



Sunshine Coast Council

Stretch Reconciliation Action Plan

Annual Report 2025-26

Kabi Kabi Djagan – Zartisha Davis

October 2026

sunshinecoast.qld.gov.au

mail@sunshinecoast.qld.gov.au

07 5475 7272

Locked Bag 72, Sunshine Coast Mail Centre
Qld 4560

© Sunshine Coast Regional Council 2008 — current. Reproduction without permission is prohibited. Sunshine Coast Council™ is a trademark of Sunshine Coast Regional Council.

Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

Reference document

This document should be cited as follows:

Stretch Reconciliation Action Plan Annual Report 2025-26.

Disclaimer

To the extent this document contains future plans, activities, policies and strategies, these matters are aspirational and subject to change at any time without notice.

While the Sunshine Coast Council has exercised reasonable care in preparing this document, no warranty or representation is given by Council or its officers in relation to any of the information or data contained within this document (including as to its accuracy, reliability, completeness or suitability for any purpose).

Council and its officers are not liable (including without limitation, liability in negligence) for any loss, damage, expenses or costs (including any consequential loss or damage) incurred by you relating to any use of, or reliance upon, the information and data contained within this document.

Cover image

Zartisha Davis (Kabi Kabi/Butchulla/Cobble Cobble), Kabi Kabi Djagan, 2024, acrylic on canvas, 101.5 x 152.5cm. Commissioned by First Nations Partnerships, Sunshine Coast Council, 2024. Sunshine Coast Art Collection. Photo: Vivid Photography.

Traditional acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.

Progress against targets

The introduction of targets provides a clearer picture of where we are making progress and where greater focus is needed.

Targets were introduced across five areas of Council's business. Of the 10 measures, one was achieved, five are on track and four require greater focus to strengthen outcomes over the life of the plan.

Strong results were achieved in community grants and cultural awareness training, while procurement and employment remain priorities for improvement.

Note: All targets are due by June 2028 unless specifically identified as annual targets.

Target Area 1: Anti-racism

100% of Councillors and Senior Leaders to undertake unconscious bias and bystander training.

Progress 2025-26:		Target:	
Unconscious bias training	14%	100%	 Watch carefully
Active bystander training	12%	100%	 Watch carefully

Note: The rollout of unconscious bias and active bystander training commenced during the reporting period and is in the early stages of implementation.

Target Area 2: Cultural awareness

100% of employees to complete online cultural awareness training and 50% to complete face-to-face and on-Country training.

Progress 2025-26:		Target:	
Online	97%	100%	 On track
Face-to-face	19%	50%	 On track
On-Country	23%	50%	 On track

Target Area 3: Employment

3% First Nations representation in Council's workforce.

Progress 2025-26:		Target:	
First Nations employees	2.13%	3%	 Watch carefully

Target Area 4: Procurement

10 commercial relationships with First Nations businesses each year and 2% procurement from First Nations owned businesses.

Progress 2025-26:		Target:	
Commercial relationships	7	10	 On track
Procurement share	0.68%	2%	 Watch carefully

Target Area 5: Community grants

10 community grant applications from First Nations groups each year and 5 First Nations partners in the Community Partnerships Funding Program.

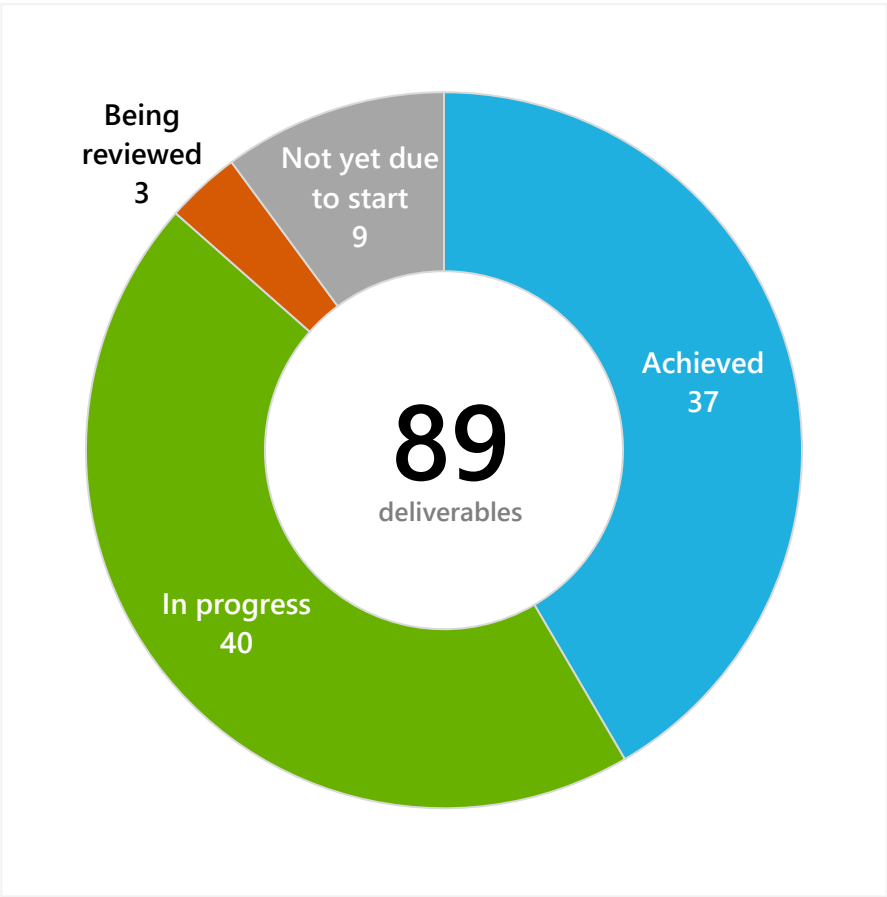
Progress 2025-26:		Target:	
Grant applications	11	10	 Achieved
Groups in CPFP	2	5	 On track

Legend:



Implementation snapshot

We have made good progress in the first year with most deliverables either achieved or underway. As implementation continues, some actions and timeframes will be reviewed to support successful delivery and long-term impact.



There are 89 deliverables across the Stretch RAP with 77 (86.5%) completed or progressing.

Progress has been made across all four RAP pillars, with particularly strong results in Relationships and Respect, where most deliverables have been achieved or are progressing well. The Opportunities pillar has the largest number of actions in progress, reflecting the longer-term nature of work.

Deliverable status

Achieved • 3 deliverables fully completed • 34 ongoing or annual commitment delivered	Not yet due • 9 scheduled to begin in a future year
In progress • 14 on track • 20 progressing, timeframes extended • 6 progressing, needs further focus on future delivery These deliverables will need further focus to ensure we meet our commitment. This includes our targets and deliverables related embedding the RAP in internal systems.	Being reviewed • 3 under review These deliverables will be reviewed to ensure they are sustainable, impactful and aligned with Council and community priorities. This includes the First Nations Community Forum, the Sunshine Coast First Nations Accord and the employee leadership development programs.

Highlights

Achievements across the four RAP pillars reflect meaningful progress in strengthening relationships, celebrating First Nations culture and creating opportunities across the organisation and community.

Relationships

- Held strategic workshops with Kabi Kabi and Jinibara Traditional Custodians and Council's Executive Leadership Team, strengthening relationships and setting a vision for future partnership. *(Action 2.1, 2.3)*
- First Nations voices continued to shape Council initiatives through representation on key advisory groups, including the First Nations Community Advisory Group, Sunshine Coast Arts Advisory Board, Sunshine Coast Biosphere Coordinating Committee and Brisbane 2032 Legacy Community Reference Group. *(Action 1.2, 1.3)*
- Achieved strong First Nations participation in Youth Action Plan development, with 63 young people contributing (11% of all survey responses) and two First Nations young leaders joining the Young Leaders Academy. *(Action 1.4)*
- Delivered and supported National Reconciliation Week activities across Council and the community, including the annual Aunty Betty Memorial Walk and Council's Voices for Reconciliation Choir. *(Action 3)*
- Embedded First Nations values in the 2026 Sunshine Coast Biosphere Community Awards design and planning, with 12% of nominations recognising First Nations contributions and a First Nations recipient receiving awards in two categories. *(Action 4.3)*

- Expanded the Shine a Light on Racism campaign, with three First Nations patrons helping shape the 2026 strategy and three local facilitators accredited to deliver anti-racism education. *(Action 5.2)*
- Commenced Empowering Positive Workplaces training for Councillors and senior leaders, with some Councillors also participating in Council supported Never a Bystander anti-racism workshops. *(Action 5.4)*
- Continued to partner with Kabi Kabi Peoples Aboriginal Corporation on the Blue Heart project, receiving international recognition at the Australasian Mangrove and Saltmarsh Network Conference. *(Action 2.1)*

Respect

- Established a new First Nations Cultural Awareness Training Panel, with four First Nations trainers providing employees with access to First Nations led cultural learning experiences. *(Action 6)*
- Engaged a First Nations consultant to undertake an independent review of Council's First Nations cultural learning and employment strategies to inform a roadmap to achieving our RAP commitments. *(Action 6.1)*
- Supported regional NAIDOC Week celebrations through Council's annual flag-raising ceremony and more than 10 community-led events. Established the Sunshine Coast NAIDOC Committee to strengthen community leadership of future celebrations. *(Action 8)*
- Embedded First Nations knowledge and perspectives into environmental reserve management, including the Mary Cairncross Rainforest Discovery Centre renewal and Kids in Action program. *(Action 9.4)*
- Delivered First Nations library programs including Belonging Storytime and Who's Your Mob? Training, engaging hundreds of community members in learning about culture, identity and Country. *(Action 10.2)*

- Partnered with Visit Sunshine Coast to support the development of the First Nations Tourism Action Plan, creating a shared vision for the growth of culturally authentic tourism experiences. (Action 10.3)
- Promoted a regional calendar of First Nations events through the launch of a dedicated First Nations Events category on SC Events. (Action 10.5)
- Nine First Nations events delivered during Horizon Festival featuring 171 First Nations artists and attracting almost 4,000 attendees. (Action 10.6)
- Supported and showcased First Nations artists through exhibitions, creative development and the First Nations Studio Program. (Action 10.6)

Opportunities

- Exceeded the community grants target, with 11 First Nations organisations receiving funding through the Major and Minor Community Grants Program and a further six organisations supported through the Councillor Discretionary Fund. (Action 14.2)
- Engaged 61 First Nations businesses and spent more than \$3.139 million with First Nations suppliers, while maintaining seven ongoing commercial relationships through longer-term contracts and service agreements. (Action 12.5, 12.6)
- Awarded lease to Kabi Kabi Peoples Aboriginal Corporation to support establishment of Kabi Kabi Women's Rangers. (Action 14.3)
- Reviewed the Community Grants Policy and Guidelines in consultation with First Nations community stakeholders, introducing a new guiding principle embedding First Nations self-determination through First Nations-led projects. (Action 14.1)
- Delivered the Sunshine Coast First Nations Business Showcase during Indigenous Business Month, connecting more than 50 First Nations

businesses with government agencies, corporate buyers and business development opportunities. (Action 12.7)

- Continued to support First Nations employees through the First Nations Employee Network, including On Country learning experiences, wellbeing workshops and peer networking opportunities. (Action 11.1, 11.6)
- Recruited a TurtleCare Volunteer Coordinator through an identified recruitment process, strengthening First Nations leadership in environmental stewardship and community education. (Action 11.3)

Governance

- Embedded RAP commitments into Directorate operational plans, strengthening accountability and coordinated delivery across the organisation. (Action 16.1)
- Introduced a quarterly RAP Dashboard, providing improved visibility of RAP progress, targets and achievements for Councillors, the Executive Leadership Team and employees. (Action 16.3, 17.3)
- Continued visible leadership and advocacy for reconciliation through Council's RAP Champion, Chief Executive Officer, and Executive Leadership Team, and Councillors. (Action 16.4, 16.5)
- Embedded RAP commitments into Council's Leadership Accountabilities Framework, strengthening leadership responsibility for reconciliation outcomes across the organisation. (Action 16.2)
- Continued oversight of RAP delivery through the internal Stretch RAP Steering Group, which monitored progress, addressed implementation challenges and guided continuous improvement. (Action 15.1, 15.4)

Key learnings and future focus

Year one has reinforced that lasting change depends on strong foundations. Building the right governance, partnerships and systems now will enable Council to deliver meaningful and sustainable reconciliation outcomes.

The first year of implementation has highlighted both the opportunities and complexities of delivering an ambitious Stretch RAP. It has also coincided with a period of significant change across our organisation, as we reshape our services for a sustainable future. This context has influenced both what we have achieved and what we have learned.

Key challenges and learnings

1. **Some actions are more complex than expected.** Several require systems change, cross-organisational coordination, engagement with external stakeholders, or alignment with broader organisational initiatives. Progress on these actions depends on careful planning, collaboration and sequencing to achieve sustainable outcomes.
2. **Trust is built together.** A number of our actions rely on strong relationships and meaningful engagement with our First Nations partners. Genuine partnership requires flexibility, responsiveness and a willingness to work at the pace of our partners. Prioritising trust, collaboration and long-term relationships will strengthen outcomes over time.
3. **Reconciliation must become business as usual.** The first year has highlighted the importance of clear governance, accountability and organisational ownership to embed reconciliation into business as usual. This requires both the right systems and governance, and a genuine shift in culture across the organisation, so that reconciliation becomes part of how we operate.

The next 12 months

Most actions are underway, and our focus is on meaningful outcomes rather than rapid delivery. Reflecting what we have learned in year one, we will reprofile delivery timelines across the three-year plan so effort is concentrated where it will make the greatest difference. This involves refining the scope and timing of a small number of actions. It is a deliberate step to support sustainable implementation and keep our work aligned with the priorities of our First Nations partners and stakeholders

Our key focus areas for the next 12 months are:

- **Relationships.** Strengthening partnerships with Kabi Kabi and Jinibara Traditional Custodians through progressing agreements and embedding the First Nations Engagement Framework to support consistent and culturally appropriate engagement across Council.
- **Respect.** Improving our approach to cultural heritage management through the development of guidance to support consistent practice across Council and engagement with Traditional Custodians to reflect cultural values in planning.
- **Opportunities.** Developing a First Nations Procurement Strategy and a First Nations Employment Strategy to lift performance against our procurement and employment targets.
- **Governance.** Embedding reconciliation into Council operational plans, systems, and strengthening collaboration through the internal Stretch RAP Steering Group to drive enterprise-wide change.



sunshinecoast.qld.gov.au

mail@sunshinecoast.qld.gov.au

07 5475 7272