



Cassowary Coast Regional Council

Reflect RAP

2015 - 2016



Reconciliation
A U S T R A L I A
RECONCILIATION ACTION PLANS



Message of Reconciliation

The river is the river and the sea is the sea. Salt water and fresh, two separate domains. Each has its own complex patterns, origins, stories. Even though they come together they will always exist in their own right. Our hope for Reconciliation is like that.— *Patrick Dodson*

RAP blessed with water', Reconciliation News 12/2009 p.26; www.CreativeSpirits.info, Aboriginal culture, retrieved 1 December 2014

By working together we will be a vibrant, inclusive community that:

Values, respects, promotes, supports and understands the uniqueness the Cassowary Coast Region's traditional clans history, culture, heritage and relationship with the environment.



Builds relationships based on mutual respect and understanding while valuing the positive contributions of all First People living in the region.

Develops partnerships with the First People community to assist with reducing social and economic disadvantage within the region.



Cassowary Coast Regional Council acknowledges the Mamu, Djiru, Girramay, Gulnay, Jirribal and Bandjin peoples as Traditional Owners and the languages spoken of this country in which our local government area is situated. We recognise and value their cultural heritage, beliefs and continuing relationship and responsibility to their land and sea country. We honour and respect their elders past and present.

Cassowary Coast Regional Council realises other First People have made this region their 'home'. By working together we commit to maintaining,

strengthening and further developing respectful relationships in the spirit of reconciliation. We believe that together we will strive to increase opportunities for successful and positive outcomes to the advantage of the whole community.

Cassowary Coast Regional Council works with Traditional Owner representative organisations in addition to Aboriginal and Torres Strait Islander organisations, in taking forward opportunities benefitting the Cassowary Coast Regional Council and the community we represent.

Message from the Mayor

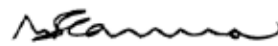
In 2008 the Australian Government apologised for the mistreatment of the first peoples of this Country, for the laws and policies of successive Parliaments and governments and the removal of children from their families.

The fostering of unity and respect between Australia's First People and other Australians is the key message of Reconciliation.

I am pleased to present the Cassowary Coast Regional Council's Reflect Reconciliation Action Plan. This plan is our commitment to the reconciliation process, assisting our community

to build respect for Aboriginal and Torres Strait Islander heritage, recognise their contribution to the community's development, create positive and lasting relationships and generate opportunity.

The plan identifies actions, timelines and targets for the priority areas of relationships, respect and opportunities and Council has committed to report annually on the plan to Reconciliation Australia and the community.



Bill Shannon, MAYOR

Message from the CEO

Over the next 18 months, the Cassowary Coast Regional Council will undertake the following actions to ensure that it is well positioned to implement an effective and mutually beneficial Reflect Reconciliation Action Plan (RAP).

Council will focus on enhancing its relationships with its staff and customers, and raising awareness with our stakeholders to ensure there is shared understanding and ownership of our RAP within the organisation.

The development of Council's future RAPs will involve consultation with employees across our organisation including Aboriginal and Torres Strait Islander employees to achieve our vision for reconciliation. We realise that to reach our goals we must focus on building strong, respectful partnerships with the Traditional Owners of this land.

I would like to thank the staff involved in getting the process this far for their efforts and encourage all staff and stakeholders to consider how they can influence the progression of this plan and become actively involved in promoting positive change.



Terry Brennan, CEO

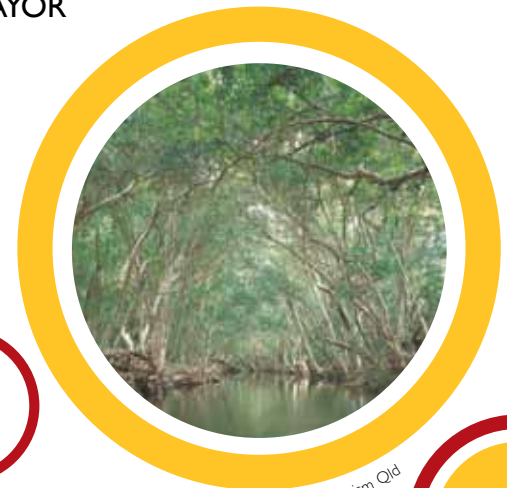
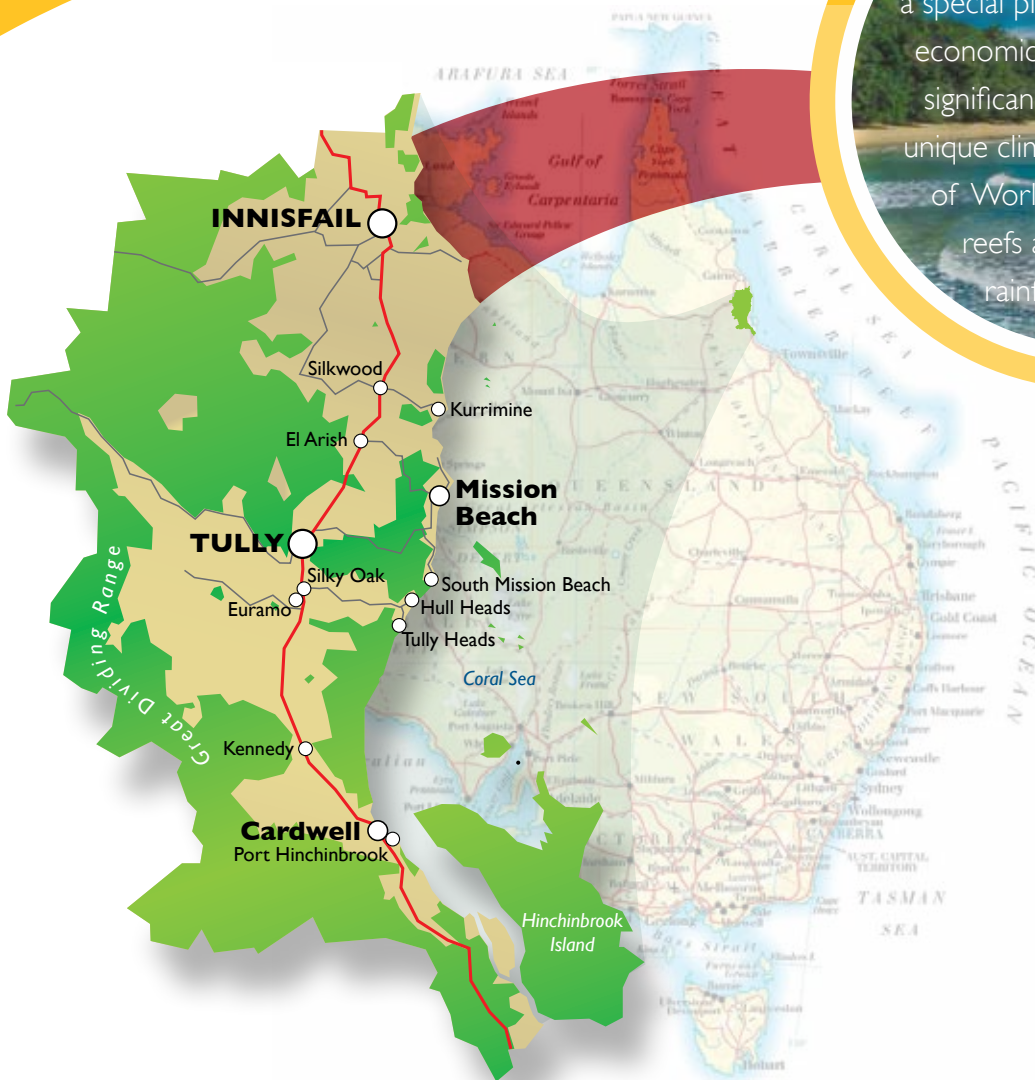


Photo: Tourism Qld

Our Community

The residents of the Cassowary Coast region enjoy a special place of cultural, social, economic and environmental significance, founded on the unique climate and biodiversity of World Heritage coastal reefs and Wet Tropics rainforest habitats.



Recognised as a place where two World Heritage areas meet, its wet tropical coastal abundance and biodiversity of land and sea is matched by the broad cultural diversity of its people.

The region includes towns, rural and coastal communities that cover an area of approximately 4,700km. The region's boundaries fall within the traditional estates of six Traditional Owner groups: Mamu, Djiru, Gulnay, Girramay, Jirrbal and Bandjin peoples.

It is estimated that 2,725 residents or 9.4% are Aboriginal and/or Torres Strait Islander peoples. This is 5.8% higher than Queensland's average.

As at 30th June 2012, the estimated population of the region was 28,993 persons. 13.3% of the population were born overseas and 42.5% speak a language other than English in the home, in comparison with the State averages of 20.5% and 36% respectively.

The 2011 Census found 70% of the Region's First People population as being 16% Aboriginal, 14% Torres Strait Islander and 14% identifying as both origins.



Our Business

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

The Council maintains a strong community and cultural development role in the delivery of local government services and the Council's strategic plans are built on the pillars of Social, Economic, Environment and Governance.

In 2014 the Cassowary Coast Regional Council had 353 employees, 292 full-time, 27 part-time, 29 casual positions, 2 apprentices, 1 trainee and 2 school based trainees. In the same period, 19 employees identify as Aboriginal and/or Torres Strait Islander peoples.

The Cassowary Coast Regional Council is an equal opportunity employer and actively seeks opportunities to create a diverse workforce which is reflective of our community's cultural diversity.

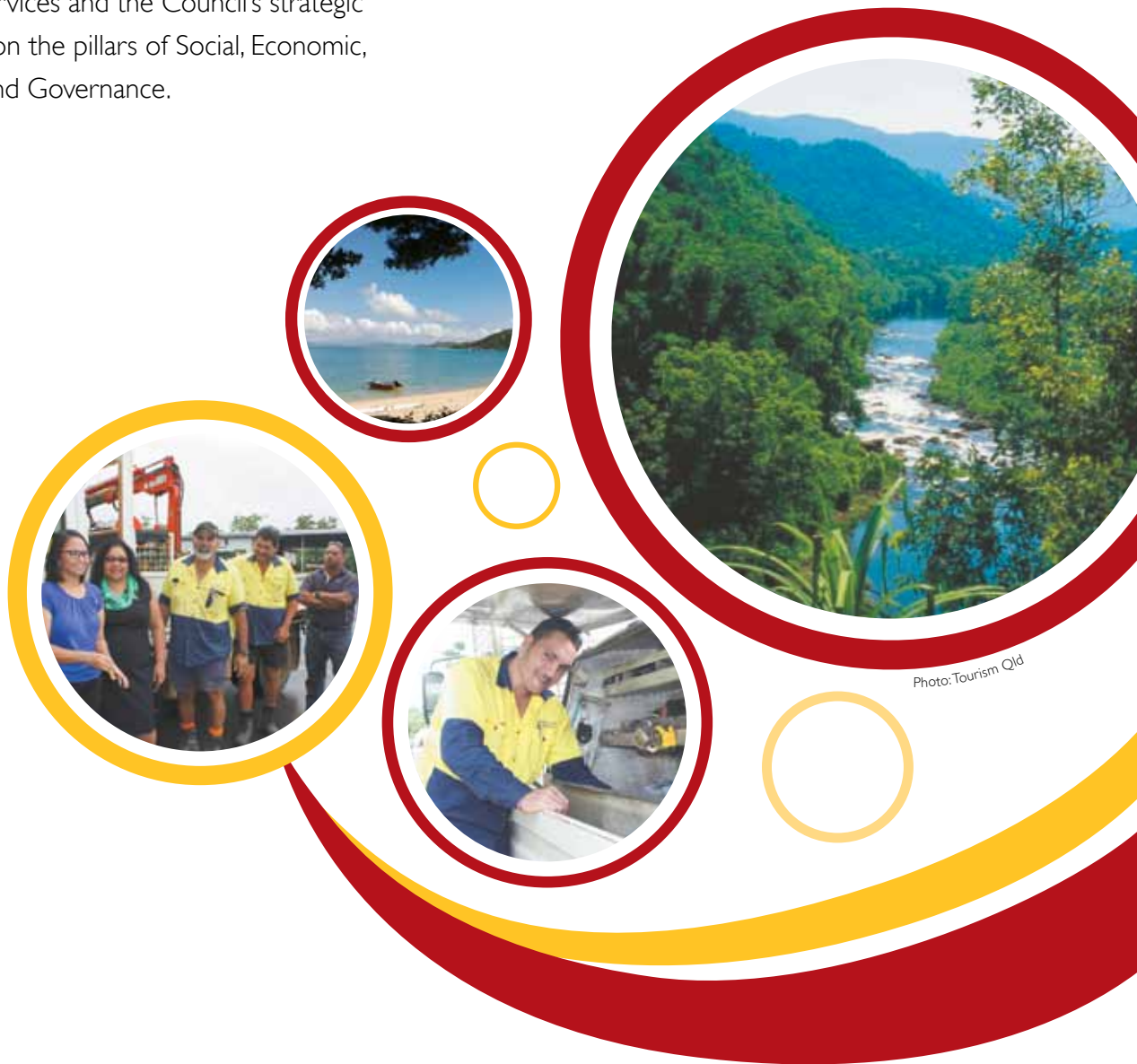


Photo: Tourism Qld

Our RAP

The Cassowary Coast Regional Council acknowledges that the development and implementation of our Reconciliation Action Plan (RAP) is our first formalized steps towards reconciliation. The subsequent opportunities for respectful sharing of culture, resources, information and planning will be the starting point for this Council in bridging the equity gap between Australia's First Peoples and all Australians.

The Cassowary Coast Region Council Reflect RAP 2015 - 2016 will guide Council's work over the next 12 months to ensure Council is positioned to implement effective and mutually beneficial initiatives as part of future RAPs. Our future RAPs will identify relationships, respect and opportunities actions specific to our business and our sphere of influence.

The implementation of this plan will ensure that both existing and new relationships with community stakeholders are recognised and fostered while enhancing community capacity and support to respond to the identified priorities. Council is currently working with local stakeholders to implement Girringun Region Indigenous Protected areas plan 2013 - 2023. Council is a partner with a signed MOU regarding co-management activities and planning for 8 Council managed reserves

This Reconciliation Plan is the first step in realising the aspirational goal identified by the whole community and contained in the Cassowary Coast Region Community Plan: Our Community Vision 2011 - 2021.

Council recognises that the implementation of the plan is a gradual process and many of the actions link to Council's own organisational processes and culture.

The RAP process fits with Council's over arching Cultural Change project lead by the Executive Management Team.

The Cultural Change Project encourages the organisation to reflect on practices, process and deep-seated culture and assist in the move towards the implementation of positive change.

Cassowary Regional Council would like to acknowledge those who have contributed their time to the development of this plan and look forward to strengthening that relationship through the implementation process.

Reflect RAP Champion

Margaret Darveniza, *Director Community Services*.

Interim Committee members

Jacqui Szafran, *Manager Community Development & Services*; Kim Agli, *Community Development Officer, Inclusion Access & Equity*; Joanne Sands, *Secretary, Community Services*; Melissa Clubb, *Secretary, Civil Works*; Stan Lenoy, *Labourer, Parks & Community Facilities*; Michael Obah, *Plumber, Works*.

The Interim Committee will call for expressions of interest from all staff to join the working group as well as request expressions of interest to those external organisations and individuals who would like to register as RAP Champions.



Inclusive, diverse fair and cohesive community:

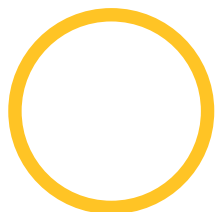
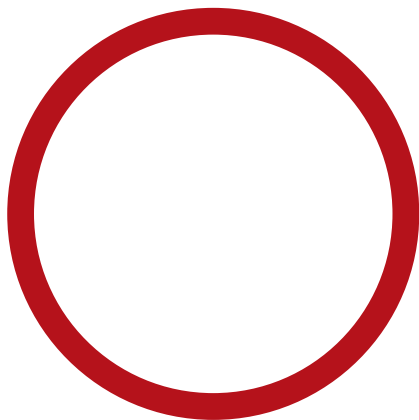
**Goal 2: Reconciliation
and closing the gap**

A reconciliation Plan developed in partnership with Council and the broader community sees the regions Traditional Owners acknowledged as custodians with a living culture, taking a leading role in managing natural cultural resources and aims to achieve a measurable improvement in the socio economic position of indigenous community members.

I. Relationships

Action	Responsibility	Timeline	Measurable Target
<p>I.1 Council to establish and maintain a RAP Implementation Working Group to monitor the progress and reporting of RAP.</p>	<ul style="list-style-type: none"> • CEO • Executive Management Team • Manager Community Development & Services • RAP Interim Working Group 	Sep 2015	<ul style="list-style-type: none"> • Working Group is formed and operational to support the development of Council's RAP, comprising of Australia's First People and other Australians. • Establish and communicate terms of reference document for Working Group.
<p>I.2 Identify Aboriginal and Torres Strait Islander individuals and organisations CCRC can develop and enhance a working relationship and better community connection with.</p>	<ul style="list-style-type: none"> • Senior Management Team • RAP Working Group 	Aug 2015	<ul style="list-style-type: none"> • Scope and develop a data base of Aboriginal and Torres Strait Islander individuals and organisations within Council's sphere of influence that Council can engage.
<p>I.3 Council to celebrate and participate in National Reconciliation Week (NRW) by providing the opportunity for Australia's First Peoples, community members and CCRC staff to build stronger relationships.</p>	<ul style="list-style-type: none"> • Councillors • CEO • Executive Management Team • Senior Management Team • Working Group 	27 May - 3 June 2016	<ul style="list-style-type: none"> • Council to host a community NRW event and invite the community to participate. • Investigate the opportunity to host a cultural display exhibition in Council libraries during NRW. • Encourage all CCRC staff to attend NRW event.

Action	Responsibility	Timeline	Measurable Target
I.4 Raise internal awareness of RAP.	<ul style="list-style-type: none"> • Executive Management Team • Senior Management Team • RAP Working Group 	<p>Sep 2015</p> <p>Dec 2015</p> <p>Jan 2016</p>	<ul style="list-style-type: none"> • Ensure RAP information is available on Council's intranet and public website. • Develop a communication and training plan to raise awareness of RAP across Council about the RAP commitment, particularly with key internal stakeholders. • Presentation and copy of Council's RAP is provided at new staff inductions.



2. Respect

Action	Responsibility	Timeline	Measurable Target
2.1 Investigate Aboriginal and Torres Strait Islander cultural awareness and development for staff.	<ul style="list-style-type: none"> • Human Resources Manager • Manager Community Development & Services • RAP Working Group 	<p>Apr 2016</p> <p>Jun 2016</p> <p>Sep 2016</p>	<ul style="list-style-type: none"> • Capture data on employee's current level of understanding around Australia's First Peoples history, cultures and achievements to inform and produce training content and materials for Council's staff. • Research and develop basic concept, training and material content, design and preliminary costings/funding options. • Scope and develop a business case for cultural awareness, capability and development based on Council's core business, with findings presented to relevant HR/Learning and Development for their input.
2.2 Council to raise internal understanding of Australia's First Peoples cultural protocols.	<ul style="list-style-type: none"> • CEO • Executive Management Team • Senior Management Team • Rap Working Group 	Dec 2015	<ul style="list-style-type: none"> • Scope and develop a business case for Welcome to Country and Acknowledgement of Country cultural protocols policy for Council. • Communicate and distribute copy of Welcome to Country and Acknowledgement of Country cultural protocols policy to all Council staff. • Ensure Welcome to Country is provided at all significant Council events by a local Traditional Owner. • Ensure an Acknowledgement of Country is provided at all significant Council functions/meetings. • Investigate creating signature blocks as standard that refer to respecting and acknowledging Australia's First peoples in Council's documents (such as policy, website, emails and newsletters).

Action	Responsibility	Timeline	Measurable Target
<p>2.3 Explore concept ideas to develop materials that include information of local Traditional Owners history, culture and stories for public viewing.</p>	<ul style="list-style-type: none"> • Director Community Services • Manager Community Development & Services • Manager Library Services • RAP Working Group 	<p>Jun 2016</p>	<ul style="list-style-type: none"> • Investigate the opportunity to develop materials provided in information packs available at all Customers Service areas, Libraries, Visitor Information Centres.
<p>2.4 Celebrate and participate in NAIDOC Week</p>	<ul style="list-style-type: none"> • Councillors • CEO • Executive Management Team • Senior Management Team • All Staff 	<p>1st Sun to 2nd Sun July 2015</p> <p>July 2016</p>	<ul style="list-style-type: none"> • Promote community NAIDOC Week celebrations throughout Council and provide the opportunity for staff to attend. • Investigate the opportunity for Council libraries to host a cultural displays exhibition and Australia's First Peoples children story telling during NAIDOC Week.
<p>2.5 Support and promote Aboriginal and Torres Strait Islander music, dance, art and other cultural activities.</p>	<ul style="list-style-type: none"> • Library Services Manager • Manager Community Development and Services 	<p>Aug 2015</p>	<ul style="list-style-type: none"> • Investigate opportunities to support and promote Aboriginal and Torres Strait Islander music, dance, art and other cultural activities.



3. Opportunities

Action	Responsibility	Timeline	Measurable Target
3.1 Initiate discussion and progress towards increasing employment opportunities within Council to increase Aboriginal and Torres Strait Islander employment and retention.	<ul style="list-style-type: none"> Executive Management Team Senior Management Team 	Feb 2016	<ul style="list-style-type: none"> Capture baseline data on current Aboriginal and Torres Strait Islander employees to inform future career developments.
		Mar 2016	<ul style="list-style-type: none"> Identify any potential partnerships with Agencies and Organisations supporting employment and programs for Australia's First peoples.
		Jun 2016	<ul style="list-style-type: none"> Scope and develop a business case for Aboriginal and Torres Strait Islander employment within Council.
3.2 Investigate increasing Aboriginal and Torres Strait Islander supplier diversity within Council.	<ul style="list-style-type: none"> Executive Management Team Senior Management Team 	Mar 2016	<ul style="list-style-type: none"> Investigate the opportunity to develop a database of Aboriginal and Torres Strait Islander suppliers within Cassowary Coast region.
		May 2016	<ul style="list-style-type: none"> Encourage and support participation of Aboriginal and Torres Strait Islander suppliers to tender to Register of Pre-Qualified Service Providers: Trades and Technical Services Register.
		Jun 2016	<ul style="list-style-type: none"> Scope and develop a business case to creating a diverse supplier program that promotes Aboriginal and Torres Strait Islander Peoples suppliers. Investigate supplier diversity opportunities through engagement with Australia's First Peoples economic development organisations such as Black Business Finder, Townsville Region Indigenous Business Network (TRIBN) and Supply Nation.

4. Tracking

Action	Responsibility	Timeline	Measurable Target
4.1 Establish RAP Champions initiative.	<ul style="list-style-type: none"> • Manager Community Development & Services • Senior Management Team 	Nov 2016	<ul style="list-style-type: none"> • Conduct an Expression of Interest (EOI) to assist with identifying and establishing internal and external Champions initiative to advise and promote Council's RAP.
4.2 Report RAP achievements challenges and learnings.	<ul style="list-style-type: none"> • Director Community Services • Manager Community Development & Services • RAP Working Group 	Dec 2016	<ul style="list-style-type: none"> • Ensure RAP progress is reported annually as part of CCRC Annual Report. • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually for inclusion in the Annual Impact Measurement Report.
4.3 Review, refresh and update Cassowary Coast Regional Council's RAP.	<ul style="list-style-type: none"> • RAP Working Group Chair 	Dec 2016	<ul style="list-style-type: none"> • Review, refresh and update Cassowary Coast Regional Council's RAP based on challenges, learnings and achievements of Reflect RAP. • Submit to Reconciliation Australia for review and endorsement.

Contact us

For further information relating to the *Cassowary Coast Regional Council Reflect RAP* contact:

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Publication produced August 2015

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