of sub-groups, including but not limited to Traditional Custodians, Torres Strait Islanders, gender, age and disability.

FPAC members serve a term of two (2) years, with an optional extension of up to two (2) years. At the end of their term, FPAC members are eligible to reapply. The current FPAC was formed in November 2024.



# Reconciliation Action Plan Working Group

The RAP Working Group consists of Officers from across Council, including officers who identify as First Peoples. The RAP Working Group is co-chaired by the Director Lifestyle and Community, who is one of Council's RAP Champions, and the Community Development Officer First Peoples – an identified position at Council dedicated to building and strengthening Council's relationships with First Peoples. Membership of the RAP Working Group includes:

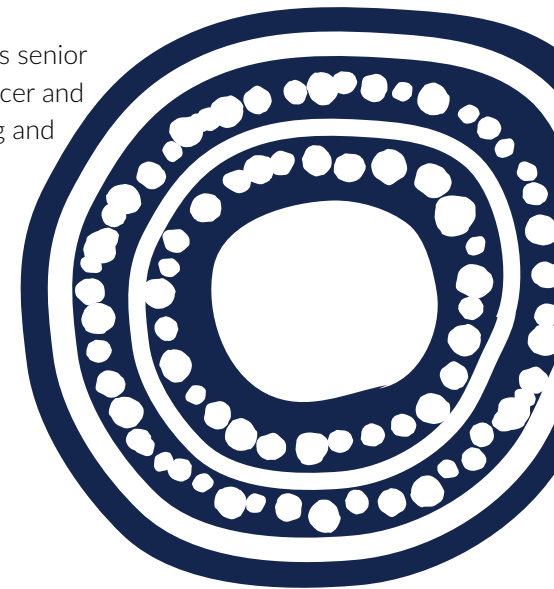
- Director Lifestyle & Community (Co-Chair & RAP Champion)
- Community Development Officer - First Peoples (Co-Chair)
- CEO (RAP Champion)
- Team Leader Community Development
- Planning Growth & Sustainability as nominated by the Director
- Lifestyle & Community as nominated by the Director
- Economic Development & Advocacy as nominated by the Director
- Cairns Infrastructure & Assets as nominated by the Director
- People & Organisational Performance as nominated by the Director
- Finance & Business Services as nominated by the Director
- First Peoples Officers (self-nominated)
- Other Council Officers (self-nominated)

Approximately, 15-20 staff attend each meeting with approximately 4-6 of these persons representing First Peoples, as well as two nominated Consultants from the First Peoples Advisory Consultants.

The Working Group is made up of representatives from all functional levels and directorates within Council. The Working Group meets bi-monthly to collaborate, share progress and knowledge, and enhance skills. The inclusion of First Peoples staff, as well as two FPAC representatives, provides an opportunity for further sharing of cultural knowledge. The collective efforts of the group drive reconciliation initiatives, both within their respective functional areas and those that have a broader impact on Council and the community.

The Working Group is governed by a Terms of Reference, which was developed in consultation with the former First Peoples Advisory Committee, to ensure individuals and the Working Group understand their roles and responsibilities and act in a culturally respectful and informed manner resulting in the best possible outcomes for Council and the community.

An effective RAP needs committed leaders to drive change. As senior leaders within the organisation, Council's Chief Executive Officer and Director Lifestyle and Community are charged with embracing and championing our commitment to reconciliation. As RAP Champions, they are dedicated to ensuring that Council achieves the actions and commitments identified in this Innovate Reconciliation Action Plan May 2025 – May 2027.





*Pictured: A Traditional Custodian performs a smoking ceremony at a Council supported community event.*

“The RAP encourages Council to further embed policies and practices that strengthen the valuable contribution of First Peoples.”

- Cairns Mayor Amy Eden



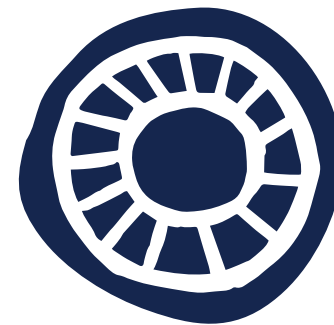
# Our Innovate RAP

## Informed by the Past - Designed for the Future

This RAP was developed by Cairns Regional Council, with the support of executive management, First Peoples' employees and Council's former First Peoples Advisory Committee. It is founded on the principles and lessons from our previous RAPs.

The RAP Working Group, through internal and external consultation, has identified challenging yet achievable actions and deliverables directly related to Council's operations, services, and business. At the conclusion of year 1 of this plan, a public report will be produced detailing the progress, challenges and lessons learned. This report will highlight the range of our successes and the challenges we are still to overcome. A completion report of the same nature will be completed at the end of the 2 year term. Council will also complete the annual RAP Impact survey with Reconciliation Australia at the end of September. Council is committed to continuing to develop effective RAPs that meet the needs of the regional community and demonstrate our commitment to this journey in the spirit of true reconciliation.

We have, through a consultative and inclusive process, developed a RAP that will lead us into a better future for the entire community. It is our earnest belief that our Council and the community will continue to embrace this ambition for the benefit of all. Cairns Regional Council was one of the first Local Governments in Queensland to develop a Reconciliation Action Plan (RAP). This Innovate RAP forms the basis of our commitment to advance the aspirations of the region's First Peoples and strengthen relationships between First Peoples and other Australians within our organisation and throughout the region.



# Our Reconciliation Journey

## 2009

- **July**  
First Peoples Advisory Committee (FPAC) moves a motion for Cairns Regional Council to develop a RAP and fly both the Aboriginal and Torres Strait Islander flags outside Council Chambers
- **September**  
Council endorses the First Peoples Employment Strategy
- **September**  
FPAC supports the creation of a RAP Working Group
- **October**  
Council supports and acknowledges the FPAC recommendations to develop a RAP and to permanently fly both the Aboriginal and Torres Strait Islander flags outside Council Chambers along with the Australian flag

## 2013

- **May**  
Official launch of the RAP 2013 - 2014 broadcast live at Federation Square, Melbourne

## 2015

- **April to September**  
Development of the next RAP begins

## 2011

- **February**  
Council endorses the RAP Working Group
- **May**  
National Reconciliation Week sees the CRC Mayor and CEO sign a Statement of Commitment to develop a RAP
- **December**  
Council endorses the organisation's first RAP

## 2014

- **May**  
Council's RAP was highly commended at the 2014 Queensland Reconciliation Awards. The award recognised Council's commitment to its RAP and initiatives that are advancing reconciliation both internally and in the Cairns community.

## 2016

- February to April Review undertaken and report to Council

## 2019

- July Council's Innovate RAP 2019-2021 endorsed by Reconciliation Australia

## 2021

- February Innovate RAP Progress Report released with a majority of RAP deliverables met or ongoing
- September Innovate RAP concludes with all deliverables reaching met or ongoing status
- October RAP Working Group commences development of a new RAP

## 2024

- July Council endorses establishment of First Peoples Advisory Consultants

## 2025

- May Council endorses second Innovate RAP

## 2017

- December 2017 Executive review in preparation for new FPAC
- December 2017 to Dec 2018 RAP Working Group develops a proposed Innovate RAP in consultation with FPAC

## 2020

- October Official launch of the reinvigorated FPAC

## 2024

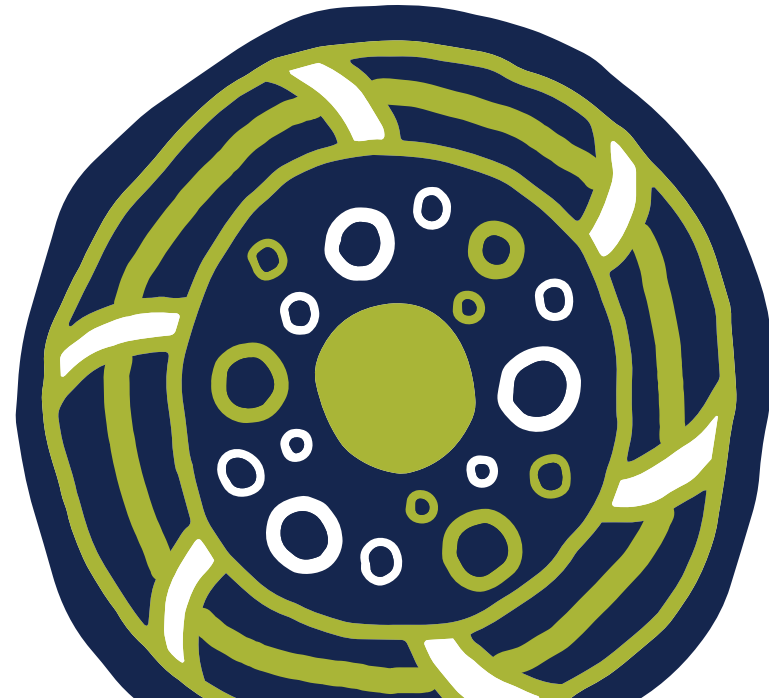
- May Council endorses the First Peoples Engagement Guidelines

## Achievements

Over our 16-year official reconciliation journey, Council has made significant progress on the path to reconciliation with the first major achievement being the creation of the First Peoples Advisory Committee in 2009. This important group has guided Council's actions and continues to contribute to the voice of First Peoples being heard regarding issues and subjects that impact the lives of First Peoples in the region. Equally the commitment of Council's senior leadership to reconciliation has empowered staff to engage with a positive, harmonious, and collaborative ethos across the breadth of Council business. Examples include:

- 1 National Reconciliation Week has grown to take on significance in the organisation's annual calendar, when staff gather in their work units to discuss reconciliation. These events are now regular features during National Reconciliation Week with outdoor staff holding depot breakfasts across the region and indoor staff hosting events that profile reconciliation in action, such as TED Talks. Council officers invite First Peoples' youth from local schools, Indigenous sporting groups, and Councillors together to build relationships, harmony, and intergenerational bonds.
- 2 Council has collaborated with First Peoples' communities and organisations to implement culturally appropriate renaming protocols such as the recent renaming of Bana Gindarja Park (Edmonton). Increased awareness of traditional cultural histories has also been achieved through projects such as the heritage listed Cairns Library site in the city centre. The large Fig Tree 'T5' restoration features interpretive signage including a First Peoples narrative that respects and acknowledges cultural heritage to tell the story of place. Increased liveability through integrating traditional names and storytelling into contemporary community planning is now embedded across Council.

- 3 Council is also very proud of its RAP Working Group. The group has 32 regular members, which increases to over 40 members when all members of the Executive Leadership Team attend. All staff are supported to attend RAP Working Group meetings and suggestions for improvement are actively sought from across our diverse work force.
- 4 Council is also embedding the practice of including Welcome to Country by Traditional Custodians and a guest First Peoples' Speaker at the Ordinary Meeting of Council that aligns with National Reconciliation and NAIDOC Weeks. At all other Council meetings, an Acknowledgement of Country is encouraged.

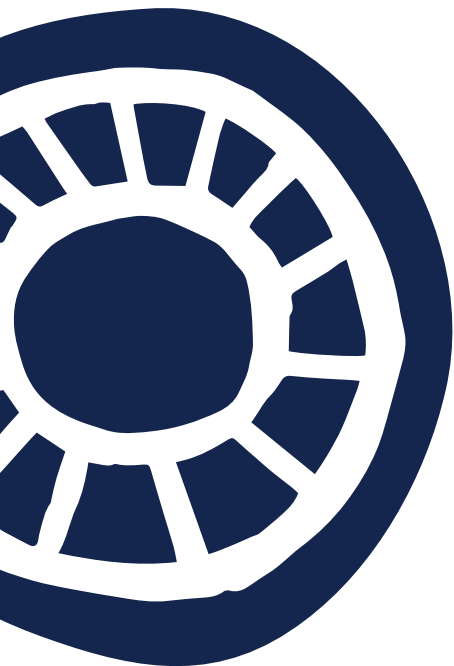


## Challenges

The greatest challenges encountered in Council's reconciliation journey include the lack of mechanisms to support broad and meaningful engagement with First Peoples across the region, as well as the lack of knowledge about First Peoples' histories – pre and post colonisation. While identified in this RAP as a challenge, Council recognises that this also presents a co-design opportunity, consistent with the intent of reconciliation. Council is co-creating an education process that seeks to increase a shared understanding of history together with opportunities for staff to implement that knowledge and contribute to reconciliation in a meaningful way through their work. This includes a guide to shape how Council engages with First Peoples, building the capacity of all staff to engage and integrate First People's perspectives into processes that affect them - ultimately improving outcomes.

## Key Learnings

- We have worked hard in previous RAPs to identify challenges to effective reconciliation. These aspects now provide an opportunity to focus further actions in supporting our commitments in this Innovate RAP.
- While there is already a great deal of positive work being done in progressing reconciliation within the community, it is an ongoing journey and requires an informed approach.
- The RAP is not the responsibility of First Peoples staff. Carriage of the RAP sits across the organisation and requires a collective approach. Every member of our organisation should feel supported to implement, support and grow actions and deliverables contained within the RAP.
- We recognise, acknowledge, and ensure that ownership and management of the RAP remains transparent, honest and that its relevance and importance is clear to the entire organisation. The RAP is central to our work, and we continue to understand how its actions and deliverables fit into our daily work plans and activities.
- We encourage all levels of management to recognise and continue to provide the resources necessary for the delivery of the RAP and broader reconciliation to be achieved.
- First Peoples staff should be involved in, and recognised as being involved in, decisions and actions relating to retention, career progression and development, and personal aspirations.
- The RAP is not a stand-alone document, rather it continues to underpin and inform other significant Council plans, strategies and policy.
- Council staff have a strong desire to learn more about the nation's shared history and what is needed to progress reconciliation.
- We need to focus our efforts to provide access and equity for First Peoples, individuals, organisations and businesses, and we endeavour to ensure we recognise and respect First Peoples' practices and identities.
- Upon extensive consultation with Council's elected members (Councillors), a collective decision was made to develop a second Innovate RAP to refine approaches to advancing reconciliation within Council's sphere of influence before considering a Stretch RAP.





## RELATIONSHIPS

### Why do we need to develop relationships?

Relationships need to be fostered and enabled through the appropriate environments, information, and resources to be dynamic and effective. Meaningful relationships assist Council to respond to the aspirations of our community.

Council understands it is imperative that we continue to build, strengthen, and renew our relationships with First Peoples. The region is unique, with one of the highest population proportions of First Peoples in a regional or urban centre in Queensland. It has the largest number of distinct Traditional Custodian groups, the largest Torres Strait Islander population and the greatest number of First Peoples from other areas within Australia (ABS 2021).

Action	Deliverable	Responsibility	Timeline	
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.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples	Year 1 & 2 (June 2026 & 2027)
	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.	Executive Leadership Team, Director Lifestyle & Community (Lead)	Year 1 & 2 (June 2026 & 2027)
	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.	Community Development Officer - First Peoples	Year 2 (December 2026)
	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.	Director Lifestyle & Community (Lead), Community Development Officer - First Peoples	Year 2 (September 2026)

Action	Deliverable	Responsibility	Timeline	
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.	Director People & Organisational Performance, Community Services Officer- First Peoples (Lead)	Year 1 & 2 (May 2026 & 2027)
	1.2.2	Participation of RAP Working Group members as an integral part of internal and external NRW events.	Internal RAP Champions (CEO & Director Lifestyle & Community)	Year 1 & 2 (May 2026 & 2027)
	1.2.3	Explore inviting a First Peoples speaker to discuss NRW from their personal, organisational or Traditional Custodian perspective.	Community Development Officer - First Peoples	Year 1 & 2 (March 2026 & 2027)
	1.2.4	Publicise and promote internal and external NRW resources, events and information through Council's internal communication pathways.	Executive Leadership Team, ICT Team Leader	Year 1 & 2 (May 2026 & 2027)
	1.2.5	NRW promotional and information resources and materials to be included at official staff meetings before and during NRW Week.	Executive Leadership Team, Community Development Officer- First Peoples	Year 1 & 2 (May 2026 & 2027)
	1.2.6	Encourage and support staff and senior leaders to attend at least one official NRW activity held in the community.	CEO (Lead), Executive Leadership Team	Year 1 & 2 (April, May 2026 & 2027)
	1.2.7	Management support for staff participation in the annual Council organised NRW breakfast.	Executive Leadership Team, Director Lifestyle & Community (Lead)	Year 1 & 2 (May 2026 & 2027)

Action	Deliverable	Responsibility	Timeline
1.2 Strengthen existing and build new relationships through celebrating National Reconciliation Week (NRW).	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.	CEO (Lead), Executive Leadership Team	Year 1 & 2 (January & May 2026 & 2027)
	1.2.9 Register all Council NRW events on Reconciliation Australia's <a href="#">NRW website</a>	Community Development Officer- First Peoples	Year 1 & 2 (May 2026, 2027)
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.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples	Year 2 (January 2027)
	1.3.2 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Community Development Officer- First Peoples, Wellbeing Advisor	Year 1 (September 2025)
	1.3.3 Ensure RAP is displayed on the Council website and investigate other available RAP promotional materials.	Executive Manager Strategic Communication & Engagement	Year 1 (August 2025)
	1.3.4 Promote Council's RAP to internal and external stakeholders, community organisations and regional businesses involved with Council.	Executive Manager Strategic Communication & Engagement (Lead), Community Development Officer- First Peoples	Year 1 (December 2025)
	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.	Executive Leadership Team, Director People & Organisational Performance (Lead)	Year 1 (July 2025) Ongoing

Action	Deliverable	Responsibility	Timeline	
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 anti-discrimination.	Executive Leadership Team, Director People & Organisational Performance (Lead)	Year 2 (Oct 2026)
	1.4.2	Review, update and communicate an updated anti-discrimination policy for our organisation.	Coordinator Organisational Development	Year 2 (October 2026)
	1.4.3	Provide education on the effects of racism to staff in senior leadership roles.	Director People & Organisational Performance (Lead), Organisational Performance	Year 2 (March 2027)



### Why is respect important?

Effective relationships are based on mutual respect – enhanced by a collaborative and cooperative approach - and require a genuine co-contribution. Respect is supported and nurtured by open communication, mutual understanding, and empathy. Respect creates healthy relationships, strengthens communication and connection, embraces diversity, and promotes harmony in our community. First Peoples’ cultures are based on respect, for the land to which they are connected and for their Elders. Council recognises this respect is based on tens of thousands of years of cultural and spiritual connection to country, kinship and community.

Action	Deliverable	Responsibility	Timeline	
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.	Director Lifestyle & Community	Year 1 (July 2025)
	2.1.2	Consult FPAC to inform our cultural learning strategy.	Director People & Organisational Performance	Year 1 & 2 (September 2025, March 2026)
	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.	Director People & Organisational Performance	Year 2 (July 2026) Ongoing
	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.	Executive Leadership Team, Director People & Organisational Performance (Lead)	Year 2 (July 2026) Ongoing

Action	Deliverable	Responsibility	Timeline	
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	2.1.5	Continue to provide an initial cultural awareness briefing sessions at Council's mandatory corporate orientation training to enhance new staff members initial understanding of First Peoples and Council's reconciliation journey.	Director People & Organisational Performance (Lead), Community Development Officer- First Peoples	Year 1 & 2 (July 2025 to June 2027)
	2.1.6	Encourage elected member participation in (face-to-face) First Peoples Cultural Awareness training.	Executive Leadership Team, Director Lifestyle & Community (Lead)	Year 2 (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.	Chief Executive Officer (Lead), Director Lifestyle & Community	Year 1 & 2 (December 2025 & 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.	Director People & Organisational Performance (Lead), Director Lifestyle & Community, Community Development Officer- First Peoples	Year 2 (July 2026)
	2.1.9	Implement identified updates and improvements to Council's cultural learning program upon review of the annual report.	Director People & Organisational Performance (Lead), Director Lifestyle & Community	Year 2 (October 2026)
	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.	Director People & Organisational Performance (Lead)	Year 2 (July 2026)
	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.	Director People & Organisational Performance (Lead), Executive Manager Strategic Communication & Engagement	Year 1 (August 2025) Ongoing

Action	Deliverable	Responsibility	Timeline	
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.	Executive Leadership Team (Lead), Director Lifestyle & Community, Executive Manager Strategic Communication & Engagement, Community Services Officer- First Peoples	Year 1 (December 2025) Ongoing
	2.2.2	Ensure awareness and compliance with Council's Acknowledgment of Country and Welcome to Country General Policy.	Executive Leadership Team, Director Lifestyle & Community (Lead)	Year 1 (December 2025) Ongoing
	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.	Executive Manager Strategic Communications & Engagement	Year 1 (July 2025)
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.	ICT Team Leader, Community Development Officer- First Peoples	Year 1 & Year 2 (July 2025 & 2026)
	2.3.2	Management support for staff to attend official NAIDOC Week activities held in the community.	CEO & Executive Leadership Team	Year 1 & Year 2 (July 2025 & 2026)
	2.3.3	Encourage staff to promote and wear the First Peoples designed and themed staff uniforms at all official occasions.	CEO & Executive Leadership team	Year 1 & Year 2 (July 2025 & 2026)
	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.	Community Development Officer- First Peoples	Year 1 & 2 (March 2026 & 2027)

Action	Deliverable	Responsibility	Timeline	
2.3 Engage with First Peoples' cultures and histories by celebrating NAIDOC Week	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.	Director Lifestyle & Community Lead), Community Development Officer- First Peoples	Year 1 & 2 (May 2026 & 2027)
	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).	Community Development Officer- First Peoples	Year 1 & 2 (February to June 2026 & 2027)
	2.3.7	Assist RAP Working Group members to participate in local NAIDOC Week events.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples	Year 1 & 2 (July 2025 & 2026)
	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.	Director People & Organisational Performance, Community Development Officer- First Peoples	Year 1 (December 2025)
	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.).	Community Development Officer- First Peoples	Year 1 & 2 (February 2026 & 2027)
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.	Director Lifestyle & Community (Lead), Executive Manager Community Spaces	Year 1 & 2 (July 2025 & 2026)
	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.	Executive Manager Strategic Communication & Engagement (Lead), Executive Manager Creative Life	Year 1 & 2 (Quarterly 2025, 2026 & 2027)



### What do we mean by opportunities?

In conjunction with the First Peoples of the Cairns region, we will continue to create and provide opportunities that advance the aspirations of the region's First Peoples and ultimately benefit the entire community. This includes supporting education, self-determination, economic independence and employment opportunities for First Peoples' businesses, corporations, organisations, groups, and individuals. In collaboration with Traditional Custodians, Elders, First Peoples' business leaders and the community, Council will also develop pathways that assist the community with the knowledge, skills, and experience to meet local government requirements for successful engagement in council tendering and service provision.

Action	Deliverable	Responsibility	Timeline
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.	Director People & Organisational Performance	Year 1 (July 2026)
	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.	Director People & Organisational Performance	Year 1 & 2 (October 2025 & March 2026)
	3.1.3 Implement Council's First Peoples' Employment Pathway Program (FPEP).	Director People & Organisational Performance	Year 2 (May 2027)
	3.1.4 Review HR and recruitment procedures and policies to remove barriers to First Peoples participation in our workplace.	Coordinator Human Resources	Year 1 (December 2025)

Action	Deliverable	Responsibility	Timeline
3.1 Improve employment outcomes at Council by increasing First Peoples' recruitment, retention and professional development.	3.1.5	Increase the employment of First Peoples' staff across the broad spectrum of Council's operational business units.	Director People & Organisational Performance Year 2 (May 2027)
	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 (FPEP).	Director People & Organisational Performance Year 1 & 2 (May 2026 & 2027)
	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.	Director People & Organisational Performance Year 2 (July 2026) Ongoing
	3.1.8	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Director People & Organisational Performance Year 2 (July 2026) Ongoing
	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.	Director People & Organisational Performance Year 1 & 2 (December 2026)
	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.	Director People & Organisational Performance Year 1 & 2 (December 2025 & 2026)

Action	Deliverable	Responsibility	Timeline	
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.	Executive Manager Procurement and Payables (Lead), Executive Leadership Team	Year 2 (May 2027)
	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' procurement.	Executive Manager Procurement and Payables	Year 1 & 2 (December 2025 & 2026)
	3.2.3	Maintain and increase annual procurement and commercial relationships with First Peoples' businesses.	Executive Manager Procurement and Payables	Year 1 (July 2026)
	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.	Executive Manager Procurement & Payables, Director Economic Development & Advocacy (Lead)	Year 1 & 2 (October 2025 & 2026)
	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.	Executive Manager Procurement & Payables	Year 2 (January 2027)
	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.	Executive Manager Procurement & Payables	Year 2 (June 2027)
	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.	Executive Manager Procurement & Payables	Year 2 (July 2026)

Action	Deliverable	Responsibility	Timeline
3.2 Increase First Peoples' business and supplier diversity to support improved economic and social outcomes.	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.	Executive Manager Procurement and Payables Year 1 (May 2026)
	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.	Director Economic Development & Advocacy (Lead), Executive Manager Procurement and Payables Year 2 (June 2027)
	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., Black Business Finder, local support networks/services available).	Director Economic Development & Advocacy Year 2 (December 2026)
	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.	Director Economic Development & Advocacy Year 1 & 2 (July 2025 & 2026)
3.3 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	Chief Executive Officer (Lead), Executive Leadership Team Year 1 (July 2025) Ongoing  Annual Reviews conducted
	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.	Director Cairns Infrastructure & Assets (Lead), Associate Director Engineering Services Year 2 (July 2027) Ongoing



## GOVERNANCE

### What is good governance?


Good governance, including principles, processes, and practices, hold an organisation to certain standards and accountabilities, which must be met to ensure the meaning and implementation of policy and objectives are achieved. Council is committed to continuing to review and implement best practice governance arrangements to facilitate reconciliation objectives.

Action	Deliverable	Responsibility	Timeline	
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.	Director Lifestyle & Community (Lead), Community Services Officer- First Peoples	Year 1 & 2 (bi-monthly)
	4.1.2	Review current Executive Leadership, Executive Management staff representation on RAPWG.	Executive Leadership Team, Director Lifestyle & Community (Lead)	Year 1 & 2 (July 2025 & 2026)
	4.1.3	Review and update the Terms of Reference for the RAPWG as required.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples	Year 2 (December 2026)
	4.1.4	Ensure that the RAP Working Group includes internal and external (FPAC) representatives including First Peoples representatives from within Council.	RAP Champion (Director Lifestyle & Community Lead), Community Services Officer- First Peoples	Year 1 & 2 (July 2025 & 2026)
	4.1.5	Ensure that the Executive Leadership Team is represented on the RAP Working Group and attends meetings on a rotational basis.	Chief Executive Officer	Year 1 & 2 (December 2025 & 2026)

Action	Deliverable	Responsibility	Timeline
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 matters 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.	Community Development Officer – First Peoples, Director Lifestyle & Community Year 1 & 2 (December 2025, June 2026, December 2027, June 2027))
	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.	Community Development Officer – First Peoples, Director Lifestyle & Community Year 1 (July 2025)
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.	Community Development Officer- First Peoples Year 1 (July 2025)
	4.3.2	Register with Reconciliation Australia to participate in the Workplace RAP Barometer.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples Year 2 (July 2026)
	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.	Director Lifestyle & Community (Lead), Director People & Organisational Performance, Community Development Officer- First Peoples Year 1 & 2 (January 2026 & 2027)
4.4 Build accountability and transparency through reporting RAP achievements, challenges and learnings 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.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples Year 2 (July 2027)
	4.4.2	Review and implement actions identified in data provided by the Workplace RAP Barometer.	RAP Working Group, Community Development Officer - First People's (Lead) Year 2 (December 2026)
	4.4.3	Maintain an internal RAP Champion from senior management.	CEO July 2025

Action	Deliverable	Responsibility	Timeline
4.4 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	4.4.4 Complete and submit the annual online RAP Impact Survey to Reconciliation Australia. This deliverable includes maintaining or updating Council contacts annually.	Director Lifestyle & Community (Lead), Community Development Officer- First Peoples	Year 1 & 2 (September 2025, 2026)
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.	Director Lifestyle & Community (Lead), Community Services Officer- First Peoples	Year 2 (February 2027)
	4.5.2 Commence development of Council's next RAP.	Director Lifestyle & Community (Lead), RAP Working Group, Community Development Officer- First Peoples	Year 2 (June 2027)





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