



City of Moreton Bay

Innovate Reconciliation Action Plan (RAP)

December 2023 - December 2025



Centenary Lakes, Caboolture

Artist profile

Jenny Kent is a First Nations contemporary artist with a diverse multicultural heritage.

She acquired a love for painting and the arts while attending boarding school at Shalom Christian College during the 1990's, however didn't start professionally until 2017.

Jenny has First Nations sovereign heritage from South East and Central Queensland and shares kinship with sovereign peoples from North West Queensland regions.



Artwork Story

This document's cover artwork incorporates representations of the Moreton Bay region's landscapes, ranges and bays, as well as, native flora and fauna such as the koala, native bees, emu, kangaroo, wallaby, goanna, bush berries, seeds, flowers, eucalypts and grasses.

The five stars represent Council's Corporate Values which are Integrity, Respect, Service, Sustainability & Teamwork, while the eight Eucalyptus leaves represent the eight key steps identified for developing City of Moreton Bay's Reconciliation Action Plan:

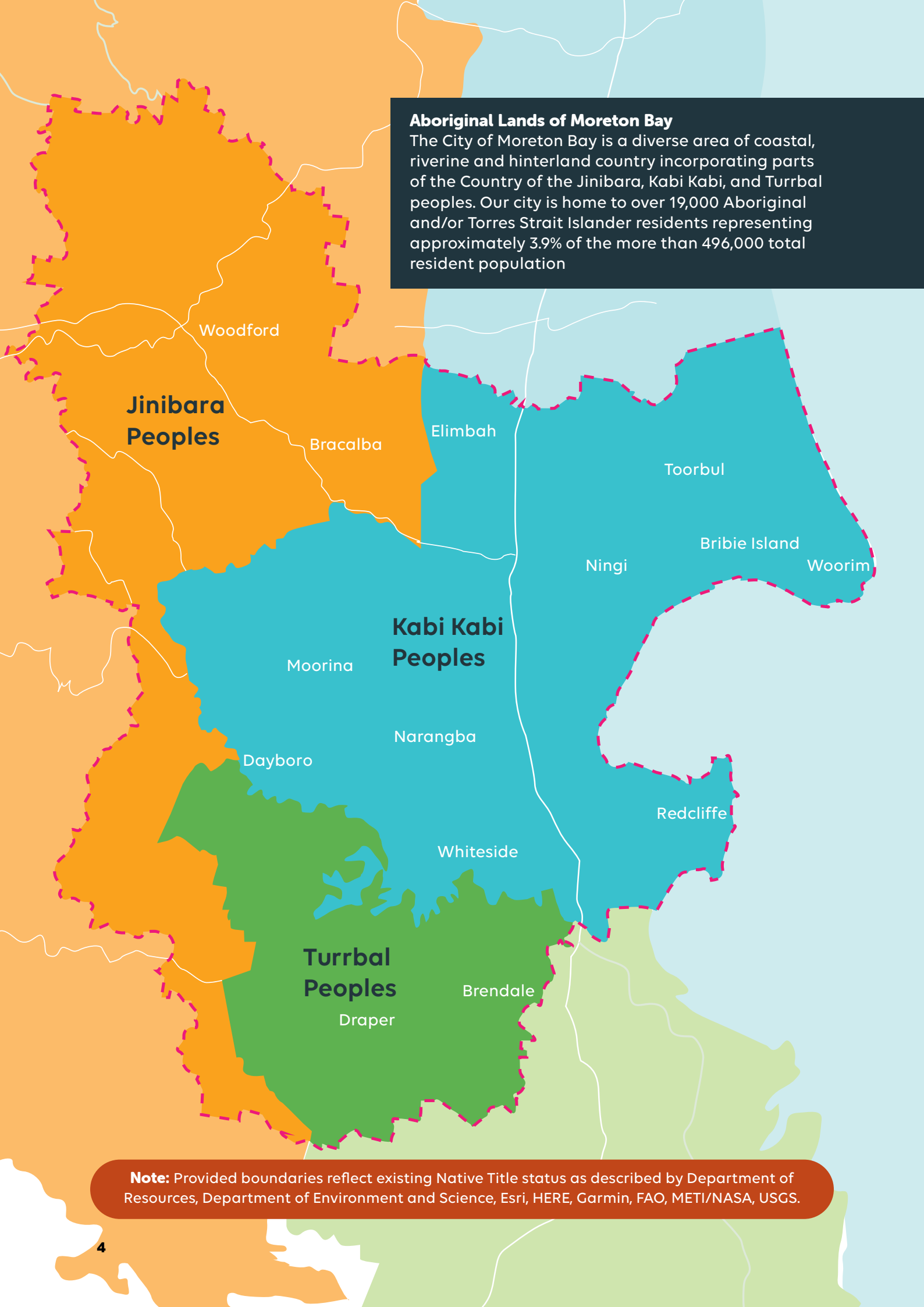
1. Project initiation
2. Establishment of a RAP working group
3. Engagement with Council's Executive Leadership Team
4. Engagement with Traditional Custodians & Community Elders
5. Engagement with staff
6. Reconciliation Action Plan drafting
7. Engagement with and endorsement by Council
8. Endorsement by Reconciliation Australia

The Moreton Bay Ash tree featured shares part of its name with Council and produces beautiful yellow flowers. The four budding pods represent Council's four foundations to build upon:

1. Recognising and honouring Aboriginal & Torres Strait Islander knowledge, culture & community;
2. Supporting Reconciliation Week and celebrating NAIDOC week;
3. Supporting community and development; and
4. Supporting cultural heritage and preservation.

Aboriginal Lands of Moreton Bay

The City of Moreton Bay is a diverse area of coastal, riverine and hinterland country incorporating parts of the Country of the Jinibara, Kabi Kabi, and Turrbal peoples. Our city is home to over 19,000 Aboriginal and/or Torres Strait Islander residents representing approximately 3.9% of the more than 496,000 total resident population



Note: Provided boundaries reflect existing Native Title status as described by Department of Resources, Department of Environment and Science, Esri, HERE, Garmin, FAO, METI/NASA, USGS.

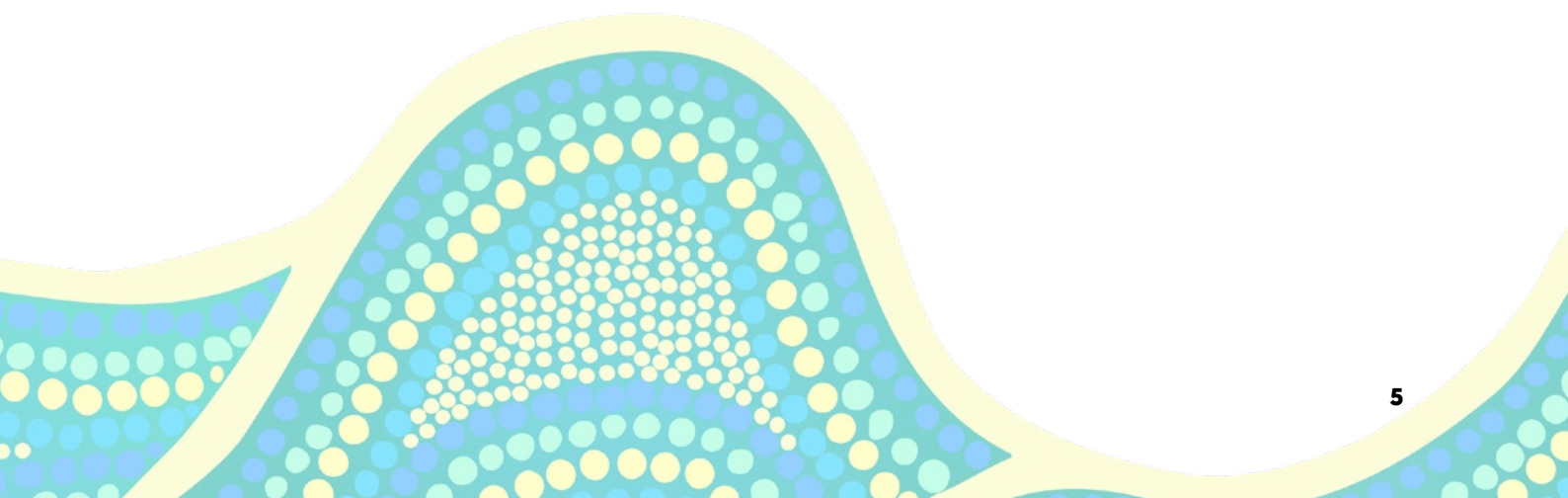
Acknowledgement of Traditional Custodians



City of Moreton Bay acknowledges the Jinibara, Kabi Kabi and Turrbal peoples and pays respects to Elders, past, present and emerging.

Council recognises that the Moreton Bay region has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

Council is committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within the City of Moreton Bay and beyond.



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Moreton Bay's Innovate RAP

Reconciliation Australia commends City of Moreton Bay on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for City of Moreton Bay to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, City of Moreton Bay will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. City of Moreton Bay is part of a strong network of more than 2,200 corporate, government and not-for-profit organisations that have taken goodwill and intention and transformed it into action.

Implementing an Innovate RAP signals City of Moreton Bay's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations City of Moreton Bay on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

CEO's message

The City of Moreton Bay extends across the traditional lands of the Jinibara, Kabi Kabi and Turrbal peoples. Our amazing places and natural spaces hold the memories, traditions, culture, hopes and futures of Aboriginal and Torres Strait Islander peoples.

Reconciliation is about strengthening the relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of everyone.

Improving our connection with the Jinibara, Kabi Kabi and Turrbal Traditional Custodians on whose lands we serve our communities is something I believe links directly to each one of our values of service, teamwork, integrity, respect and sustainability.

The release of City of Moreton Bay's Innovate Reconciliation Action Plan marks an important step in our journey - it commits to a range of actions that outline how we are going to make meaningful, mutually beneficial and sustainable change.

Developed through wide-ranging engagement with the Moreton Bay Traditional Custodians, community Elders, community organisations, Reconciliation Australia and our team members; I believe that this plan will provide a strong foundation for actions that will build stronger communities and a stronger City - now and in the future.



While we may not get everything right all of the time, I want to assure you that we will always work in good faith - with a genuine desire to see great outcomes in the years ahead.

The City of Moreton Bay continues to grow and change; which is why it is so important that we embed reconciliation into everything we do, say and plan for. This is one step in a long journey, but it's a journey that the City of Moreton Bay is firmly committed to.

Scott Waters

Chief Executive Officer

Acknowledgement of contributors

Council acknowledges the advice, input and assistance of Traditional Custodian representatives of the Jinibara, Kabi Kabi and Turrbal peoples, whose time, insights and willingness to share difficult stories offered incomparable value in shaping our thinking and understanding of this journey.

Council also acknowledges the contribution of those many community Elders who made themselves available to further inform the language, focus and content of this document. And of course we give our thanks to Jenny Kent, the artist who prepared the artwork that shaped this document and captured the vibrancy of our region.

The insights and contributions provided will extend far beyond the content of this document. To all, thank you for sharing your knowledge on our journey of growth and reconciliation.



Pumicestone Passage, Toorbul



Uncle Michael Douglas - Mayor's NAIDOC event 2023

Our vision for reconciliation

Our vision is a city in which the histories and cultures of Traditional Custodians are recognised and celebrated as an irreplaceable foundation of our collective identity. Where Council decisions and services are culturally informed through understanding history and a prioritisation of Aboriginal and Torres Strait Islander voices.

We aim for a city in which:

- Traditional Custodians and the broader Aboriginal and Torres Strait Islander communities view Council as an advocate and partner;
- Our staff have the knowledge they need to support Reconciliation in practical ways and do so from the heart;
- Our resources and influence are effectively leveraged to combat racism and support equality, equity and opportunities for all people.



Our organisation

City of Moreton Bay is Australia's third largest Council by population and incorporates a land area of 2,045 square kilometres and 294 kilometres of coastline and waterways. Across our city are rural townships, urban centres, coastal villages, business precincts and diverse landscapes.

Council employs a workforce dedicated to servicing the needs and enhancing the lifestyle of residents through the provision of more than 100 service types, including: road and transport infrastructure; parks; sports facilities; waste collection; and community and cultural facilities and services.

Driving this work are nearly 2,200 employees of varying backgrounds and cultures. Council has not historically collected data on the cultural backgrounds of staff, including Aboriginal and Torres Strait Islander staff. However, to better understand and support workplace diversity, efforts are currently underway to collect additional workforce demographic data.

The broad scope of Council's responsibility and its extensive staff and supplier networks, brings our organisation into close contact with other levels of government, community organisations, business, residents and visitors. We recognise the significant sphere of influence that Council has and the opportunities afforded by this, to drive reconciliation across the city.

Council has recently undertaken an extensive strategic planning process, delivering a new Corporate Plan and supporting strategies across five (5) pillars, as shown in the Roadmap below (Image 1). This offered a unique opportunity for us to embed Reconciliation across our organisation and services to community.



Image 1 - Council Strategic Roadmap 2022

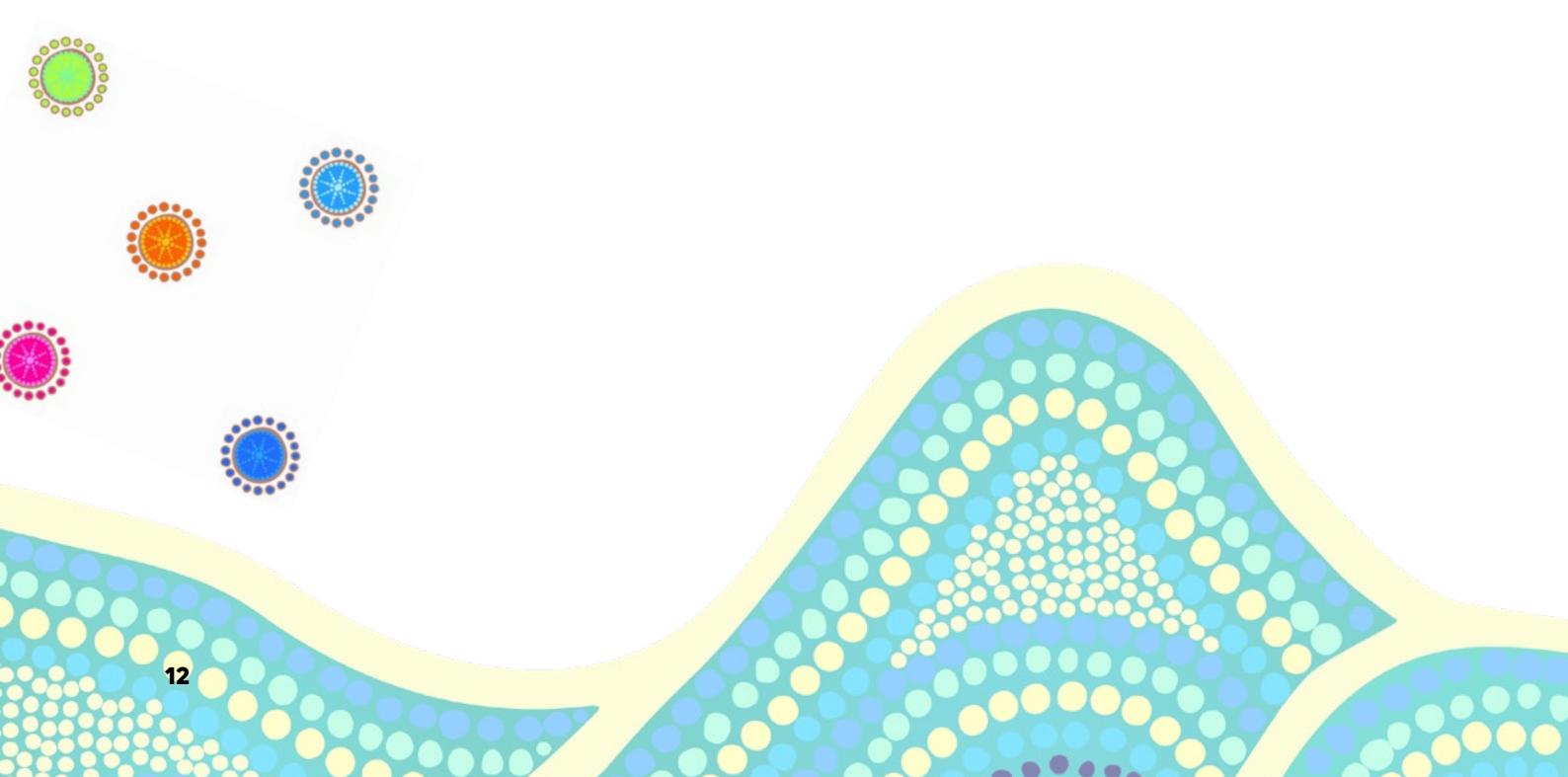
Our corporate values

City of Moreton Bay is dedicated to serving the community to create a city of opportunity. Our values of Service, Teamwork, Integrity, Respect and Sustainability guide and inform Council's daily interactions with customers, external partners and staff.

These values align well to stakeholder expectations of how Council will work with Aboriginal and Torres Strait Islander peoples in our community. By putting these values into practice in a consistent manner and using them to examine our practices for supporting Aboriginal and Torres Strait Islander peoples, we can strengthen reconciliation in our organisation and across our City more broadly.



Figure 2 - City of Moreton Bay Corporate Values



Foundations to build on

Council has committed to recognised steps in support of reconciliation through the Innovate RAP. These actions will build on work we have undertaken so far, a sample of which is highlighted below.

<p>Recognising and honouring Aboriginal and Torres Strait Islander knowledges, cultures and communities</p>	<ul style="list-style-type: none"> • Permanent erection of Aboriginal and Torres Strait Islander flags in front of Council administration centres. • Establishment of dedicated 'Welcoming Places' in Council libraries. • Delivery of the Local Aboriginal Languages Project. • Delivery of Weaving and Yarning activities at Bribie Island and Deception Bay.
<p>Supporting Reconciliation Week and celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> • Delivery of annual 'What's on' calendars for Reconciliation and NAIDOC Week activities. • Support of flag raising ceremonies. • Support of the Mindle Bygul NAIDOC Family Fun Day. • Support of a Local Elders Lunch and Yarn with young people.
<p>Supporting community development</p>	<ul style="list-style-type: none"> • Bi-Monthly Moreton Bay Murri Network (MBMN) - Yarning Circle. • Bi-Monthly Moreton Bay Murri Network (MBMN) - Murri Interagency Network.
<p>Supporting cultural heritage planning and preservation</p>	<ul style="list-style-type: none"> • Proactive management of Aboriginal cultural heritage for Council projects and operational works in conjunction with relevant Aboriginal parties. Recent outcomes include: <ul style="list-style-type: none"> o Cultural heritage management through a prescribed burning program with Traditional Custodians; and o Working with Traditional Custodians and the Department of Transport and Main Roads to repurpose habitat trees felled during M1 upgrade works.



This artwork is by Jenny Kent, who has sovereign heritage from South East and Central Queensland and shares kinship with sovereign peoples from North West Queensland regions.





Our RAP

Council is working hard to strengthen our reconciliation foundations by building stronger relationships and partnerships with local Traditional Custodians and broader Aboriginal and Torres Strait Islander communities. However, we want to do more.

We seek to be a culturally competent organisation with strong systems that acknowledge, and are influenced by, Aboriginal and Torres Strait Islander peoples. This will mean making further changes to how we plan and deliver our services, including: stakeholder engagement; staff recruitment and retention; procurement; land use planning and management; and community service delivery.

To achieve this, Council has committed to developing and implementing an Innovate RAP, using Reconciliation Australia's RAP Framework.

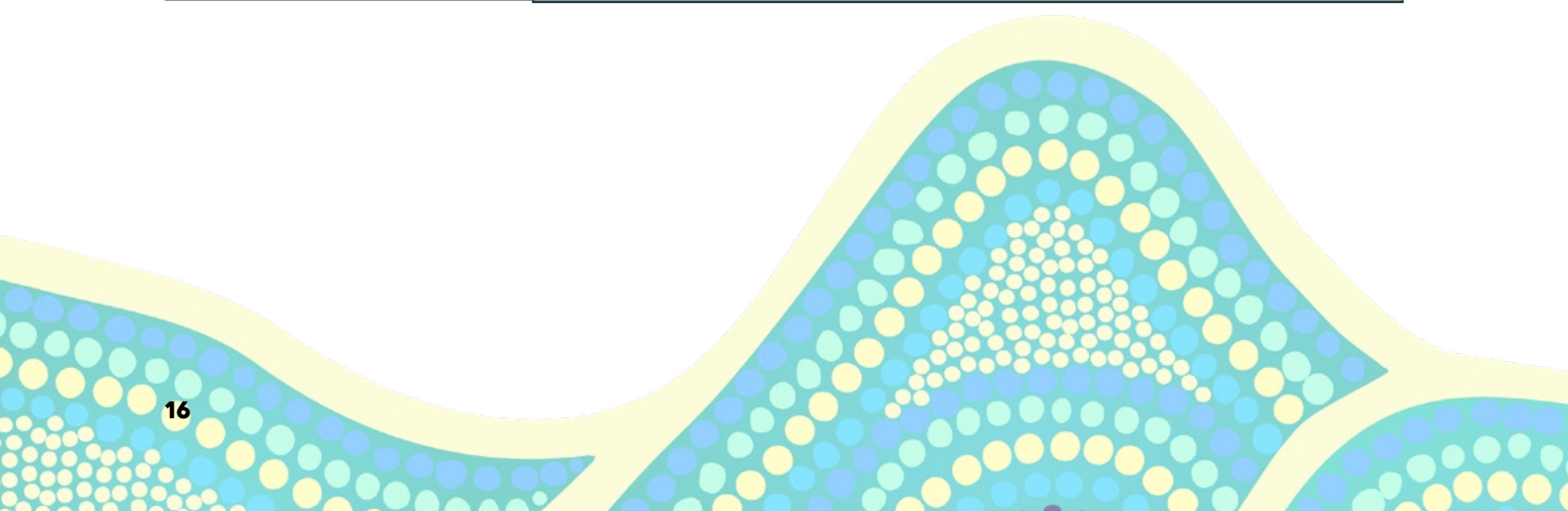
Implementation of our Innovate RAP will be co-championed by Council's Chief Executive Officer and its Director of Community and Environmental Services.

Key steps in developing our RAP

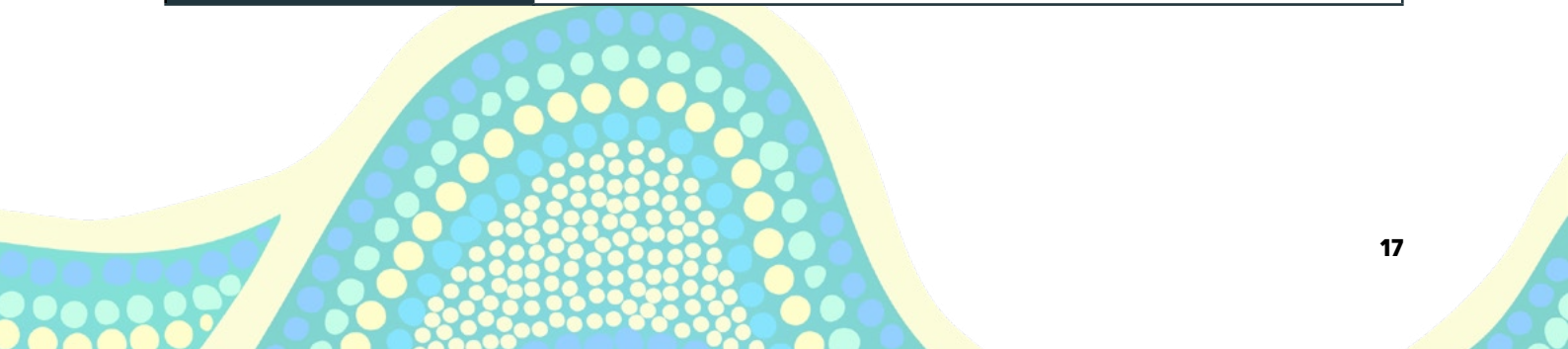
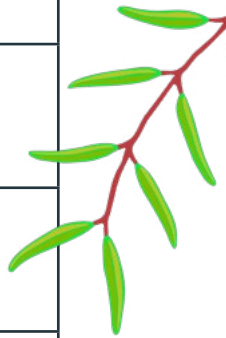
Our RAP has been developed over several core stages orientated around engagement with Council's staff and leaders and external stakeholders. Specifically, these stages are as follows:

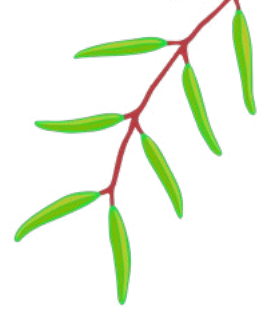
1. Project initiation

At its General Meeting, 12 November, 2020 Council unanimously resolved to commence the development of its first RAP, based on Reconciliation Australia's 'Innovate' framework.



2. Establishment of a RAP Working Group	<p>A Council-wide call for members saw the assembly of a RAP Working Group consisting of nine individuals from key business areas, inclusive of three Aboriginal and Torres Strait Islander staff. Specifically:</p> <ul style="list-style-type: none"> • Manager, Community Services, Sport and Recreation • Principal, Community Planning and Policy • Principal, Industry Lead Economic Development • Principal Planner - Development Services • Governance Manager • Community Development Officer - Indigenous • Senior Library Branch Leader • Sport and Recreation Programs Team Leader • Public Art and Cultural Activations Officer. <p>The RAP Working Group was responsible for guiding the development of the RAP.</p>
3. Engagement with Council's Executive Leadership Team	<p>Council's leadership met to inform the establishment of a broad vision for reconciliation within Council.</p>
4. Engagement with Traditional Custodians and Community Elders	<p>An engagement process was undertaken with multiple meetings held with Jinibara, Kabi Kabi and Turrbal representatives and community Elders. This engagement guided and informed all elements of the RAP, including its process of development, focus and content.</p>
5. Engagement with staff	<p>Many staff across Council informed the RAP through participation in workshops, information sessions, direct engagements and an organisation-wide survey.</p>
6. RAP drafting	<p>Drawing from the engagement findings of previous stages, a draft Innovate RAP was prepared by officers in consultation with Council's appointed RAP Advisor.</p>
7. Engagement with and endorsement by Council	<p>Councillors were engaged through a Council Briefing Session and subsequently endorsed the RAP for submission to Reconciliation Australia.</p>
8. Endorsement by Reconciliation Australia	<p>Council's RAP was submitted to Reconciliation Australia for formal endorsement.</p>





What we heard

Through our engagement with stakeholders we have built a better understanding of how we can improve our services and relationships with local Aboriginal and Torres Strait Islander communities.

A number of consistent themes emerged through our internal and external engagement, as outlined below.

We are always on Country	<ul style="list-style-type: none">• Projects should be considered through an Aboriginal lens prior to them starting.• Jinibara, Kabi Kabi and Turrbal peoples are actively seeking to remain on and/or return to Country.• There is a need for opportunities focused on Jinibara, Kabi Kabi and Turrbal communities.
Traditional Custodians are the leading Aboriginal Cultural Heritage authority	<ul style="list-style-type: none">• Traditional Custodians are the primary authority in relation to local Aboriginal Cultural heritage and protocols.• Council needs to build its understanding of how to engage and work with Aboriginal and Torres Strait Islander peoples.
Transparency and accountability	<ul style="list-style-type: none">• Council needs to be transparent and accountable in its relationships with Aboriginal and Torres Strait Islander peoples.
Improving our cultural capability	<ul style="list-style-type: none">• Internal training and education are critical in creating culturally safe environments for Aboriginal and Torres Strait Islander stakeholders, staff and contractors.
Understanding community	<ul style="list-style-type: none">• Council needs to develop a better understanding of Aboriginal and Torres Strait Islander communities, including community dynamics and representation.
Hearing our staff	<ul style="list-style-type: none">• There is a desire to increase understanding of Aboriginal and Torres Strait Islander peoples and cultures and the actions staff can take in the reconciliation journey.• Clearer internal processes are required to empower staff to engage respectfully with Traditional Custodians and Aboriginal and Torres Strait Islander communities.



Songwoman Maroochy Barambah. Installation view Jandamara Cadd, Ancestors, 2015, oil on canvas, University of the Sunshine Coast Art Collection; from Iden-defy at Pine Rivers Art Gallery. Photo by Embellysh Photography.

RAP Deliverables

The following tables demonstrate Council's commitment to delivering the Innovate RAP. The Actions and Deliverables are made up of core commitments required by Reconciliation Australia, as well as additional items that respond to stakeholder engagement and which are achievable over the coming two years.



Relationships

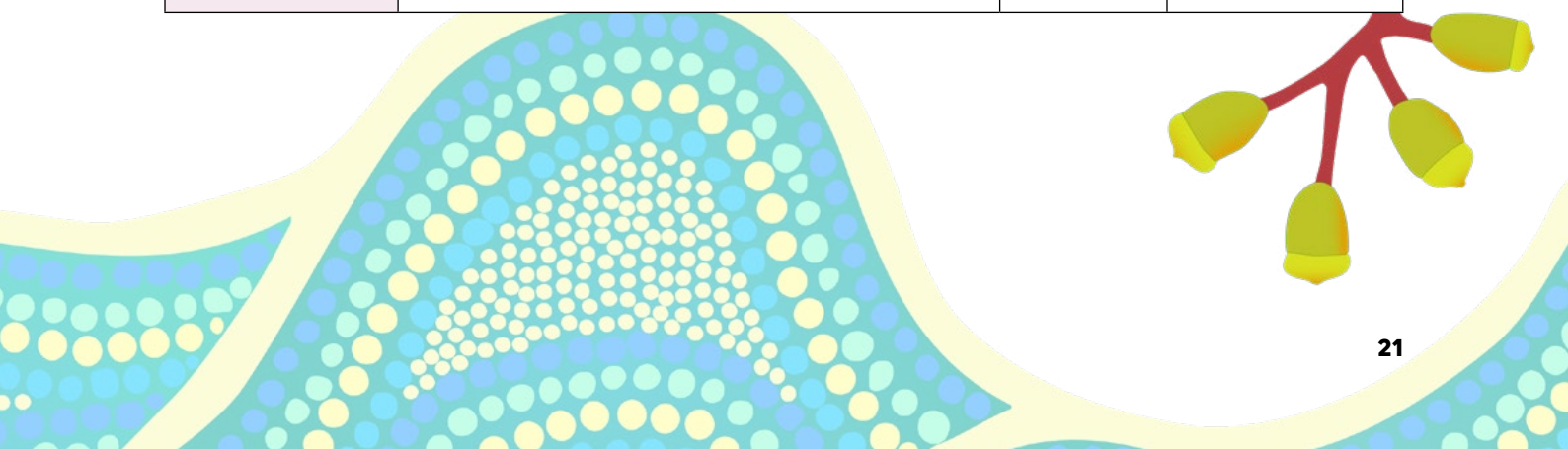
Community is central to Council's purpose. We welcome and celebrate diversity and constantly work to ensure that people from all backgrounds, cultures and abilities can prosper and enjoy a strong sense of belonging as residents, staff and visitors. Strong relationships based on trust are key to this.

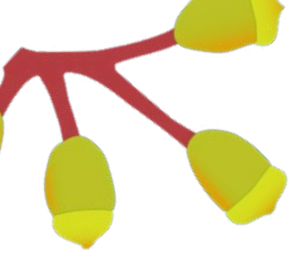
We believe that reconciliation should come from the heart and that there is a difference between talking reconciliation and living reconciliation.

We acknowledge the continued connection that Aboriginal and Torres Strait Islander peoples have with Country and the unique understanding of our city's history and character held by Traditional Custodians. Through the development of relationships based on respect and mutual understandings, our organisation can be better informed by local knowledge and experiences learned over thousands of years.

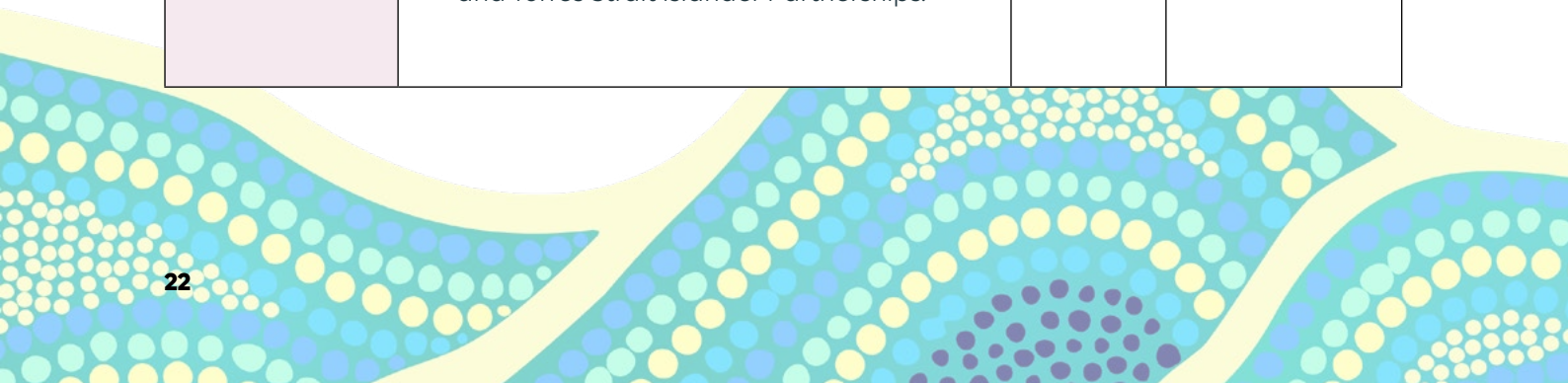
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement (such as lead times and information provision). 	July 2024	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> Develop and implement an engagement framework to work with Aboriginal and Torres Strait Islander stakeholders and organisations, including: <ul style="list-style-type: none"> clear consultation and engagement opportunities across the organisation to better incorporate their voices in Council actions and planning. recognition that the unique knowledge and contributions of Traditional Custodians can better inform land use planning outcomes. ensuring that the organisation is conscious and sensitive to cultural and community business that may impact scheduled engagements. 	October 2024	Lead: Manager Community Services, Sport and Recreation Support: Chair, RAP Working Group, Manager Community Engagement

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> o working with Traditional Custodian groups to shape opportunities for Traditional Custodians and senior Council leaders to meet. 		
	<ul style="list-style-type: none"> • Offer to meet Traditional Custodian groups one day per quarter to discuss, inform and request feedback on Council activities, including land use planning priority projects. 	July 2024, quarterly	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> • Invite Traditional Custodian groups to an Annual Capital Works Meeting which outlines major projects planned on the respective group's Traditional Country. 	October, annually	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> • Continue to support and develop community development forums such as the Murri Network (MBMN) - Yarning Circle and the Murri Network (MBMN) - Murri Interagency Network. 	February, bi-monthly	Manager Community Services, Sport and Recreation
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's NRW resources and reconciliation materials to Council staff and Councillors. 	May, annually	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> • RAP Working Group members to participate in an external NRW event. 	27 May – 3 June, annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June, annually	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> • Organise at least one NRW event each year. 	27 May – 3 June, annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> • Register all Council NRW events on Reconciliation Australia's NRW website. 	May, annually	Manager Community Services, Sport and Recreation





Action	Deliverable	Timeline	Responsibility
3. Promote Reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across Council's workforce. 	October 2024	Lead: Manager People, Culture and Safety Support: Manager Community Services Sport and Recreation Support: Chair, RAP Working Group
	<ul style="list-style-type: none"> Communicate Council's commitment to reconciliation publicly. 	May 2024, July 2024, annually	Lead: Manager Community Services, Sport and Recreation Support: Manager People, Culture and Safety Support: Chair, RAP Working Group
	<ul style="list-style-type: none"> Explore opportunities to positively influence Council's external stakeholders to drive reconciliation outcomes. 	January 2025	Chair, RAP Working Group
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop ways to advance Reconciliation. 	July 2024	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> Collaborate with and support Traditional Custodians in the identification of culturally significant items and areas of cultural value; and support their efforts to get such items registered through the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. 	Ongoing	Manager Community Services, Sport and Recreation





Jason Murphy - Fresh Eyes Exhibition at Pine Rivers Art Gallery, 2021.
 Photo by Embellysh Photography.

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	July 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for Council. 	June 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors, regarding Council's anti-discrimination policy. 	June 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	July 2024	Lead: Manager People, Culture & Safety Support: Chair, RAP Working Group

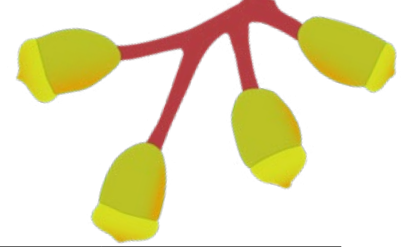


Respect

Aboriginal and Torres Strait Islander histories, cultures and knowledge are intertwined across the region and are embedded in the lands and waters within the local government area. Viewing our city and its past through an Aboriginal and Torres Strait Islander lens, will work to support Council in having a better understanding and respect for this perspective. It will ensure that Council activities and the growth of our city can incorporate, build upon and learn from the unique and irreplaceable insights, experiences and observations.

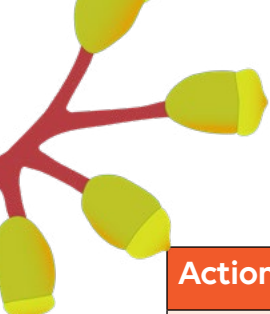
As Council matures, Aboriginal and Torres Strait Islander peoples should be at the forefront of shaping our identity. This contribution to our collective identity should be acknowledged and celebrated by all people as a source of local pride.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within Council. 	February 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Consult local Traditional Custodians as well as Aboriginal and Torres Strait Islander advisors, on the development and implementation of a cultural learning strategy. 	February 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning document for Council staff which includes advice on how staff can better view actions and business through a cultural lens, and which provides information on local Aboriginal and Torres Strait Islander peoples' ways of doing business. 	December 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, Councillors, Executive Leadership Team, department managers, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	June 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Undertake discussions with Traditional Custodians about their aspirations for a shared Aboriginal and Torres Strait Islander cultural space in the region, as raised through the RAP consultation process. 	December 2025	Manager Community Services, Sport and Recreation

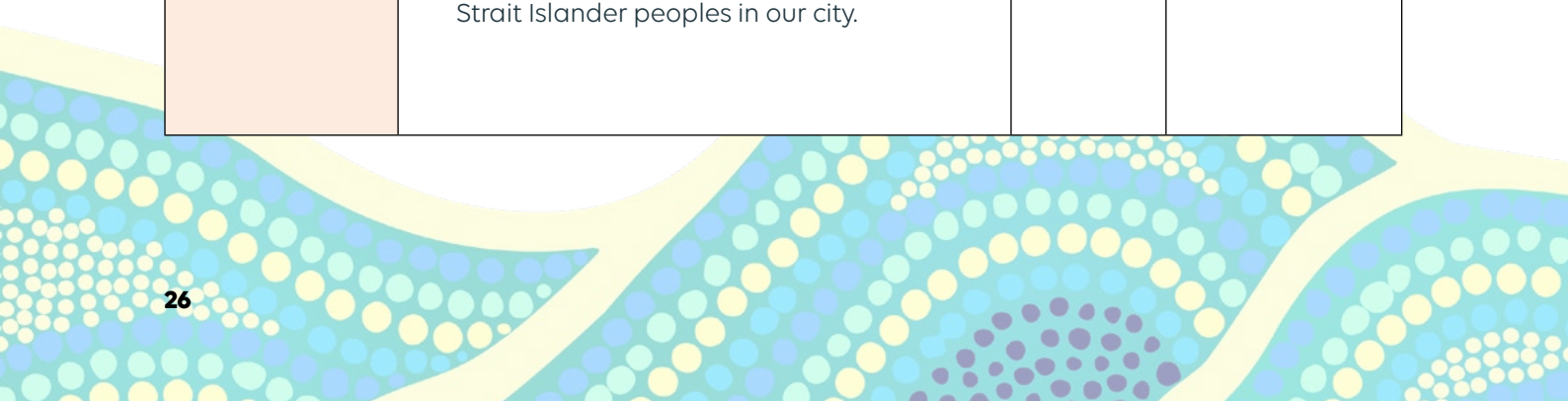


Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Identify opportunities to subscribe to Aboriginal and Torres Strait Islander publications and resources; and to make these available to the public where appropriate. 	June 2024	Manager Cultural Services
	<ul style="list-style-type: none"> Work with Traditional Custodians and Aboriginal and Torres Strait Islander peoples to identify locations of local significance for future meetings, so that meetings do not always need to be held in Council buildings and facilities. 	June 2024	Chair, RAP Working Group
	<ul style="list-style-type: none"> Work with Aboriginal and Torres Strait Islander peoples to better utilise Council assets such as major venue foyers, libraries and Council administration centres, to acknowledge Aboriginal and Torres Strait Islander histories and cultures. 	February 2025	Chair, RAP Working Group
	<ul style="list-style-type: none"> In consultation with Traditional Custodians, explore opportunities to better educate staff about Traditional Country to broaden staff appreciation of important places. 	December 2024	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander peoples, review and report how Aboriginal and Torres Strait Islander histories and cultures are acknowledged in public places, including an examination of existing place names that may be linked to traumatic past events. 	June 2025	Lead: Chair, RAP Working Group Support: Manager Community Services, Sport and Recreation
6. Incorporate Aboriginal and Torres Strait Islander knowledge systems and land management into Council processes.	<ul style="list-style-type: none"> Work with Traditional Custodians and other Aboriginal and Torres Strait Islander peoples to identify opportunities to partner in land management and caring for country activities (such as wide-scale revegetation and fire management). 	December 2024	Lead: Manager Community Services, Sport and Recreation Support: Principal Fire Management Officer
	<ul style="list-style-type: none"> Research and consult with the local community and Elders to understand the importance of ensuring Council recognises and upholds the rights of Traditional Owners and their Indigenous Cultural and Intellectual Property (ICIP), throughout the Innovate RAP process. 	December 2024	Lead: Manager Community Services, Sport and Recreation Support: Chief Legal Counsel



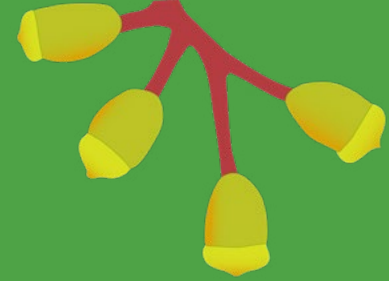


Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2024	Lead: Manager People, Culture & Safety Support: Chair, RAP Working Group Support: Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	October 2024	Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> Invite Traditional Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Ongoing	Department and Branch Leaders
	<ul style="list-style-type: none"> Include an Acknowledgement of Country and other appropriate protocols at the commencement of important meetings. 	Ongoing	Department, Branch and Line leaders
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2024, annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2025	Manager People, Culture & Safety
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2024, annually	Lead: Chair, RAP Working Group Support: Internal Communications
	<ul style="list-style-type: none"> Continue to offer grants to support community groups to organise NAIDOC Week activities and other initiatives that support positive social engagement of Aboriginal and Torres Strait Islander peoples in our city. 	Ongoing	Manager Community Services, Sport and Recreation





Opportunities



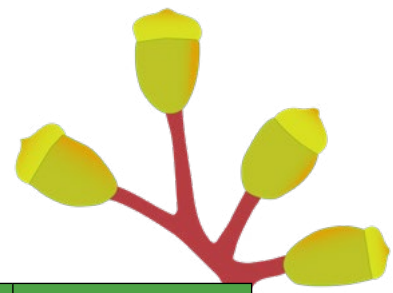
Throughout our engagement with key Aboriginal and Torres Strait Islander stakeholders, both internal and external, the need to ensure that Aboriginal and Torres Strait Islander peoples have equitable access to opportunities was a key theme. We agree.

We further recognise that Jinibara, Kabi Kabi and Turrbal peoples are actively seeking more opportunities to stay on Country or relocate back onto Country, particularly for their young people.

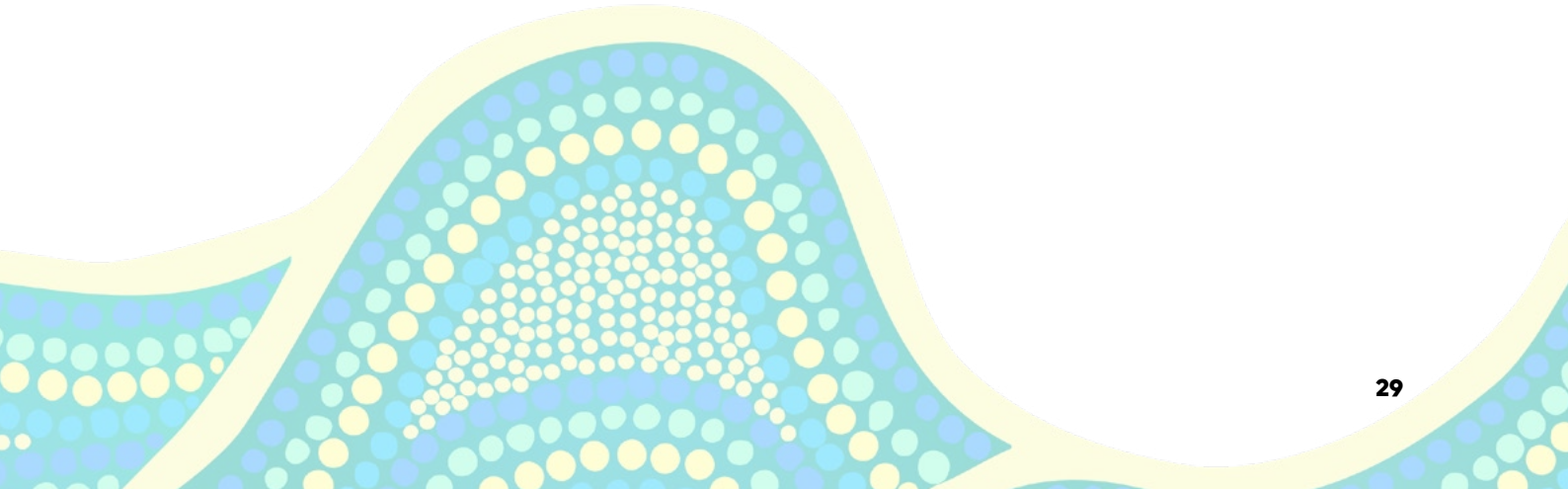
To succeed in these areas, we recognise that Council needs to invest in our cultural competence to build the strong relationships and engagement necessary to properly respond to the needs of the Aboriginal and Torres Strait Islander owned businesses, community organisations, families and individuals. Similarly, we recognise that Council must provide a culturally safe and inclusive environment for current and future employees.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"> Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2024	Lead: Manager People, Culture & Safety Support: Manager Community Services Sport and Recreation
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on Council's recruitment, retention and professional development approaches with the aim of increasing the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	December 2024	Lead: Manager People, Culture & Safety Support: All line managers
	<ul style="list-style-type: none"> Develop and implement strategies that support Aboriginal and Torres Strait Islander recruitment, retention and professional development. 	December 2024	Lead: Manager People, Culture & Safety Support: All line managers
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples. 	October 2024	Manager People, Culture & Safety

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples' participation in our workplace. 	December 2024	Lead: Manager People, Culture & Safety Support: All line managers leading recruitment
	<ul style="list-style-type: none"> Identify roles within Council that would be best served by targeting Aboriginal and Torres Strait Islander applicants. 	December 2024	Manager People, Culture & Safety
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Update Council's Procurement Policy and corporate procedures to include strategies that support procurement of Aboriginal and Torres Strait Islander suppliers, with reference to the Queensland Indigenous Procurement Policy. 	May 2025	Procurement Development Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	May 2024	Procurement Development Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2024	Procurement Development Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	October 2025	Lead: Procurement Development Manager Support: Executive Leadership Team
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	October 2024	Procurement Development Manager

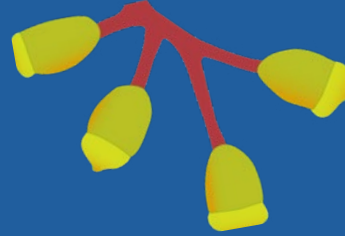


Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Prepare guidelines for the procurement of Aboriginal and Torres Strait Islander artwork and other culturally focussed commissions. 	July 2024	Lead: Manager Community Services, Sport and Recreation Support: Legal Services Manager Support: Procurement Development Manager
	<ul style="list-style-type: none"> Investigate opportunities to incorporate Aboriginal and/or Torres Strait Islander focused actions in the Regional Economic Development Strategy (REDS), including those focused on education and training. 	December 2024	Lead: Chief Economic Development Officer Support: REDS Taskforce
	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander business and community groups to host business and social forums and events. 	Ongoing	Lead: Chief Economic Development Officer Support: Manager Community Services, Sport and Recreation
	<ul style="list-style-type: none"> Work with communities to support the input and presence of Aboriginal and Torres Strait Islander peoples at key public and community events (such as public festivals). 	December 2024	Manager Community Services, Sport and Recreation





Governance



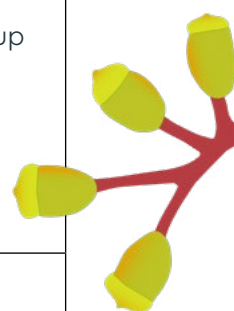
Integrity is a core value of Council and the need for effective governance centred on transparency and accountability was a clear theme of engagement with stakeholders throughout the RAP's development.

We believe that the onus is on Council and not Aboriginal and/or Torres Strait Islander peoples and organisations, to build the trust and strong working relationships critical to the success of this plan and reconciliation going forward.

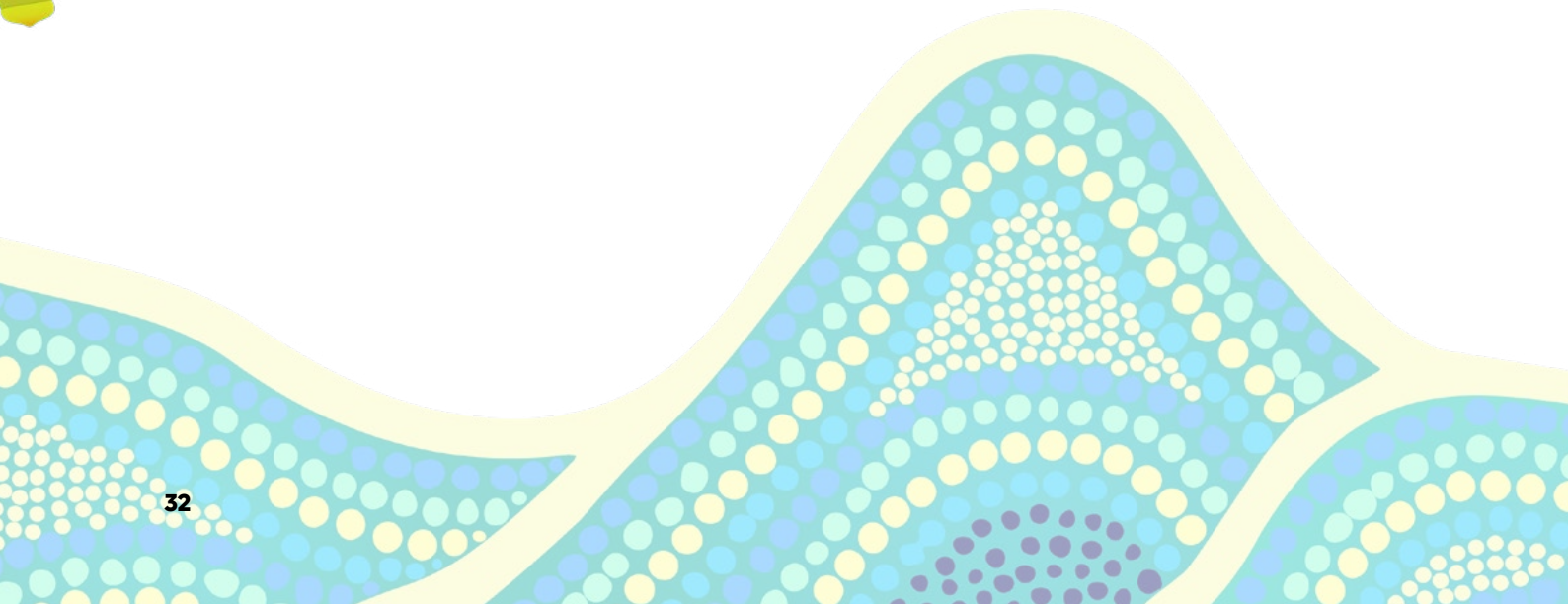
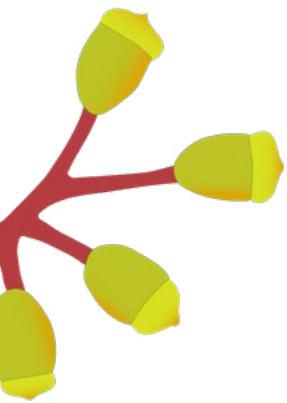
As an organisation we are committed to standing up and doing business differently and taking on the challenge of not only celebrating success but acknowledging barriers and working openly with our partners to overcome them.

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	February and October 2024, annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> Review and update Terms of Reference for the RWG. 	February 2024	Chair, RAP Working Group
	<ul style="list-style-type: none"> RWG to meet at least four times per year to drive and monitor RAP implementation. 	February, July, October and December 2024, annually	Chair, RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Identify the resources required for RAP implementation. 	December 2023	Relevant Department Managers
	<ul style="list-style-type: none"> Engage Council's senior leaders and other staff in the delivery of RAP commitments. 	Ongoing	Lead: Executive Leadership Team Support: Chair, RAP Working Group

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2023	Lead: RAP Implementation Officer Support: Chair, RAP Working Group
	<ul style="list-style-type: none"> Continue to engage our senior leaders appointed to the role of RAP Champions. 	February 2024	Executive Leadership Team
	<ul style="list-style-type: none"> Work to incorporate and embed reconciliation principles and actions into strategic planning documents. 	Ongoing	Executive Leadership Team
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure that we do not miss out on important RAP correspondence. 	July, annually	Lead: RAP Implementation Officer Support: Manager Community Services, Sport and Recreation Support: Chair, RAP Working Group
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August, annually	RAP Implementation Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> Report RAP progress to all staff, senior leaders and Councillors quarterly. 	February, July, October and December 2024, annually	Chair, RAP Working Group
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	December 2024, annually	Lead: Governance Manager Support: Chair, RAP Working Group



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Lead: Chair, RAP Working Group Support: Manager People, Culture & Safety
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	December 2025	Lead: Chair, RAP Working Group Support: Manager People, Culture & Safety
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing Council's next RAP. 	October 2025	Chair, RAP Working Group





Stony Creek, Woodford

Contact

Leila Collins

Community Planning and Development Manager

Phone: 07 3205 0555

Email: leila.collins@moretonbay.qld.gov.au

