



# ***MACKAY REGIONAL COUNCIL***

***INNOVATE RECONCILIATION ACTION PLAN JUNE 2023 - JUNE 2025***





**Fiona OMEENYO**, *Many rivers to the sea*, 1999, linocut on paper, edition 13/14, 76 x 56cm.  
Mackay Regional Council Art Collection, donated by Geoff and Fran Barker, 2006. Photo: Carl Warner.



# ***CONTENTS***

**Message from the Mayor**

**Message from the CEO**

**Our vision for reconciliation**

**Our business**

**Map Mackay region**

**Our RAP**

**Achievements from our previous RAP**

**Significant reconciliation initiatives**

**Our community**

**Our next Reconciliation Action Plan**

**Relationships**

**Respect**

**Opportunities**

**Governance**



## ***MESSAGE FROM THE MAYOR***

We know that Indigenous Australians have walked these lands for more than 60,000 years. We also know that Australian Aboriginal peoples are the oldest surviving culture in the world.

That means that thousands of generations have lived their lives, shared their stories, cared for this country and raised their families in our valley long before Captain John Mackay hammered marker pegs into its soil.

It is easy for the contemporary citizens of this great country to pretend that Australia's story began in 1770 when Captain Cook sailed into Botany Bay. In doing so, we close ourselves off from a wealth of culture, tradition, history and knowledge.

The first Australians had no contact or exchange with the rest of the world until around 600 years ago. As a consequence, their rich culture remained intact with a society based on equity and consensus. There were no written journals or historical texts. Instead, the many nations which traversed the continent maintained a rich internal culture nourished by songlines –

stories, traditions, songs, art and beliefs – and a value system that revolved around respect and care for the land and its creatures.

Council, through this Reconciliation Action Plan, acknowledges the values, history and culture of our Indigenous Australians. Our aim is to learn from and develop stronger relationships with the traditional custodians of our land. Relationships that are firmly anchored by the principles of mutual respect and care for country.

We want to work with our Aboriginal and Torres Strait Islander community to protect and promote our region, celebrate our history and embrace opportunities as they arise.

Reconciliation and change is ongoing and will not occur overnight. Our commitment is to continue to develop and improve our action plan and add policies and actions that work towards reconciliation and better outcomes for First Australians.

We know that by working together, the future for all Australians is bright.

**Mayor Greg Williamson**





## MESSAGE FROM THE CEO

Reconciliation means different things to different people, but at its core, reconciliation within an organisation like Mackay Regional Council is about respect, relationships and opportunities.

This action plan seeks to reach out to Aboriginal and Torres Strait Islander peoples to further develop social and economic opportunities, strengthen relationships and create a more diverse internal culture at council.

As Chief Executive Officer, I feel privileged to present Mackay Regional Council's 2023 Reconciliation Action Plan.

This plan outlines our commitments to striving towards long-term, measurable objectives in a bid to bridge the gap between Aboriginal and Torres Strait Islander peoples and the broader community.

Council is one of the region's largest employers and, as such, we are passionate about setting an example for other organisations and employers to follow.

We acknowledge that our region's colonial history was not a peaceful one – but was instead a period of occupation, dispossession and racism.

Reconciliation is an ongoing journey, and while we cannot change the past, we can help to shape the future.

We can, within our organisation and community, ensure that Aboriginal and Torres Strait Islander residents have the

same opportunities as non-Indigenous residents. We can ensure that employment opportunities and access to programs, grants and services will not be determined by anyone's background.

As an organisation, we know that diversity builds strength. We value our First Nations employees, and we actively seek to engage, collaborate with and celebrate our region's Indigenous stakeholders.

NAIDOC Week is a great example of how each year we seek to expand our involvement and support for regional celebrations of Indigenous culture. This year, I believe council staff turned out in numbers greater than ever before to attend celebrations.

It is also excellent to see that we have adjusted our protocols so that more of our civic functions and events have official Welcome to Country speeches from our region's Traditional Owners. The high quality of Welcome to Country addresses delivered by elders of the community is advancing the reconciliation process immeasurably in the demonstration of a united approach.

In this action plan, council is committing to continuing to evolve, collaborate, foster relationships and champion the rights, opportunities, talents and culture of our First Nations people.

This RAP is about producing better outcomes for First Australians, and we are pleased to continue to work towards this aim.

**Scott Owen**

# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a Mackay region community that understands and values our First Nations history and culture and respects how our shared stories connect us to place.

As an organisation, Mackay Regional Council will actively engage with the Yuwi and Widi Traditional Custodians and the broader First Nations community to build solid foundations on which to work together.

Through the sharing of stories and experiences, we will build strong long-term relationships based on honesty and mutual respect.

We will provide accessible and culturally welcoming services and events, embedded with a commitment to recognise and celebrate First Nations people's stories, culture and traditions.

Council's employment and training opportunities will be promoted to First Nations people so that they share in the social and economic advantages that our region has to offer.



**Fiona OMEENYO**, *Full moon*, 2001, screenprint on paper, edition 26/32, 38 x 28cm, 65.3 x 40.6cm (mat). Mackay Regional Council Art Collection. Donated by Geoff and Fran Barker, 2006. Photo: Photo: Carl Warner.





# OUR BUSINESS



The Mackay Regional Council area covers 7622 km<sup>2</sup> and is situated on the traditional lands of the Yuwi people and the Widi people.

The Mackay region is blessed with an amazing natural environment which includes 31 unspoilt beaches, a picturesque blue river and a pristine rainforest hinterland. Our passionate people – both within council and community – are by far one of the greatest assets our region possesses. Together, with the State and Federal Government and the local business community, we are striving to become the best region for liveability and livelihood.

Council is a major employer in the region, with approximately 1100 employees

including approximately 50 people who identify as First Nations peoples. Through offices and depots based in Mackay, Mirani, Sarina, Eungella and Calen we provide a range of local government services, such as roads, planning, water, community development, waste collection, libraries, cultural facilities, sport and recreation opportunities and emergency management.

Our organisation thrives by working together to achieve for our community. We hold to our values of safety and wellbeing, respect, integrity, service excellence and working together, and we will not compromise our values in any situation – with our clients, community or each other.

# MAP MACKAY REGION

## LOCAL GOVERNMENT AREA







## OUR RAP

Our reconciliation journey began in 1998 when Mackay City Council hosted a three-day National Reconciliation Conference titled “Working Together”. This conference was considered a landmark event that drew representatives from all parts of Australia.

Outcomes achieved from this conference included: greater awareness of issues, ideas and debates around the reconciliation process and greater mutual respect, including assisting the local community to come together to discuss issues and work together to identify solutions.

Since then, Mackay has continued to develop and enhance positive relationships with local First Nations peoples. Council has had a longstanding, positive working relationship with the local First Nations community. Council’s inaugural two year Innovate Reconciliation Action Plan was primarily developed and established to drive internal change and provide opportunities for council employees to learn and engage.

Our subsequent RAP was developed within Reconciliation Australia’s Stretch framework.

### Key learnings from our Stretch RAP:

- There is a great deal of positive work being done in progressing reconciliation within our organisation and our community.
- Challenges provide a base for further actions in supporting our commitments in our next RAP.
- There is a desire to learn more about First Nations peoples, cultures and histories and a commitment to imbed this knowledge in the organisation.
- Council’s RAP needs to be championed by senior leadership to ensure organisational awareness and delivery of the RAP actions and commitments.
- The RAP is not the responsibility of one program – it needs “whole of council” commitment.
- Need for RAP tracking and reporting systems to be in place.
- There is an identified need provide and encourage professional development and leadership opportunities for First Nations staff.

# ACHIEVEMENTS FROM OUR PREVIOUS RAP INCLUDE

## INNOVATIVE PROGRAMMING AND ACQUISITIONS AT ARTSPACE MACKAY GALLERY

### **Violent Salt. An Artspace Mackay Touring Exhibition. Main Gallery, Artspace Mackay**

The Artspace Mackay touring exhibition 'Violent Salt' was initially displayed at Artspace Mackay from August 30 to November 24, 2019, before touring nationally to regional and metropolitan galleries across Australia. Curated by Yhonnie Scarce and Claire Watson, 'Violent Salt' brought together Indigenous and non-Indigenous contemporary Australian artists to reflect on issues surrounding racism and discrimination against Australia's first peoples and minority groups. Exhibiting artists included Abdul Abdullah, Vernon Ah Kee, Richard Bell, Daniel Boyd, Megan Cope, Karla Dickens, S. J. Norman, Yhonnie Scarce and Jemima Wyman. 'Violent Salt' was Artspace Mackay's first touring exhibition in a decade, funded through Arts Queensland and the Australia Council for the Arts. It was visited by 6570 people at Artspace, many of whom contributed messages of hope and their vision for a racist-free Australia via the exhibition's Community Participation Wall.

### **Associated public programs included:**

- Artspace staff and volunteers' participation in the Queensland Government Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships' Living Under the Act presentation (attended by 25 people).
- A guided walk of the Mackay Cemetery and the Mackay Australian South Sea Islander community's Unmarked Graves Project, facilitated by MADASSIA Chair Starrett Vea Vea (one of our most popular public programs ever, attracting 60 people).
- An artist's talk with Vernon Ah Kee (attended by 36 people).

The exhibition also enabled Artspace Mackay to grow its collection of contemporary Indigenous art, with the acquisition of 'Quartered' by Karla Dickens (2018) and 'Aggregate icon' (RBW) by Jemima Wyman (2018).



Installation view of *Violent Salt*,  
Main Gallery, Artspace Mackay, 2019.  
Photo: Jim Cullen Photographer.



**Rosella NAMOK**, *Law today*, 2005,  
acrylic on canvas, 173 x 106cm.  
Mackay Regional Council Art Collection,  
donated by Geoff and Fran Barker,  
2006. Photo: Carl Warner.



**Other exhibitions with First Nations focus showcased at Artspace Mackay (delivered during the Mackay Stretch RAP Action Plan timeframes, May 2019 to May 2022) include:**

- 'Some people are stories: Vincent Serico' - a FireWorks Gallery and Museums and Galleries Queensland touring exhibition from August 30 to November 3, 2019 in the Artspace Mackay Foyer Gallery.
- 'Sacred Ink: Connecting to culture' - an Artspace Mackay photographic exhibition from November 8, 2019 to February 16, 2020 in the Artspace Mackay Foyer Gallery.
- 'Focus on the Collection: Michael Cook' - an Artspace Mackay exhibition from June 16 to August 19, 2020 in the Artspace Mackay Foyer Gallery.
- 'Jabu Birriny: Land + Sea' - a State Library of Queensland and Flying Arts touring exhibition from October 23, 2020 to January 17, 2021 in the Artspace Mackay Foyer Gallery.
- 'Dylan Mooney: Goolmary' (The Wall) - an Artspace Mackay artist-in-residence program from February 16 to May 12, 2021 in the Artspace Mackay Foyer Gallery.
- 'Void' a Museums and Galleries New South Wales touring exhibition from July 24 to October 17, 2021 in the Artspace Mackay Main Gallery.
- 'Jenna Lee: Cont.ained' - an Artspace Mackay exhibition from October 22, 2021 to January 9, 2022 in the Artspace Mackay Foyer Gallery.
- 'Dylan Mooney: Boundless' - an Artspace Mackay exhibition from January 14 to March 20, 2022.
- 'Tamika Grant-Iramu: Undulations' (The Wall) - an Artspace Mackay artist-in-residence program from April 5 to June 22, 2022.



### Total First Nations exhibitions from May 2019 to May 2022: 11

Other contemporary Indigenous artworks acquired for the Mackay Regional Council Art Collection (during the Mackay Stretch RAP Action Plan timeframes May 2019 - May 2022) include:

- Fiona Foley 'Flotsam and jetsam #23, #24 and #25' (2020)
- Jemima Wyman 'Flourish 9' (2020)
- Dylan Mooney 'Away from country I – III' (2021)
- Michael Cook, six works from the series 'Invasion' (2021)
- Dylan Mooney 'Queer, Blak and Here' folio of seven digital prints (2021)
- Tamika Grant-Iramu 'Undulations' (2022)
- Dylan Mooney 'Phaius australis-swamp orchid' (2022)
- Brian Robinson 'Spring + Sprout II' (2022)

### Total First Nations art collection acquisitions from May 2019 to May 2022: 18

## CONSIDERATIONS AND RESPONSE TO FIRST NATIONS STAFF VULNERABILITY DURING THE COVID CRISIS

At the onset of the Covid pandemic, council's First Nations staff (particularly those with co-morbidities) were provided with information and support to ensure that their vulnerability to Covid was mitigated by providing early opportunity to work remotely/from home and/or Covid paid leave.



**Dylan MOONEY**, *Phaius australis-swamp orchid* (detail), 2022, digital illustration hand-painted with Yuwi ochre, edition 3/5 + 2 AP, image: 110 x 78cm; paper: 119.5 x 88cm. Photo courtesy N. Smith Gallery. Mackay Regional Council Art Collection, purchased 2022.

# SIGNIFICANT RECONCILIATION INITIATIVES



**1998** - Hosted the National Reconciliation Conference

**1999** - Annual council sponsorship of NAIDOC Flag Raising Ceremony and community morning tea

**2000** - Development of Aboriginal Botanic Precinct within the Mackay Region Botanic Gardens

**2001** - Development of the Torres Strait Islanders Botanic Precinct and Interpretive Walk within the Mackay Regional Botanic Gardens

**2003** - Development of the Bluewater Trail incorporating local First Nations stories and naming of the Cathy Freeman Walk

**2009** - Development of the Bluewater Public Art Trail incorporating the local First Nations Cultural History

**2014** - Mackay Regional Council Inaugural Innovate Reconciliation Plan

**2014** - Partnership with Aboriginal and Torres Strait Islander Community Health Service supporting the establishment of the Yuwi Yumba Cultural Hub

**2017** - First Nations Libraries Advisory formed to support Aboriginal Language Revival Project

**2017** - Regional Arts Development fund to support local First Nations artist to create traditional arts and craft for 2018 Commonwealth Games

**2018** - Partnership with Department of Education in an early years learning project engaging Elders in the promotion of early education for our First Nations families

**2018** - Young people reconciliation initiative – local First Nations Students Forum with council's elected representatives

**2020** - Council's Queens Park Revitalisation Project – inclusion of storytelling trail and signage, and yarning circle. Local First Nations high school students were engaged in the consultation process and participated in designing cultural artwork for the signage. The yarning circle is well used by our First Nations community as a venue for sharing stories and cultural experiences.





## ***OUR COMMUNITY***

Our local First Nations community is diverse and is made up of Traditional Custodians, other First Nations groups and organisations, and First Nations Torres Strait Islander peoples who identify themselves according to their cultural identities. These identities represent different languages, cultural practices, spiritual beliefs and heritages which are extremely important to our local peoples.





# OUR NEXT RECONCILIATION ACTION PLAN

Mackay Regional Council hosted a workshop, facilitated by Reconciliation Australia and attended by our First Nations community. Through this workshop council identified an Innovate RAP to be the most suitable to guide the organisation on its continued reconciliation journey.

Our Innovate RAP will be championed by council's Director Organisational Services and led by the Executive Leadership Team (ELT), who will form a RAP Steering Group. The Steering Group will be supported by internal and external reference groups that will have First Nations representatives. A function of the RAP Steering Group and Internal RAP Reference Group will be to build internal organisational mechanisms to investigate and manage issues of discrimination within the organisation.

The Internal Reference Group, whose members will include First Nations staff, will be invited via Expressions of Interest to council's workforce. Both the reference groups will be an advisory to ELT, who hold a sponsorship role of council's RAP.

With leadership provided by council's RAP champion, the Director of Organisational Services, the Executive Leadership Team comprises:

- Chief Executive Officer
- Director Capital Works
- Director Community and Client Services
- Director Development Services
- Director Engineering and Commercial Infrastructure
- Director Organisational Services
- Executive Officer
- Senior Legal Counsel

# RELATIONSHIPS

Council is committed to supporting our First Nations community by building meaningful relationships that will assist council to respond to the aspirations of local First Nations communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	▪ Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	Dec 2023	OMCEO (Cultural Heritage Officer)
	▪ Establish a process for engaging First Nations people into the RAP Reference Group.	Sept 2023	RAP Executive Sponsor
	▪ Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	Oct 2023	OMCEO (Cultural Heritage Officer)
Build relationships through celebrating National Reconciliation Week (NRW).	▪ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through the establishment of a RAP page on the Intranet, inclusion in all staff communication such as Grapevine and the display of notices and posters.	May 2024, 2025	OMCEO (Cultural Heritage Officer)
	▪ Organise an external community NRW event with the Yuwi Traditional Custodians.	May 2024, 2025	DCCS (Manager Community Lifestyle and Manager Corporate Communications)
	▪ Distribute NRW resources and local events via council's social medial channels.		
	▪ RAP Steering Group members to participate in an external NRW event.	May 2024, 2025	DCCS
	▪ Encourage and support elected members, senior leaders and staff to participate in at least one external event to recognise and celebrate NRW.	May 2024, 2025	ELT / CEO
	▪ Organise at least one NRW event each year.	May 2024,2025	DCCS (Manager Community Lifestyle)
	▪ Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	DCCS (Manager Community Lifestyle)
	▪ Host screenings of First Nations documentaries that are available through the Reconciliation Film Club.	June, July 2024, 2025	DCCS (Manager Community Lifestyle)
Promote reconciliation through our sphere of influence.	▪ Develop and implement a strategy to raise awareness of reconciliation across our organisation, utilising council staff inductions, toolbox sessions and Mayor and CEO update sessions.	Dec 2023	DOS (Chief Human Resource Officer)
	▪ Communicate our commitment to reconciliation publicly via the council website, social media, email signature and branding (where appropriate).	Review progress Dec 2023 June/Dec 2024	DCCS (Manager Corporate Communications)
	▪ Explore opportunities for our elected members to positively influence our external stakeholders to drive reconciliation outcomes.	Review progress June, Nov 2023, 2024, 2025	RAP Executive Sponsor



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	Mar 2024, 2025 June 2024, 2025 Nov 2023, 2024	DCCS (Manager Community Lifestyle)
	<ul style="list-style-type: none"> <li>Include an introduction to our RAP commitments in the staff induction process.</li> </ul>	Sept 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Organise a reconciliation forum that engages the wider Mackay community to hear about council's RAP and join in the reconciliation conversation.</li> </ul>	May 2024, 2025	DCCS (Manager Community Lifestyle)
Educate leaders on the effects of racism.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify and eliminate anti-discrimination provisions.</li> </ul>	Dec 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.</li> </ul>	Dec 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	Jan 2024	DOS (Chief Human Resource Officer)



# RESPECT

Council acknowledges the past injustices and the ongoing generational impact that colonisation has had on First Nations people and culture and commit to building wider understanding and acceptance of First Nations history, cultures and traditions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural understanding within our organisation.</li> </ul>	Sept 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Consider an individualised approach to cultural learning for staff</li> </ul>	June 2024	
	<ul style="list-style-type: none"> <li>Consult local First Nations advisors to inform our cultural learning strategy.</li> </ul>	June 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff.</li> </ul>	June 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Reference Group members, HR managers and other leadership staff to participate in structured cultural learning including opportunities for on-country learning.</li> </ul>		
Name council assets in recognition of First Nations peoples and cultures	<ul style="list-style-type: none"> <li>Review our Naming of Infrastructure Assets policy to identify opportunities for naming of assets to reflect First Nations peoples and renaming of any assets that may be considered offensive.</li> </ul>	June 2024	DOS and DDS (Strategic Planning)
	<ul style="list-style-type: none"> <li>In consultation with Traditional Custodians/Elders, investigate opportunities for culturally appropriate signage in Mackay region.</li> </ul>	June 2024	OMCEO (Cultural Heritage Officer)
	<ul style="list-style-type: none"> <li>Utilise the skills and knowledge of our internal and external reference groups to conduct a review of council buildings and services to consider how culturally welcoming they are for First Nations people.</li> </ul>	Mar 2024	RAP Executive Sponsor
	<ul style="list-style-type: none"> <li>Develop strategies to create welcoming places and services.</li> </ul>	June 2024	RAP Executive Sponsor
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2024	RAP Steering Committee
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	June 2024	RAP Executive Sponsor
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.</li> </ul>	June 2025	RAP Steering Committee



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>▪ Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.</li> </ul>	June 2025	RAP Steering Committee
	<ul style="list-style-type: none"> <li>▪ Engage appropriate cultural advisors to deliver workshops on Acknowledgment of Country.</li> </ul>	June 2024	DCCS (Community Development Officer)
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>▪ RAP Steering and Reference Groups to participate in an external NAIDOC Week event.</li> </ul>	First week in July, annually	RAP Executive Sponsor
	<ul style="list-style-type: none"> <li>▪ Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	Dec 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>▪ Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July, annually	RAP Steering Committee

# OPPORTUNITIES

In recognition of social disadvantage for our First Nations peoples, council is committed to creating a strong economy that includes the First Nations community. As part of this commitment, council will provide opportunities to First Nations peoples, with the aim of becoming a leader in employment and enterprise development. Mackay Regional Council seeks to embrace opportunities to enhance the economic and social prosperity of all peoples of the Mackay region by creating strategic partnerships with our First Nations peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current First Nations staffing to inform future employment and professional development opportunities.</li> </ul>	Dec 2023	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Develop a support/mentor process for First Nations employees, trainees, and volunteers.</li> </ul>	June 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy.</li> </ul>	June 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Develop a recruitment, retention, and professional development strategy to ensure First Nations inclusion.</li> </ul>	Sept 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Identify and remove barriers that prevent leadership and career progression opportunities of First Nations staff employed in council.</li> </ul>	Dec 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach First Nations stakeholders.</li> </ul>	Ongoing review June 2024	DOS (Manager Shared Services)
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.</li> </ul>	Mar 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Promote organisational values to further create a welcoming and inclusive culture to attract First Nations people to our workforce.</li> </ul>	June 2025	RAP Steering Committee
	<ul style="list-style-type: none"> <li>Provide youth pathway opportunities by offering work experience with council and mentor support.</li> </ul>	Ongoing review Nov 2023, 2024	DOS (Chief Human Resource Officer)
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	Nov 2023	DOS (Chief Procurement Officer)
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.</li> </ul>	Ongoing review June 2024, 2025	RAP Steering Committee
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.</li> </ul>	June 2024	DOS (Chief Procurement Officer)
	<ul style="list-style-type: none"> <li>Develop and implement a First Nations procurement strategy.</li> </ul>	Dec 2024	DOS (Chief Procurement Officer)





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Develop commercial relationships with local First Nations businesses.</li> </ul>	July 2025	DOS (Chief Procurement Officer)
Support First Nations artists	<ul style="list-style-type: none"> <li>Recognise First Nations cultures through the development of First Nations artwork for corporate use.</li> </ul>	March 2024	DCCS (Manager Community Lifestyle)
	<ul style="list-style-type: none"> <li>Support the presentation of an annual exhibition of local First Nations artists in the Jubilee Community Centre Foyer Exhibition Space.</li> </ul>	July 2023, 2024	
	<ul style="list-style-type: none"> <li>Deliver a series of consultation activities with local, emerging First Nations artists to determine local skills development needs.</li> </ul>	Sept 2023, 2024	
	<ul style="list-style-type: none"> <li>Deliver a program of skills development workshops to support the professional development of local, emerging First Nations artists.</li> </ul>	Nov 2023, 2024	

# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain First Nations representation on the RAP Reference Group</li> </ul>	June 2025	RAP Executive Sponsor
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the Steering and Reference Groups.</li> </ul>	Review June 2024	
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Mar, May, Aug, Nov 2024	
	<ul style="list-style-type: none"> <li>Establish KPI for the delivery and reporting of RAP actions.</li> </ul>	Sept 2023	
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation</li> </ul>	June 2024, 2025	RAP Steering Committee
	<ul style="list-style-type: none"> <li>Establish a budget to support reconciliation actions.</li> </ul>	July 2024	RAP Executive Sponsor
	<ul style="list-style-type: none"> <li>Embed a commitment to the RAP values as part of position descriptions.</li> </ul>	June 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>Ensure RAP is a “whole of council” corporate document and led by ELT.</li> </ul>	Ongoing, check in Dec 2023, Jun 2024, Dec 2024	CEO
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	June 2025	RAP Steering Committee
	<ul style="list-style-type: none"> <li>Include RAP related KPIs for senior leaders.</li> </ul>	Dec 2023	
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	Oct 2023	OMCEO (Cultural Heritage Officer)
	<ul style="list-style-type: none"> <li>Appoint an internal RAP Champion from Executive Leadership Team.</li> </ul>	June 2023	CEO
	<ul style="list-style-type: none"> <li>Include the RAP as part of the CEO's report to council.</li> </ul>		
	<ul style="list-style-type: none"> <li>Include RAP as standing agenda item of council's ELT meetings.</li> </ul>		
Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	CEO
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	Aug 1, annually	OMCEO (Cultural Heritage Officer)
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> </ul>	Sept 30, annually	OMCEO (Cultural Heritage Officer)





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>▪ Include RAP progress in Mayor and CEO Business update to staff.</li> </ul>	June and Nov annually	CEO
	<ul style="list-style-type: none"> <li>▪ Include RAP update in CEO report to council on a quarterly basis.</li> </ul>	June, Sept, Dec 2024, 2025	CEO
	<ul style="list-style-type: none"> <li>▪ Publicly report our RAP achievements, challenges and learnings, annually in council's Annual Report.</li> </ul>	Aug 2024, 2025	DCCS (Manager Corporate Communications)
	<ul style="list-style-type: none"> <li>▪ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer</li> </ul>	May 2024	DOS (Chief Human Resource Officer)
	<ul style="list-style-type: none"> <li>▪ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	June 2025	OMCEO (Cultural Heritage Officer)
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>▪ Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	Dec 2024	OMCEO (Cultural Heritage Officer)





## ***RAP CONTACT DETAILS***

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