

Brisbane City Council's Innovate Reconciliation Action Plan

October 2026-October 2029

RECONCILIATION ACTION PLAN
INNOVATE

BRISBANE CITY

Dedicated to a better Brisbane

Acknowledgement of Country

Brisbane City Council acknowledges this Country and its Traditional Custodians. We acknowledge and respect the spiritual relationship between Traditional Custodians and this Country, which has inspired language, songs, dances, lore and Dreaming stories over many thousands of years. We pay our respects to the Elders, those who have passed into the Dreaming; those here today; those of tomorrow.

May we continue to peacefully walk together in gratitude, respect and kindness in caring for this Country and one another.



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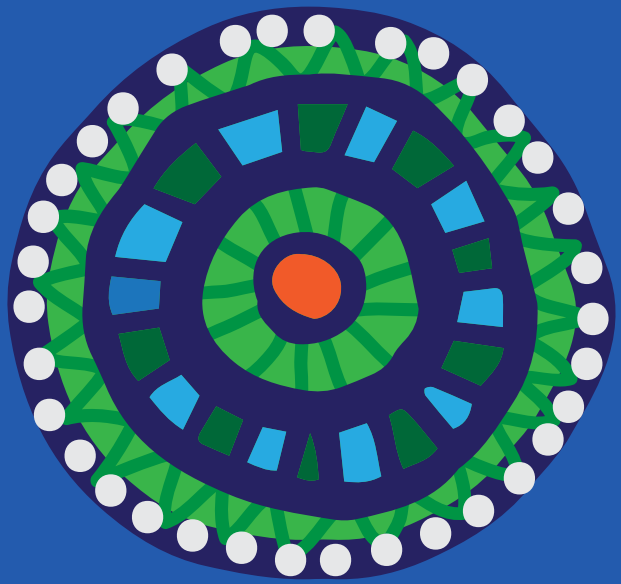


Caring for Country – Land, Water and Sky
by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We Are 27 Creative.

Message from the Lord Mayor



Brisbane's cultural heritage is a vital part of our city's story. It shapes who we are today and helps guide the future of our city, ensuring Brisbane continues to be the best place to live, work and relax for everyone who calls it home.

Since we introduced our Indigenous Aspirations Strategy in 2004, we've continued to strengthen our relationships with Brisbane's Aboriginal and Torres Strait Islander communities and deepen our commitment to reconciliation.

Our Innovate Reconciliation Action Plan reflects that commitment and guides our ongoing efforts towards reconciliation. It outlines how we will continue working together to create meaningful and lasting outcomes for Aboriginal and Torres Strait Islander peoples across our city.

Throughout the development of this plan, we listened closely to the voices of Aboriginal and Torres Strait Islander communities across Brisbane.

Guided by the pillars of respect, relationships and opportunities, this plan is focused on helping build an even stronger, more inclusive Brisbane for future generations.

I would like to acknowledge and thank the members of the Reconciliation Action Plan governance groups for their dedication and contribution to this important work, including our employees who identify as Aboriginal and/or Torres Strait Islander people.

I also extend my sincere thanks to the many Aboriginal and Torres Strait Islander community members who generously shared their insights and feedback to help shape this plan.

I look forward to seeing relationships between Aboriginal and Torres Strait Islander and non-Indigenous communities grow even stronger, as we work toward making living in Brisbane even better.

Adrian Schrinner
Lord Mayor

Message from the CEO



It is with deep respect and commitment that I present Brisbane City Council's second Innovate Reconciliation Action Plan (RAP) 2026-2029. This RAP marks an important next step in our reconciliation journey, grounded in truth-telling, cultural recognition, shared leadership and accountability.

Our first Innovate RAP laid strong foundations, by strengthening partnerships, growing cultural capability, increasing employment pathways and bringing more Aboriginal and Torres Strait Islander visibility into the heart of the city. These achievements reflect the dedication of our employees, guidance of Traditional Custodians and leadership of community members who generously shared their time, knowledge and perspectives. Importantly, we learned that reconciliation is not measured by the number of actions we take, but by the impact they create.

This next RAP reflects that shift, by including meaningful strategic commitments centred on truth-telling, cultural capability, accountability and lasting change. It strengthens our focus on relationships, respect and opportunities, while embedding cultural capability, transparency and shared responsibility across Council. It also reinforces our commitment to supporting economic development, protecting significant sites, elevating Aboriginal and Torres Strait Islander voices and ensuring reconciliation becomes a lived experience for everyone who visits, lives and works in Brisbane.

Reconciliation is a long-term journey that requires courage, humility and a willingness to learn and change. We have to listen deeply, act with integrity and ensure our work reflects the respect we hold for the world's oldest living cultures. The commitments in this RAP will help us strengthen our partnerships and embed reconciliation in how we lead, plan and serve the city.

I extend my sincere thanks to the Traditional Custodians, Elders, community members, Council employees, RAP Community Advisory Group (RAP CAG) and internal Portfolio Progress Group (PPG) for their leadership, guidance and advocacy. This RAP exists because of your voices, expectations and vision for Brisbane's future.

Thank you to everyone who contributed to this RAP. As we bring this plan to life, I look forward to seeing the meaningful outcomes that will emerge, helping to build a Brisbane where Aboriginal and Torres Strait Islander peoples feel respected, represented and empowered.

Kerrie Freeman
Chief Executive Officer

Message from Reconciliation Australia



Reconciliation Australia commends Brisbane City Council on the formal endorsement of its second, Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Brisbane City Council continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations Brisbane City Council on your second, Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Caring for Country – Land, Water and Sky

This artwork depicts the Brisbane River, and how it flows from Freshwater Country to Saltwater Country travelling from the West to the East out to Moreton Bay (read artwork from left to right).

The River cuts through different landscape as it bends its way to the Bay and beyond. Water is the life force of this land; it carries knowledge of Country and Culture. It traverses many significant sites and meeting places along the way—Mount Coot-tha, place of the Honey Bee, to Mulgumpin where the Lightning plays in the sandhills. All these sites are mapped out across the artwork, the central circle represents Brisbane City and Brisbane City Council.

The greater circle with the 'U' shaped symbols represents Brisbane City Council members. The concentric circles radiating outward from the centre represent the divisions within Brisbane City Council.

Above and below the River line are two Dreaming Tracks that depict significant Totems or animals to the Brisbane and surrounding areas—the goanna, native Honey Bee, swamp hen, echidna, emu, mullet and the black duck. The River represents the rainbow serpent.

Sorry Business sites are also depicted by six empty circles in various locations across Brisbane. These mark memorial sites for the Stolen Generations—children who were wrongfully taken away from their families under an Australian Government policy that targeted Aboriginal People from the early 1900s.

Water flows out to the Bay with significant islands depicted that of Mulgumpin (Moreton Island) and Minjerribah (North Stradbroke Island).

This artwork is about Caring for Country and how the Traditional Custodians of the Land, Water and Sky that surround what we now know as the modern-day Brisbane have looked after this place since time immemorial. They belong to this Land and this Country through story, song, dance and art. They have cared for this place and kept the knowledge of its true spirit alive. With this knowledge they work together in the spirit of reconciliation with members of Brisbane City Council and other Aboriginal and Torres Strait Islander people from other Nations that call Brisbane home.

Riki Salam (Mualgal, Kaurareg, Kuku Yalanji)
We Are 27 Creative



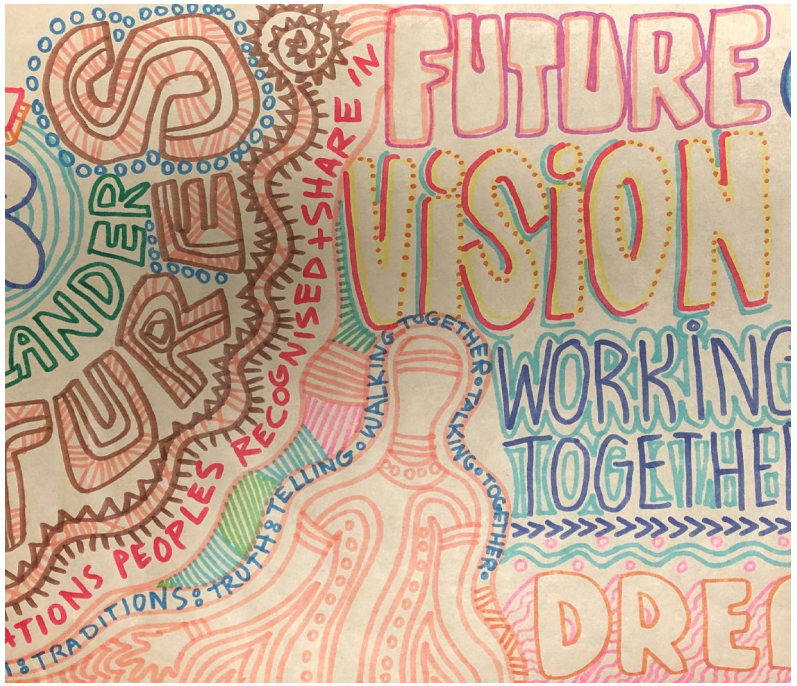
About the Artist

Riki Salam, Principal, Creative Director and artist of We Are 27 Creative, was born and raised in Cairns on Yidinji Land in 1972 and is a member of and connected to Kala Lagaw Ya – Western Island groups (St. Pauls – Moa Island), Kuku Yalanji Peoples on his Father's and Grandfather's side and a member of the Ngai Tahu people in the South Island of New Zealand on his Mother's side. Educated in both Cairns and Brisbane, he has more than 20 years of industry experience as a graphic designer and artist.

Riki has worked on many high-profile projects, including the Qantas painted Boeing 747/800, Yananyi Dreaming, and produced artworks for Telstra, Origin, Woolworths, the Healing Foundation and the Australian Human Rights Commission. Riki also designed the identity for the G20 in 2014. He works in pen, ink, brush, gouache on paper and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

To view more of Riki's artworks visit www.weare27.com.au





Our City, Our Business



Brisbane is Australia's lifestyle capital and continues to capture global attention as one of the best places in the world to visit.

Every day, we work with residents and local communities to make sure the Brisbane of tomorrow is even better than the Brisbane of today.

Council was formed under the *City of Brisbane Act* in 1924 and is Australia's largest local government in both population and annual budget. Over 1.3 million people call Brisbane home, spread over an area of approximately 1,342.7 km2. Often referred to as the River City, Brisbane is built around the winding Brisbane River and is characterised by a warm subtropical climate, outdoor lifestyle, hilly suburban pockets and unique Queenslander housing.

We employ more than 8,770 people, making it one of the largest employers in the area. We operate from more than 50 facilities including Brisbane City Hall, Brisbane Square, local libraries, cemeteries and environment centres. Approximately 143 employees of the workforce identify as Aboriginal and/or Torres Strait Islander across a range of roles and work areas.

The Brisbane local government area (LGA) consists of 26 wards and 27 elected Councillors, including the Lord Mayor. Eligible residents in each ward elect a Councillor, with the Lord Mayor being directly elected by residents across the Brisbane LGA. We are dedicated to ensuring Brisbane is a great place to live, work and relax, and has a fundamental role in working with residents and communities to make sure the Brisbane of tomorrow is even better than the Brisbane of today. Guiding these outcomes is Brisbane Vision 2031, our long-term community plan for the city's future. Developed in consultation with the community, it details the shared aspirations for the city's future and outlines ideas for achieving this vision.

Our main responsibility is to provide strong leadership and good governance for the people of Brisbane and to effectively manage our resources to ensure Brisbane is a prosperous and vibrant city.

In 2026–2027, our budget was approximately $3.9 billion, building on our commitment to keep Brisbane moving. The services we deliver include planning and development, major and minor works, waste management, natural resource management, community development, art galleries, recreational facilities, parks and reserves, cemeteries, aquatic facilities and much more.

Brisbane's Aboriginal and Torres Strait Islander communities are growing. According to the 2021 census, Aboriginal and Torres Strait Islander residents make up approximately 22,943 (or 1.8%) of the total Brisbane population, up from 1.5% in 2016. In 2021:

- Brisbane children aged under 14 years was 26.2%, compared to 17.4% of the non-Indigenous population
- Brisbane residents over the age of 65 was 5.3%, compared to 13.6% of non-Indigenous residents
- Brisbane residents living in rental properties was 64.8%, compared to 37.6% of the Brisbane population
- Brisbane residents have a higher percentage of one-parent households and extended or multiple families living together than non-Indigenous households.

Brisbane's Aboriginal and Torres Strait Islander communities are incredibly diverse, made up of Traditional Custodians, Native Title Claimants, Historical and Contemporary Custodians, Elders and young people.

Our Vision

Brisbane will continue to be a vibrant, green and prosperous city. A city valued by all for its friendly, energetic and optimistic character, subtropical outdoor lifestyle, and recognition and celebration of Aboriginal and Torres Strait Islander cultures.

Our Values

We are driven by strong corporate values that guide our thinking, actions and decision-making. We undertake our business with the following values:

- Courage to make a difference
- Getting things done
- Passion for Brisbane
- Respect for people
- Responsive customer service
- Value for money
- Working together.

Our Vision for Reconciliation

Our vision for reconciliation is to build a city where Aboriginal and Torres Strait Islander peoples, cultures and histories are respected, recognised and valued as a vital part of Brisbane's identity, now and into the future.

We envision a Brisbane where the enduring connections of Traditional Custodians to land, waters and Country are acknowledged and respected, and where the histories of this place are understood, including the shared and often difficult truths of our past. Through truth-telling and learning, we seek to build understanding, respect and shared responsibility across the community.

Brisbane is home to a diverse and vibrant Aboriginal and Torres Strait Islander population, with a wide range of cultural backgrounds, experiences and identities. These communities continue to contribute significantly to the social, cultural and civic life of the city, and their knowledge, leadership and lived experience are central to shaping Brisbane's future.

The story of Aboriginal and Torres Strait Islander peoples in South East Queensland is one of deep cultural continuity, resilience and strength. It begins with caring for Country from time immemorial and continues through the impacts of colonisation to the present day. It is also a story of survival, resistance and renewal, grounded in the world's oldest continuing cultures.

We recognise the importance of economic participation in advancing social and community wellbeing. We aim to support a Brisbane where Aboriginal and Torres Strait Islander peoples of all ages can access sustainable employment, business and economic opportunities and are supported to thrive.

We are committed to working alongside communities and supporting state and national initiatives that advance self-determination, cultural recognition and improved life outcomes for Aboriginal and Torres Strait Islander peoples, including Closing the Gap priorities and broader reconciliation and reform processes.

By acknowledging the past, celebrating the strength and diversity of Aboriginal and Torres Strait Islander cultures today, and supporting opportunities for the future, we strive to build a city where Aboriginal and Torres Strait Islander peoples feel respected, included and empowered, and where all Brisbane residents can move forward together in the spirit of reconciliation.





Our Reconciliation Journey

We are committed to achieving ongoing recognition of Aboriginal and Torres Strait Islander peoples and cultures. As part of this, we've developed strategies and actions to guide our ongoing efforts towards reconciliation.

Since its inception in 2004, our Indigenous Aspirations Strategy (IAS) supported our objectives via key projects in our Annual Plan and Budget. At the time of its release, the IAS reflected leading practice for local government in Australia, and we maintain strong, positive and mutually respectful relationships with Aboriginal and Torres Strait Islander peoples.

The Aboriginal & Torres Strait Islander Team is committed to strengthening relationships and connections with Brisbane's Aboriginal and Torres Strait Islander communities and providing opportunities to shape the life of our city by:

- engaging Aboriginal and Torres Strait Islander residents to build sustainable and successful relationships across Brisbane
- facilitating partnerships and networks for shared delivery of services
- building community skills by sharing knowledge and building capacity
- facilitating sustainability through innovation and best practice in community development that helps preserve and recognise Aboriginal and Torres Strait Islander cultural heritage
- increasing Aboriginal and Torres Strait Islander residents' access to our programs, facilities, services and opportunities to have a say on the way the city is planned for the future
- developing and supporting implementation of our RAP that strategically supports best practices in our commitment to ongoing efforts towards reconciliation.

We support and celebrate Aboriginal and Torres Strait Islander cultures and communities with a range of projects and events.

Black Diamonds Community Partnership Scheme is an ongoing initiative that supports and partners with Aboriginal and Torres Strait Islander community organisations to deliver projects and events identified by their communities. The scheme provides community organisations with the opportunity to apply for financial assistance to develop and implement educational, sporting, recreation and/or arts-based projects and events that have a strong Aboriginal and Torres Strait Islander cultural focus.

The project and/or event must be targeted to Aboriginal and/or Torres Strait Islander peoples living in Brisbane and meet one or more of the following objectives:

- **Strengthen Cultural Identity, Connection to Country and Belonging**
  Support initiatives that strengthen Aboriginal and Torres Strait Islander cultural identity, pride and belonging through connection to Country, culture, Elders, language and community. Recognising that strong cultural connection is foundational to social and emotional wellbeing, healing and resilience across generations.
- **Promote Holistic Wellbeing, Healing and Cultural Safety**
  Enable culturally safe, trauma informed initiatives that support holistic health and wellbeing across physical, social, emotional, cultural and spiritual dimensions. This includes supporting healing from grief, loss, racism and intergenerational trauma, in ways that are strengths based and grounded in Aboriginal and Torres Strait Islander ways of knowing, being and doing.
- **Empower Community-Led Wellbeing and Self-Determination**
  Support Aboriginal and Torres Strait Islander-led initiatives that place decision making, leadership and control with community, strengthening collective care, community capacity and long-term wellbeing. This reflects the principle of self-determination as central to social and emotional wellbeing.

Lord Mayor's Meeting with Aboriginal and Torres Strait Islander Community Members is an opportunity to develop and maintain dynamic and equitable relationships with Aboriginal and Torres Strait Islander communities and for First Nations communities to raise matters with the Lord Mayor from their perspective.

Lord Mayor's Photographic Awards is an annual competition celebrating local photographers and our great city. In 2021, the LaVonne Bobongie Award was introduced to recognise late artist LaVonne Bobongie's contribution to Brisbane as an advocate of Aboriginal and Torres Strait Islander Country, and to encourage and award entrants from First Nations photographers.

One Mob, within our Communities of Inclusion (COI), is for Aboriginal and Torres Strait Islander employees and their allies, working together to collaborate and advocate to build greater understanding and knowledge across the cultures for the whole of Council. This initiative expanded on the already existing Aboriginal and Torres Strait Islander Employee Reference Group that was established in 1994.

Aboriginal Dual Names with interpretative signage have been installed in parks across Brisbane from 2007, in partnership with Traditional Custodians to share Aboriginal histories and the significance of these local areas.

National Sorry Day is held on 26 May each year to acknowledge and commemorate the Stolen Generations. The Lord Mayor hosts a morning tea with representatives of Brisbane's Aboriginal and Torres Strait Islander communities, a majority of whom are Stolen Generations. Commemorative Sorry Day plaques were installed in Brisbane parks as a mark of respect, apology, remembrance and recognition of the children and families of the Stolen Generation.

Each plaque site was chosen due to cultural and historical significance, including proximity to properties involved in the policy of separation, proximity to attractive open space and natural water, and historical significance to Aboriginal life. The sites are also the Lord Mayor of Brisbane's response to the 'Bringing Them Home Report'. Each plaque has a dedicated committee who are responsible for coordinating and delivering educational activities on the history of the Stolen Generations as part of the dawn ceremonies each year on and around National Sorry Day.

Commemorative Plaques are located at:

- Pandanus Point, Breakwater Park, Wynnum Foreshore
- Kalinga Park, Park Avenue, Clayfield
- Orleigh Park, Hill End Terrace, West End
- Sherwood Arboretum, Joseph Street (Entrance), Sherwood
- Teralba Park, Pullen Road, Everton Park
- King George Square, Brisbane CBD.

National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week celebrations are held in the first week of July each year (Sunday to Sunday) to recognise and celebrate the cultures, histories and the achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week provides an opportunity to increase awareness in the wider community of the status and treatment of Aboriginal and Torres Strait Islander Australians. It is also a celebration of Aboriginal and Torres Strait Islander peoples and cultures and is an opportunity to recognise their contributions to Brisbane, while providing networking opportunities between government, non-government and community services.

Gathering showcases Aboriginal and Torres Strait Islander performances on the main stage in the Queen Street Mall in Brisbane's Central Business District. It is held every Wednesday from 12–1pm from February to November. Gathering is our signature Aboriginal and Torres Strait Islander program that engages Brisbane's residents and visitors in a positive experience of traditional and contemporary Aboriginal and Torres Strait Islander cultures through language, songs, dance, Dreaming stories and truth-telling.

Engagement Guides and Employee Training Programs include the Aboriginal and Torres Strait Islander Terminology Guideline, Cultural Protocols and Engaging with Aboriginal and Torres Strait Islander Communities Guidelines that support staff engagement with Aboriginal and Torres Strait Islander communities.

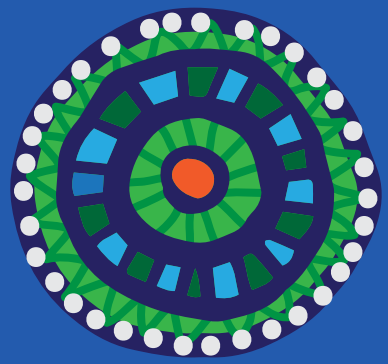
Additionally, free, accessible online training regarding Aboriginal and Torres Strait Islander culture and engagement is available to all employees.

National Reconciliation Week (NRW) is held annually between 27 May and 3 June. These dates commemorate 2 significant moments in Australia's history and reconciliation journey. It is a time for all Australians to learn about shared histories, cultures and achievements and explore how we can all make our mark in Australia's reconciliation journey.

Each year on 27 May, Australia marks the anniversary of the 1967 Referendum, when Australians voted to remove clauses in the Constitution that discriminated against Aboriginal and Torres Strait Islander peoples.

Mabo Day is held annually on 3 June to commemorate Eddie Koiki Mabo, a Torres Strait Islander man whose campaign for Indigenous land rights led to a landmark High Court decision. This historic ruling overturned 'terra nullius' and led to Australia's Federal Parliament passing the *Native Title Act 1993*, which established the legal framework for native title claims by Aboriginal and Torres Strait Islander peoples across Australia.

Walking Together Towards Reconciliation



Our journey toward reconciliation began in early 2018, when key members of the Lord Mayor's Meeting with Aboriginal and Torres Strait Islander Community Members supported moving from the Indigenous Aspirations Strategy to developing a RAP on the understanding that it would deliver clear, measurable actions and change.

From the delivery of our first Innovate RAP 2022–2024 our key achievements to date include:

- Formation of more than 102 partnerships with Aboriginal and Torres Strait Islander organisations.
- Delivery of 54 National Reconciliation Week events across the city.
- 440 staff engaged in face-to-face cultural learning sessions.
- $9.08 million spent in procurement from 49 Aboriginal and Torres Strait Islander businesses.
- 95% of staff report that relationships between Aboriginal and Torres Strait Islander and non-Indigenous colleagues are positive.
- Established an external advisory group, known as the RAP CAG of Aboriginal and Torres Strait Islander community members including Traditional Custodian representatives.
- Annual schedule of lighting up our assets for significant dates such as NAIDOC Week.
- Showcased Aboriginal and Torres Strait Islander art and cultures in Queen Street Mall and on our buses.
- Worked with local Landcare groups and traineeship programs to care for Country.
- Dual named sites such as the Breakfast Creek / Yowoggera Bridge. Breakfast Creek and Newstead were some of South East Queensland's most important corroboree (gathering) places.
- Laid the foundation for future reconciliation projects and business-as-usual practices.

These outcomes reflect genuine and measurable progress — achieved in collaboration with community partners, staff and key stakeholders. These outcomes show that reconciliation is becoming a lived experience across Council.

Following implementation of the first RAP, we undertook community consultation through targeted engagement with Aboriginal and Torres Strait Islander communities via forums, an online survey and one-on-one meetings. Once again, Aboriginal and Torres Strait Islander voices led the way, sharing priorities and expectations.

Community members spoke of the need for the following:

- Stronger pathways for employment and visibility of Aboriginal and Torres Strait Islander staff.
- Further cultural capability training across Council.
- Truth-telling and storytelling embedded in more RAP actions, including capturing untold histories.
- Clear accountability for RAP delivery, woven into leadership and everyday practice.
- Fewer but more strategic RAP actions that drive measurable change.
- Respectful engagement with Traditional Custodians, and inclusive approaches to Acknowledgement of Country.
- A stronger culture of respect and allyship across Council.
- Protection of significant Aboriginal sites, with education for all visitors.
- Support for Aboriginal and Torres Strait Islander-led initiatives that support local businesses.
- Greater transparency around RAP progress.
- Stronger partnerships for cultural learning and caring for Country.
- Formalising the role of Elders in RAP actions, mentoring younger generations and creating spaces for public connection and learning.
- Ensuring major projects engage Aboriginal and Torres Strait Islander peoples.
- Ongoing support for community capacity, representation and leadership.

These emerging themes gave us clear direction: reconciliation is not just about RAP actions but about collaborative relationships, genuine respect, ongoing opportunities and accountability.

This journey was only possible because of the voices, wisdom and guidance of Aboriginal and Torres Strait Islander communities. Together, we walk with respect, grounded in truth and committed to building a reconciled future.

RAP Governance

Our RAP Portfolio Progress Group (PPG) coordinates the development and implementation of our RAP.

The overarching objectives of the PPG are to:

- provide input, ideas and perspectives on deliverables in the RAP
- act as a central point for Council Groups in contributing to the RAP
- be actively involved in delivering the commitments included in the RAP
- be visible role models in the celebration of Aboriginal and Torres Strait Islander peoples, cultures, achievements and contributions and champion organisation-wide participation and recognition of key Aboriginal and Torres Strait Islander dates of significance including National Sorry Day, Mabo Day, National Reconciliation Week and NAIDOC Week
- review progress against outcomes of the RAP and review the RAP at least annually
- report to Council's Executive Management Group (EMG) at least annually on progress against deliverables.

The members represent all Groups within Council and include both Aboriginal and/or Torres Strait Islander employees and non-Indigenous employees and include the following roles.

- RAP Governance Chair
- RAP Champions:
  - Co-RAP Champion, Chief Executive Officer
  - Co-RAP Champion, Group Executive Environment, Parks and Sustainability Services
- Service Group Representative City Planning and Economic Development Services
- Service Group Representative Community and the Arts Services
- Service Group Representative Corporate Services
- Service Group Representative Customer Services
- Service Group Representative Environment, Parks and Sustainability Services
- Service Group Representative Governance and Legal Services
- Service Group Representative Infrastructure Services
- Service Group Representative Public Transport Services
- Team Leader Aboriginal & Torres Strait Islander Team, Community and the Arts Services
- Reconciliation Action Plan Coordinator, Community and the Arts Services
- One Mob Aboriginal and Torres Strait Islander Community of Inclusion Representatives
- Senior Consultant Equity and Diversity, People and Culture, Corporate Services

There are 3 members of the PPG who identify as being Aboriginal and/or Torres Strait Islander persons.

Key Achievements

102 Partnerships with Aboriginal and Torres Strait Islander organisations

54 National Reconciliation Week events delivered

440 Council staff engaging in face-to-face cultural learning

$9.08M Procurement value sourced from 49 Aboriginal and Torres Strait Islander businesses

Annual schedule of lighting up Council assets for Dates of Significance

95% positive relationships between Aboriginal and Torres Strait Islander and non-Indigenous colleagues

Established an external advisory group of Aboriginal and Torres Strait Islander community members including Traditional Custodian representatives

Dual named sites such as the Breakfast Creek/ Yowoggera Bridge - some of South East Queensland's most important corroboree (gathering) places

Showcasing Aboriginal and Torres Strait Islander art and cultures in Queen Street Mall

Working with local Landcare groups and traineeship programs to care for Country

Laid the foundation for future reconciliation projects and business-as-usual practices

What Our Community Told Us

Employment, Visibility and Leadership Pathways

Cultural Capability, Respect and Allyship

Truth-Telling, Storytelling and Historical Recognition

Accountability, Transparency and Strategic Focus

Community-Led Initiatives, Elders and Caring for Country

Our Innovate RAP

This Innovate RAP represents the next phase of our reconciliation journey and spans 3 years. It builds on the foundations established through previous strategies and RAP commitments, strengthening how reconciliation is embedded across Council while continuing to support communities and contribute to a Brisbane that is inclusive, resilient and future-focused.

Significant progress has been made through earlier initiatives, including the implementation of our first Innovate RAP. This next Innovate RAP acknowledges those achievements while recognising that reconciliation is an ongoing responsibility and that there is more work to be done to create lasting and meaningful change.

This plan provides a renewed opportunity for Council, Aboriginal and Torres Strait Islander peoples, and the broader community, to deepen relationships, demonstrate respect and create opportunities. Guided by these core themes, the actions within this RAP honour the past, strengthen the present and support a shared future built on trust, collaboration and accountability.

Reconciliation is not a destination, but a continuing journey we walk together. Through this Innovate RAP, we reaffirm our commitment to working alongside communities to foster a more inclusive Brisbane — one where Aboriginal and Torres Strait Islander peoples, cultures, histories and leadership are recognised, respected and celebrated now and into the future.



Our Innovate RAP



RELATIONSHIPS

Achieving our vision for reconciliation requires strong, respectful and enduring relationships. We will continue to work in genuine partnership with Brisbane's Aboriginal and Torres Strait Islander peoples and communities, Traditional Custodians, community organisations and reconciliation partners across the city. These relationships are central to ensuring reconciliation is embedded in how we work with and for the community.

We are committed to strengthening trust and collaboration with Aboriginal and Torres Strait Islander communities so that all people feel culturally safe, respected and connected to the future of Brisbane. By acknowledging history, supporting truth-telling and listening to lived experience, we can build deeper understanding and mutual respect.

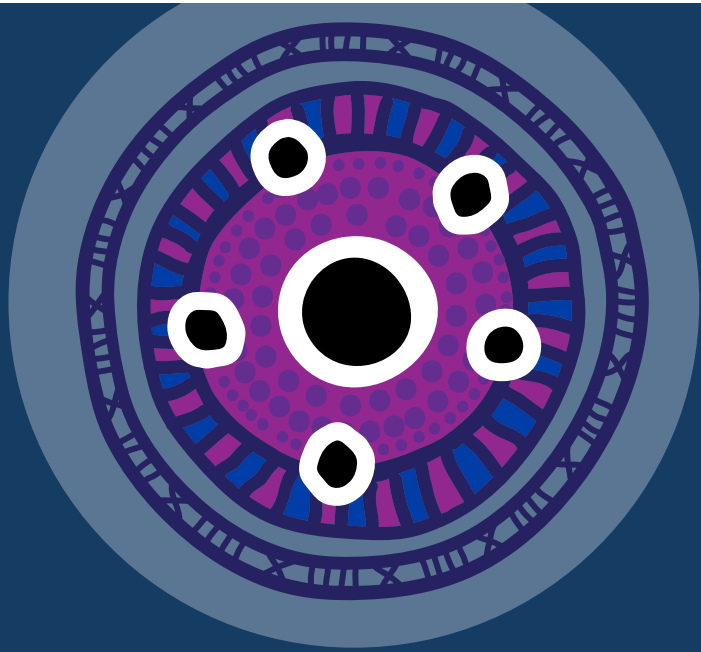
Strong relationships create the foundation for improved communication, shared learning and meaningful opportunities. Through these partnerships, we seek to foster empathy, strengthen community leadership and support an inclusive city where reconciliation is a shared responsibility and an ongoing commitment.

Action	Deliverable	Timeline	Responsibility
1. Strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander communities.	1. Continue and strengthen leadership-level engagement between the Lord Mayor and Aboriginal and Torres Strait Islander community members, building trust, transparency and cultural capability into our reconciliation journey. These twice-yearly meetings will evolve into strategic conversations that support truth-telling, shared leadership and community-led direction on key issues, including cultural recognition, employment, youth empowerment and caring for Country. The meetings will also inform our RAP delivery and influence reconciliation across Brisbane.	October 2026 February, October 2027 February, October 2028 (indicative)	Manager, Protocol and Civic Events, Lord Mayor's Administration and Engagement
	2. Undertake a review of our Engagement Policy and Engaging with Aboriginal and Torres Strait Islander Communities Guidelines to strengthen and support consistent, meaningful and respectful engagement with Aboriginal and Torres Strait Islander communities. This work will honour local protocols, empower community voices and support our teams to build relationships grounded in cultural respect, shared leadership and ongoing learning.	July 2027, 2028, 2029	Manager, Community Experience, Customer Services
	3. Strengthen the role of RAP CAG and embed culturally safe and meaningful pathways for Aboriginal and Torres Strait Islander peoples to shape our projects and initiatives. Through listening, partnership and truth-telling, we will work in partnership with Elders, young people and community organisations to support the contribution of cultural knowledge, storytelling and leadership across relevant projects, initiatives and community engagement practices strengthening reconciliation in action across Brisbane.	July 2027, 2028, 2029	Manager, Community Experience, Customer Services
2. Strengthen relationships through celebrating NRW.	4. Strengthen commitment to NRW by ensuring all employees have access to Reconciliation Australia's resources and are actively encouraged and supported to participate in NRW events and learning opportunities. This action builds visibility, accountability and cultural capability across Council, supporting a workplace culture where reconciliation is recognised as everyone's responsibility.	May–June 2027, 2028, 2029	Manager, Culture and Capability, People and Culture
	5. Support and promote community-led events during NRW and encourage active participation by employees and senior leaders. This commitment recognises the power of community-driven reconciliation and ensures that we play a visible and respectful role in public-facing events that honour Aboriginal and Torres Strait Islander peoples, cultures and leadership.	May–June 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	6. Each year, we will deliver NRW events that are open to the public, co-designed with Aboriginal and Torres Strait Islander community members, and supported by strong promotion to maximise visibility, participation and cultural respect.	May–June 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	7. Our PPG members will actively participate in at least one NRW event annually, strengthening relationships with community, building cultural capability and visibly demonstrating our commitment to reconciliation in action.	May–June 2027, 2028, 2029	RAP Governance Chair, Portfolio Progress Group

Action	Deliverable	Timeline	Responsibility
	8. Register all NRW events on Reconciliation Australia's official NRW website to support national visibility, encourage widespread participation and demonstrate ongoing commitment to reconciliation in action.	May–June 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
3. Promote reconciliation through our sphere of influence.	9. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including the encouragement of incorporating First Nations' knowledge into Bushcare groups, business forums, creative entertainment and events.	December 2027	RAP Coordinator, Arts and Community Development
	10. Embed reconciliation recognition into our annual awards program by celebrating outstanding projects, teams and individuals that demonstrate leadership, innovation and impact in advancing reconciliation with Aboriginal and Torres Strait Islander peoples, communities and businesses. Recognition will reflect contributions to truth-telling, cultural capability, inclusive engagement, and cultural and economic empowerment.	December 2026, 2027, 2028	RAP Governance Chair, Portfolio Progress Group
	11. Collaborate with Reconciliation Australia, Reconciliation Queensland, RAP organisations, and other like-minded partners to drive collective impact on reconciliation. Focus on shared learning, coordinated initiatives and advocacy for systemic change that empowers Aboriginal and Torres Strait Islander peoples, promotes truth-telling and embeds cultural integrity in all levels of civic and community life.	September 2027	RAP Governance Chair, Portfolio Progress Group
	12. Promote our ongoing commitment to reconciliation through strategic, culturally respectful communication across multiple external channels, libraries and customer centres, ensuring visibility of Aboriginal and Torres Strait Islander peoples, cultures, contributions, leadership and priorities.	September 2027	RAP Coordinator, Arts and Community Development
	13. Collaborate with our One Mob COI to co-design and implement targeted, culturally safe strategies that build internal engagement, foster cultural capability and empower staff to actively contribute to reconciliation.	September 2027	Manager, Culture and Capability, People and Culture
	14. Embed a coordinated program of lighting Council assets on key Aboriginal and Torres Strait Islander dates of significance, and promote these through Council's website and communication channels, supported by culturally informed storytelling, communications and community engagement activities that promote truth-telling, increase visibility of culture, honour resilience and deepen public awareness of shared histories.	July 2027	Team Leader, Business Hotline, Customer Services

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation in schools within our LGA.	15. Engage the Lord Mayor's Youth Advisory Council (LMYAC) in our reconciliation journey by sharing current initiatives to build cultural capability, supporting schools to increase participation of Aboriginal and Torres Strait Islander young people in civic leadership pathways (including LMYAC).	March 2027	Team Leader, Youth Development, Arts and Community Development
	16. Encourage schools to develop their own RAPs through the Narragunnawali platform.	March 2027	Team Leader, Youth Development, Arts and Community Development
5. Promote positive race relations through anti-discrimination strategies.	17. Collaborate with Aboriginal and Torres Strait Islander employees, advisors and community representatives to review our People and Culture policies and procedures. Ensure anti-discrimination provisions are visible, robust and culturally safe, addressing both systemic and interpersonal barriers to equity, cultural identity and wellbeing in the workplace.	March 2027	Manager, Culture and Capability, People and Culture
	18. Review and strengthen our policies and procedures to proactively prevent, identify and respond to racism and discrimination, ensuring alignment with cultural safety principles and community expectations. Engage Aboriginal and Torres Strait Islander staff, advisors and networks in the review process to embed lived experience and ensure policies reflect the realities faced by Aboriginal and Torres Strait Islander employees and communities.	June 2027	Manager, Culture and Capability, People and Culture
	19. Deliver comprehensive education and leadership development to ensure all employees, particularly senior leaders, understand the impacts of racism and discrimination. Equip staff with the knowledge and tools to actively recognise, respond to and prevent culturally unsafe behaviour, and to foster a workplace culture grounded in respect, allyship and truth-telling.	October 2027	Manager, Culture and Capability, People and Culture
	20. Continue to promote projects that are inclusive of Aboriginal and Torres Strait Islander communities through Council communication channels that reach a wide range of residents.	October 2027	General Manager, Strategic Communication and Engagement

Our Innovate RAP



RESPECT

Respect is fundamental to advancing reconciliation and to building a city that values Aboriginal and Torres Strait Islander peoples and cultures. We recognise that reconciliation requires ongoing learning, reflection and acknowledgement of the past, both within the organisation and across the wider community.

We are committed to strengthening knowledge, cultural understanding and truth-telling by embedding respect for Aboriginal and Torres Strait Islander peoples and cultures into everyday practice. This includes recognising and observing cultural protocols, listening to lived experience and ensuring Aboriginal and Torres Strait Islander perspectives are valued and visible.

Through education, engagement and the celebration of culture, we will support a culturally capable workforce and a more informed community. By doing so, we will continue to build a stronger, more inclusive Brisbane — one grounded in respect, shared understanding and a commitment to reconciliation now and into the future.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights through cultural learning and truth-telling.	21. Undertake a comprehensive review of our current and emerging cultural learning needs, ensuring truth-telling, cultural capability and local Aboriginal and Torres Strait Islander knowledge systems are embedded across all levels of the organisation. This will identify gaps, inform tailored learning pathways and strengthen our ability to foster cultural safety, respect and allyship.	December 2026	Manager, Culture and Capability, People and Culture
	22. Engage Aboriginal and Torres Strait Islander communities, particularly Traditional Custodians, Elders, local cultural educators and First Nations-led businesses to review and co-design our Cultural Learning Strategy, ensuring learning is place-based, grounded in truth-telling and reflects local histories, protocols and connection to Country.	June 2027	Manager, Culture and Capability, People and Culture
	23. Implement and communicate the Cultural Learning Strategy across all levels of Council, embedding it as an essential component of professional development and leadership, and enabling organisation-wide participation in ongoing, culturally informed learning.	December 2027	Manager, Culture and Capability, People and Culture
	24. Continue to deliver and strengthen our Aboriginal and Torres Strait Islander Cultural Competency Training Package to ensure all employees undertake ongoing, place-based and meaningful cultural learning. Embed local Traditional Custodian knowledge, cultural protocols, truth-telling and caring for Country, and expand delivery through partnerships with Aboriginal and Torres Strait Islander educators to build capability across all levels of Council.	March 2028	Manager, Culture and Capability, People and Culture
	25. Support and require leaders, including PPG members, to participate in ongoing place-based cultural learning, demonstrating visible leadership and accountability in embedding cultural capability, truth-telling and respectful engagement across Council.	March 2027	Manager, Culture and Capability, People and Culture
	26. Partner with Aboriginal and Torres Strait Islander organisations and communities to deliver a minimum of 5 culturally significant community events each year, including National Sorry Day, Mabo Day, National Reconciliation Week, Coming of the Light and NAIDOC Week, that build understanding, visibility and recognition of Aboriginal and Torres Strait Islander cultures, histories and contributions. Explore opportunities to stream these events online to expand accessibility and impact.	July 2027	Team Leader Aboriginal & Torres Strait Islander Team, Arts and Community Development
	27. Enhance communications, assets and spaces with meaningful Acknowledgements of Country and culturally informed content. This includes publishing information about local Traditional Custodian groups, Aboriginal and Torres Strait Islander organisations, and the histories of significant sites and events, developed in partnership with community and Elders. Ensure this truth-telling is also reflected in how information is shared and physically near the places these histories relate to, supporting local visibility and public awareness.	September 2027	RAP Coordinator, Arts and Community Development

Action	Deliverable	Timeline	Responsibility
7. Strengthen respect for Aboriginal and Torres Strait Islander peoples by observing appropriate cultural protocols.	28. Review, update and promote our cultural protocol guidance to ensure respectful and consistent practices across all areas of operation. This includes protocols for Welcome to Country, Acknowledgement of Country, smoking ceremonies and culturally significant dates, developed in collaboration with Traditional Custodians, Elders and local Aboriginal and Torres Strait Islander organisations. Ensure accessibility, awareness and alignment with local identity and cultural authority.	December 2026	RAP Coordinator, Arts and Community Development
	29. Strengthen employees' understanding of the cultural significance, purpose and application of protocols such as Welcome to Country, Acknowledgement of Country, smoking ceremonies and cultural dates of significance through tailored training, community-led storytelling and accessible resources across Council. This education will be developed in partnership with Traditional Custodians, Elders and local Aboriginal and Torres Strait Islander organisations to ensure cultural accuracy, relevance and respect.	March 2027	RAP Coordinator, Arts and Community Development
	30. Review the cultural engagement protocols document that respectfully outlines local practices, expectations and considerations relevant to our engagement with Aboriginal and Torres Strait Islander employees, Traditional Custodians, community members and visitors. The document will embed culturally informed practices to guide our operations, ceremonies, internal conduct and external engagement.	March 2027	RAP Coordinator, Arts and Community Development
	31. Review, co-design and update culturally respectful event protocols for the commencement of key Council events and forums ensuring that Welcome to Country, Acknowledgement of Country and other cultural practices are appropriately integrated into: • Full public Council meetings. • Council-led formal events with the Lord Mayor. • Governance group meetings (e.g., PPG and RAP CAG). • Opening of new Council facilities. • Citizenship ceremonies.	December 2027	RAP Coordinator, Arts and Community Development

Action	Deliverable	Timeline	Responsibility
	32. Continue to implement the Aboriginal and Torres Strait Islander Flags policy and to ensure a clear, respectful and culturally informed procedure for the permanent and event-based display of the Aboriginal and Torres Strait Islander flags across Council-owned and managed assets.	September 2027	Manager, Asset Planning
	33. Ensure an Acknowledgement of Country is included in our significant external publications, where appropriate.	October 2026	General Manager, Strategic Communication and Engagement
	34. Continue distributing and encouraging the use of the cultural protocol guide to funded event partners, to assist organisations that engage with us to embed cultural accountability, community leadership and deeper partnerships.	December 2026	Creative and Community Partnership Manager, Arts and Community Development
	35. Embed cultural responsiveness and accountability in cemetery management practices, foster respectful engagement and uphold Aboriginal and Torres Strait Islander culturally appropriate burial protocols.	April 2027	Business Manager, Cemeteries
8. Strengthen respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	36. Build on current commitments to external NAIDOC Week participation by strengthening how it honours, amplifies and co-leads Aboriginal and Torres Strait Islander celebrations, using NAIDOC as a strategic opportunity for cultural visibility, workforce engagement, community relationships and truth-telling.	July 2027, 2028, 2029	RAP Governance Chair, Portfolio Progress Group
	37. Move beyond promoting cultural leave policies by embedding a culture of respect, visibility and truth-telling around Aboriginal and Torres Strait Islander staff participation in NAIDOC Week and reinforcing its commitment to reconciliation as an organisation-wide responsibility.	June 2027, 2028, 2029	Manager, Culture and Capability, People and Culture
	38. Elevate from encouragement to structured participation, leadership visibility and cultural accountability, ensuring NAIDOC becomes a catalyst for learning, inclusion and community connection across the organisation.	July 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	39. Deepen NAIDOC Week commitments by embedding long-term cultural partnerships, local leadership and truth-telling practices into the planning, delivery and reflection of all Council-supported NAIDOC events, moving beyond civic presence to meaningful community impact.	July 2027, 2028, 2029	RAP Coordinator, Arts and Community Development

Action	Deliverable	Timeline	Responsibility
9. Strengthen respect for Aboriginal and Torres Strait Islander communities by using our spaces to share art and culture.	40. Transform library-based initiatives into a broader platform to include Aboriginal and Torres Strait Islander communities-led cultural education, community co-curation and storytelling, with libraries positioned as civic centres for truth-telling, visibility and reconciliation.	December 2027	Coordinator Community Liaison, Library Services
	41. Celebrate Aboriginal and Torres Strait Islander cultures by featuring commissioned Aboriginal and Torres Strait Islander artwork on at least one public bus per year.	December 2026, 2027, 2028	Creative and Community Partnership Manager, Arts and Community Development and Public Transport Services
	42. Continue to provide annual support for Aboriginal and Torres Strait Islander art, stories and language through community-led cultural programming, artist development pathways and ceremonial visibility as part of Council-supported festivals and arts initiatives.	December 2027	Creative and Community Partnership Manager, Arts and Community Development
	43. Continue to update our documents and webpages to be representative of Aboriginal and Torres Strait Islander communities.	July 2027	General Manager, Strategic Communication and Engagement
	44. Where possible, engage Traditional Custodian knowledge into the design, interpretation and management of Brisbane's parks ensuring cultural significance is not just documented, but actively shared, protected and celebrated.	October 2027	Manager, Parks and Natural Resources
	45. Engage communities to share deeper stories of place and connection to Country through mediums such as public art programs.	February 2028	Manager, Design Brisbane
	46. Explore culturally safe opportunities to engage Aboriginal and Torres Strait Islander peoples in delivering artworks and information at City Hall to showcase Indigenous history, culture and truth-telling in Brisbane.	December 2027	Creative and Community Partnership Manager, Arts and Community Development
	47. Introduce a RAP-design polo shirt into our Corporate Wardrobe, developed in partnership with Aboriginal and Torres Strait Islander designers and suppliers as a visible and everyday commitment to reconciliation, cultural recognition and respect.	February 2028	Manager, Culture and Capability, People and Culture

Our Innovate RAP



OPPORTUNITIES

Creating meaningful and sustainable opportunities is central to advancing reconciliation and supporting long-term community wellbeing. We are committed to increasing employment, learning and career development opportunities for Aboriginal and Torres Strait Islander peoples within the organisation, and to fostering inclusive workplaces where people can thrive.

We will continue to work in partnership with Aboriginal and Torres Strait Islander communities, organisations and industry to strengthen economic participation and support Aboriginal and Torres Strait Islander-owned and managed businesses. By leveraging procurement, partnerships and capability-building, we seek to create pathways that support long-term economic independence and growth.

Through collaboration and shared decision-making, we will support opportunities that contribute to social, cultural and economic wellbeing. These actions recognise that strong economies support strong communities and are critical to improving life outcomes and creating a more equitable and inclusive Brisbane for current and future generations.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	48. Embed a culturally responsive employment strategy that reflects the real needs, aspirations and lived experiences of Aboriginal and Torres Strait Islander employees, ensuring future recruitment, retention and development pathways are shaped by community voice and cultural integrity.	July 2027	Manager, Culture and Capability, People and Culture
	49. Embed a culturally responsive and community-informed approach to retention and professional development ensuring Aboriginal and Torres Strait Islander employees are supported, visible and empowered across all stages of their career journey.	March 2028	Manager, Culture and Capability, People and Culture
	50. Review and trial inclusive recruitment methods to identify and remove barriers to Aboriginal and Torres Strait Islander participation in our workforce.	February 2028	Manager, Culture and Capability, People and Culture
	51. Promote job opportunities through culturally appropriate and targeted channels to increase Aboriginal and Torres Strait Islander employment.	March 2028	Manager, Culture and Capability, People and Culture
	52. Increase the representation of Aboriginal and Torres Strait Islander peoples across our workforce through culturally safe pathways, targeted recruitment strategies and retention support.	July 2028	Manager, Culture and Capability, People and Culture
	53. Promote and strengthen internal mentoring programs to support new Aboriginal and Torres Strait Islander employees by connecting them with experienced staff and culturally safe networks.	February 2028	Manager, Culture and Capability, People and Culture
11. Provide capacity building support to Aboriginal and Torres Strait Islander businesses and community organisations.	54. Promote and facilitate Aboriginal and Torres Strait Islander community and business access to our spaces and facilities, supporting visibility, cultural expression and economic development.	March 2027	Community Venues Project Manager, Community Facilities
	55. Implement a culturally responsive funding support process that enables Aboriginal and Torres Strait Islander organisations to access and apply for funding to deliver impactful economic and social initiatives across Brisbane.	March 2027	Grants Team Leader, Arts and Community Development

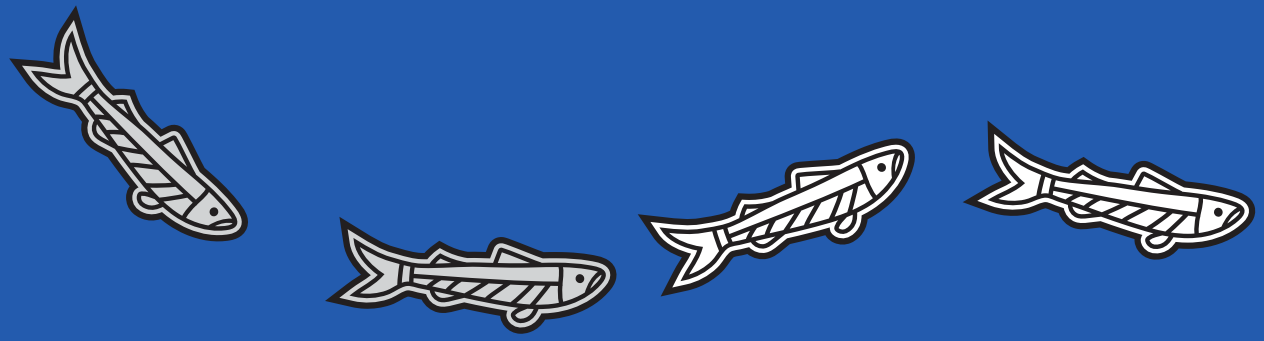
Action	Deliverable	Timeline	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	56. Engage community-led Aboriginal and Torres Strait Islander feedback that identifies economic inclusion, cultural integrity and long-term partnership opportunities that support Aboriginal and Torres Strait Islander businesses.	March 2027	Procurement Governance Manager, Strategic Procurement Office
	57. Embed a culturally responsive procurement strategy that identifies systemic barriers and actively increases opportunities for Aboriginal and Torres Strait Islander businesses ensuring economic inclusion, visibility and shared leadership in Brisbane's civic supply chain.	August 2027	Procurement Governance Manager, Strategic Procurement Office
	58. Embed a centralised, culturally safe and regularly updated Aboriginal and Torres Strait Islander business access system ensuring all our teams can confidently engage Aboriginal and Torres Strait Islander suppliers in alignment with reconciliation, procurement and cultural integrity goals.	December 2027	Procurement Governance Manager, Strategic Procurement Office
	59. Encourage a strategic, community-led Aboriginal and Torres Strait Islander Commercial Partnership Strategy that celebrates Black excellence, strengthens supplier relationships and builds long-term economic inclusion through culturally safe procurement practices.	March 2028	Partnering and Innovation Manager, Strategic Procurement Office
	60. Embed a strategic internal communication plan that actively promotes procurement opportunities with Aboriginal and Torres Strait Islander businesses ensuring staff across all departments are informed, confident and culturally accountable in their purchasing decisions.	December 2027	Partnering and Innovation Manager, Strategic Procurement Office
	61. Support Aboriginal and Torres Strait Islander-led land stewardship principles ensuring bushland restoration, cultural plant propagation and caring for Country are driven by Traditional Custodian knowledge, community priorities and long-term partnerships.	December 2027	Manager, Parks and Natural Resources
13. Identify and promote opportunities to expand Aboriginal and Torres Strait Islander participation in healthy futures.	62. Support sport and recreation clubs across Brisbane to begin or progress their reconciliation journeys, by providing resources, support and opportunities to engage meaningfully with Aboriginal and Torres Strait Islander communities.	December 2026, 2027, 2028	Healthy and Vibrant Communities Manager, Sport and Recreation

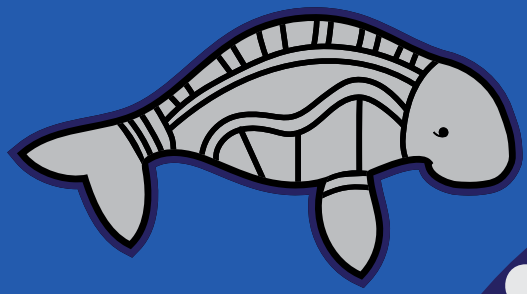
Action	Deliverable	Timeline	Responsibility
	63. Embed culturally safe health promotion into our immunisation outreach ensuring Aboriginal and Torres Strait Islander communities are supported through trusted partnerships, tailored messaging and community-led engagement.	June 2027	Business Manager – Environmental Health, Compliance & Regulatory Services
	64. Support the 2032 Olympic and Paralympic Games Organising Committee to elevate Aboriginal and Torres Strait Islander leadership, visibility and cultural integrity into the planning and delivery of the Brisbane 2032 Olympic and Paralympic Games. Ensure Aboriginal and Torres Strait Islander communities, including elite athletes past and present, are central to shaping lasting legacy.	September 2027	Strategy and Project Coordination Manager, Brisbane 2032 Host City Office
	65. Engage Aboriginal and Torres Strait Islander residents and organisations, in the *Making Our Mark – Brisbane* project to co-design Brisbane's legacy as part of the 2032 Olympic and Paralympic Games.	September 2027	Strategy and Project Coordination Manager, Brisbane 2032 Host City Office
14. Identify and promote opportunities to expand Aboriginal and Torres Strait Islander cultural tourism.	66. Through Brisbane Economic Development Agency, in collaboration with the Queensland Tourism Industry Council, work to grow cultural tourism opportunities and promote Aboriginal and Torres Strait Islander participation in business networks and trade summits.	June 2027	General Manager Tourism, Business & Major Events, Brisbane Economic Development Agency via Economic Development
	67. Continue promoting our business support and capacity-building programs across all communities, including Aboriginal and Torres Strait Islander communities. Share opportunities that foster growth and development for Aboriginal and Torres Strait Islander entrepreneurs, helping strengthen local businesses and broaden access to economic opportunities across the city.	June 2027	Manager, Economic Development

Governance

Action	Deliverable	Timeline	Responsibility
15. Maintain an effective PPG to drive governance of the RAP.	68. Invite Council's Chief Executive Officer annually to the PPG and maintain and strengthen Aboriginal and Torres Strait Islander representation on the PPG, ensuring connections with our Communities of Inclusion and alignment with broader equity, diversity and cultural governance frameworks.	June 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	69. Renew and adopt clear, culturally appropriate Terms of Reference (TOR) for the PPG and the external RAP CAG that defines their purpose, scope, membership, cultural protocols and decision-making responsibilities, ensuring alignment with our reconciliation goals and broader Communities of Inclusion strategies.	October 2026	RAP Coordinator, Arts and Community Development
	70. Convene regular quarterly meetings of the RAP governance groups to review progress, assess delivery and guide continuous improvement of RAP implementation. Ensure meetings uphold cultural protocols and provide meaningful involvement for Aboriginal and Torres Strait Islander members.	October 2026 January, April, July, October 2027 January, April, July, October 2028 January, April, July 2029 (indicative)	RAP Coordinator, Arts and Community Development
16. Provide appropriate support for effective implementation of RAP commitments.	71. Appoint and actively support Group Executives as our RAP Champions to provide visible leadership, drive accountability and embed reconciliation into strategic decision-making, operations and organisational culture.	October 2026	RAP Governance Chair, Portfolio Progress Group
	72. Identify, define and advocate for the financial, human and structural resources required to deliver RAP commitments with integrity, cultural safety and measurable impact ensuring that reconciliation is embedded as core business across all areas of our organisation.	October 2026	RAP Champions
	73. Foster shared responsibility for reconciliation by actively engaging senior leaders, staff and Aboriginal and Torres Strait Islander community members in shaping, delivering and championing RAP outcomes ensuring cultural leadership is visible, valued and embedded across our operations.	October 2026, 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	74. Establish and sustain fit-for-purpose systems and processes to monitor, evaluate and measure the impact and effectiveness of RAP commitments ensuring all actions are measurable, outcomes are visible and progress and insights are transparently reported to staff, community and stakeholders to support continuous improvement.	October 2026	RAP Governance Chair, Portfolio Progress Group

Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	75. Coordinate the timely completion and submission of our annual RAP Impact Survey to Reconciliation Australia, ensuring it reflects a truthful, data-informed account of progress, challenges and learnings that can guide future reconciliation efforts both internally and externally.	30 September 2027, 2028	RAP Coordinator, Arts and Community Development
	76. Maintain up-to-date primary and secondary contact details with Reconciliation Australia to ensure timely receipt of RAP communication, updates and opportunities. This supports effective governance, responsiveness and continuity in our reconciliation efforts.	October 2026, 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	77. Proactively contact Reconciliation Australia to request the unique access link for our annual RAP Impact Survey, ensuring timely participation and submission of our progress report.	August 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	78. Complete and submit a comprehensive Traffic Light Report to Reconciliation Australia at the conclusion of this RAP, clearly outlining progress, challenges and outcomes against each RAP commitment, and identifying areas for continued focus on future reconciliation planning.	August 2029	RAP Coordinator, Arts and Community Development
	79. Provide transparent, twice-yearly updates on the implementation of our RAP commitments to employees, our Communities of Inclusion and senior leaders, highlighting achievements, challenges and opportunities for continuous cultural learning and accountability.	December 2026 July, December 2027 July, December 2028 July 2029	RAP Coordinator, Arts and Community Development
	80. Publish our RAP impact annually that highlights our progress, challenges and key learnings, ensuring transparency, accountability and the continued centering of Aboriginal and Torres Strait Islander voices and priorities.	August 2027, 2028, 2029	RAP Coordinator, Arts and Community Development
	81. Actively participate in Reconciliation Australia's biennial Workplace RAP Barometer Survey to benchmark our progress on reconciliation commitments. Promote widespread employee participation to gather meaningful insights that inform continuous improvement in cultural capability, workplace inclusion and RAP delivery.	August 2026, 2028	RAP Coordinator, Arts and Community Development
18. Continue our reconciliation journey by developing our next RAP.	82. Officially register our intent to develop its next RAP through Reconciliation Australia's website. This formal step will initiate a structured, consultative RAP development process that builds on current achievements and aligns with evolving community aspirations and organisational priorities.	March 2029	RAP Coordinator, Arts and Community Development







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