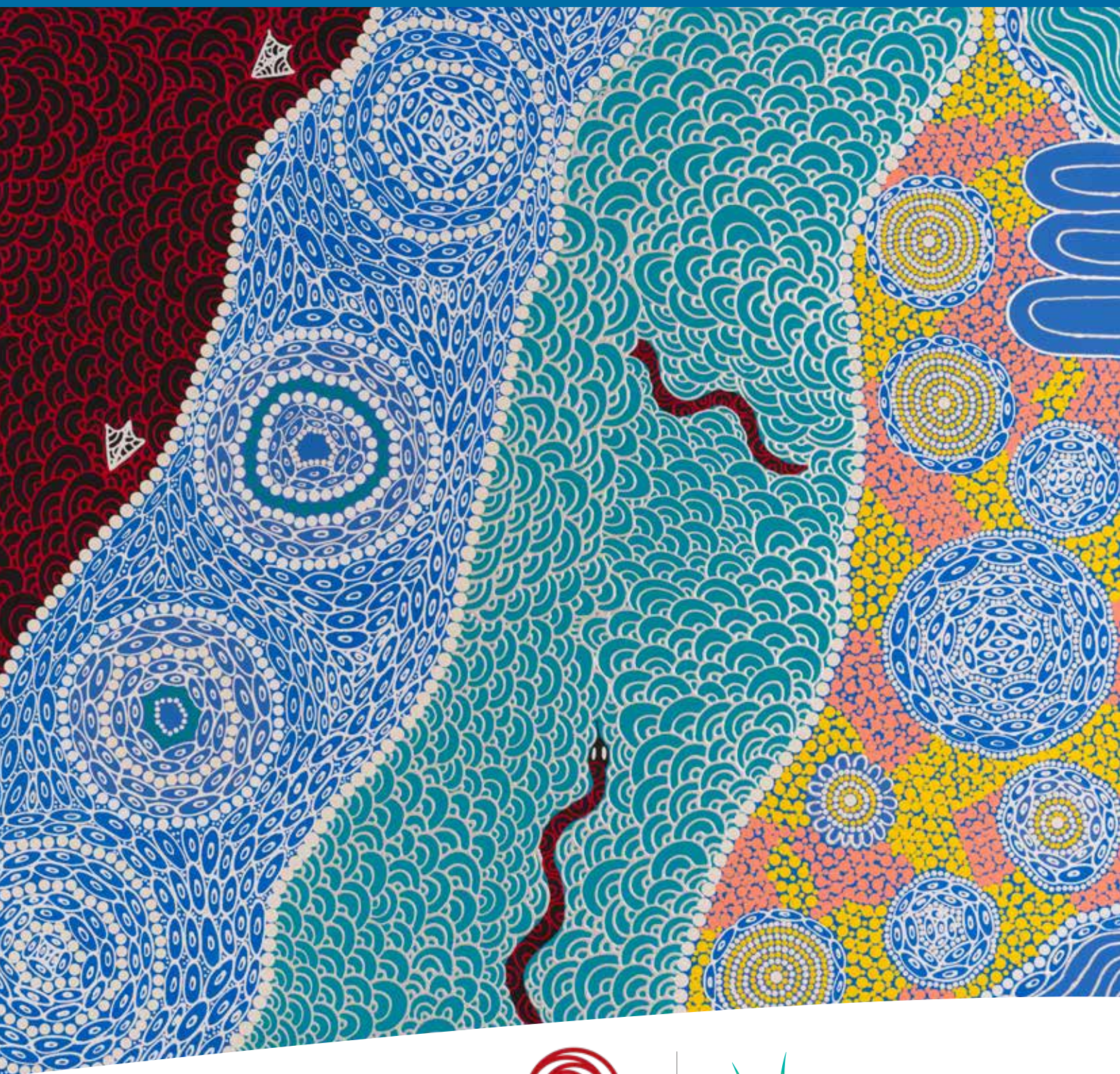


Sunshine Coast Council
Stretch Reconciliation Action Plan
2025-2028



Edition June 2025

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Acknowledgements

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Reference document

This document should
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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.

Back cover image

Luke Mallie (Kuku Yalanji/Torres Strait),
Sacred stories of the Sunshine Coast,
2024, digital artwork. Commissioned
by First Nations Partnerships, Sunshine
Coast Council, 2024. Sunshine Coast Art
Collection. Image: courtesy of the artist.

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.

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Kabi Kabi Djagan Zartisha Davis



The story of the artwork titled “Kabi Kabi Djagan” is depicting Kabi Kabi Country.

‘My family, the Chilly family, are the Mooloolah Plains and Meridan Plains People so it was important to me to strongly incorporate my family’s deep and unbroken connection to Country.’

We have the Mooloolah River which holds significance to my family and bloodline. The Red Belly Black Snake referring to Mooloolaba which means ‘place of the Red Belly Black Snake clan’. We also see the Maroochy River depicted in black and red with the footprints going up the river of Maru Kutchi herself (Maroochy Black Swan) which refers to the Kabi Kabi legend story of the beautiful Maroochy and the mighty warriors Coolum and Ninderry.

The Bonyi tree up in the hinterlands pays respects to the Jinibara peoples and also the Bunya festivals that took place every three years from December through to March bringing together tribes from all over South-East Queensland. This is a time when fights would be settled, marriages arranged, trading of the goods, big abundant feasts and dance celebrations.

Going back down to sea Country we see the shell midden piles, ancient deposits of shells left by my ancestors from abundant feasts of seafood. The shellfish along the shores further depict the abundance, and ancestor symbols convey that the ancestors watch over all of us who live work and play on Kabi Kabi Country.

This story of the artwork is the story of Country ancient and new. Paying deep respects to the Ancient Bloodline and rich histories of those who have come before us, but also the new Custodians and the new connections here as we all live together respectfully on this Djagan (Country).’

About the Artist

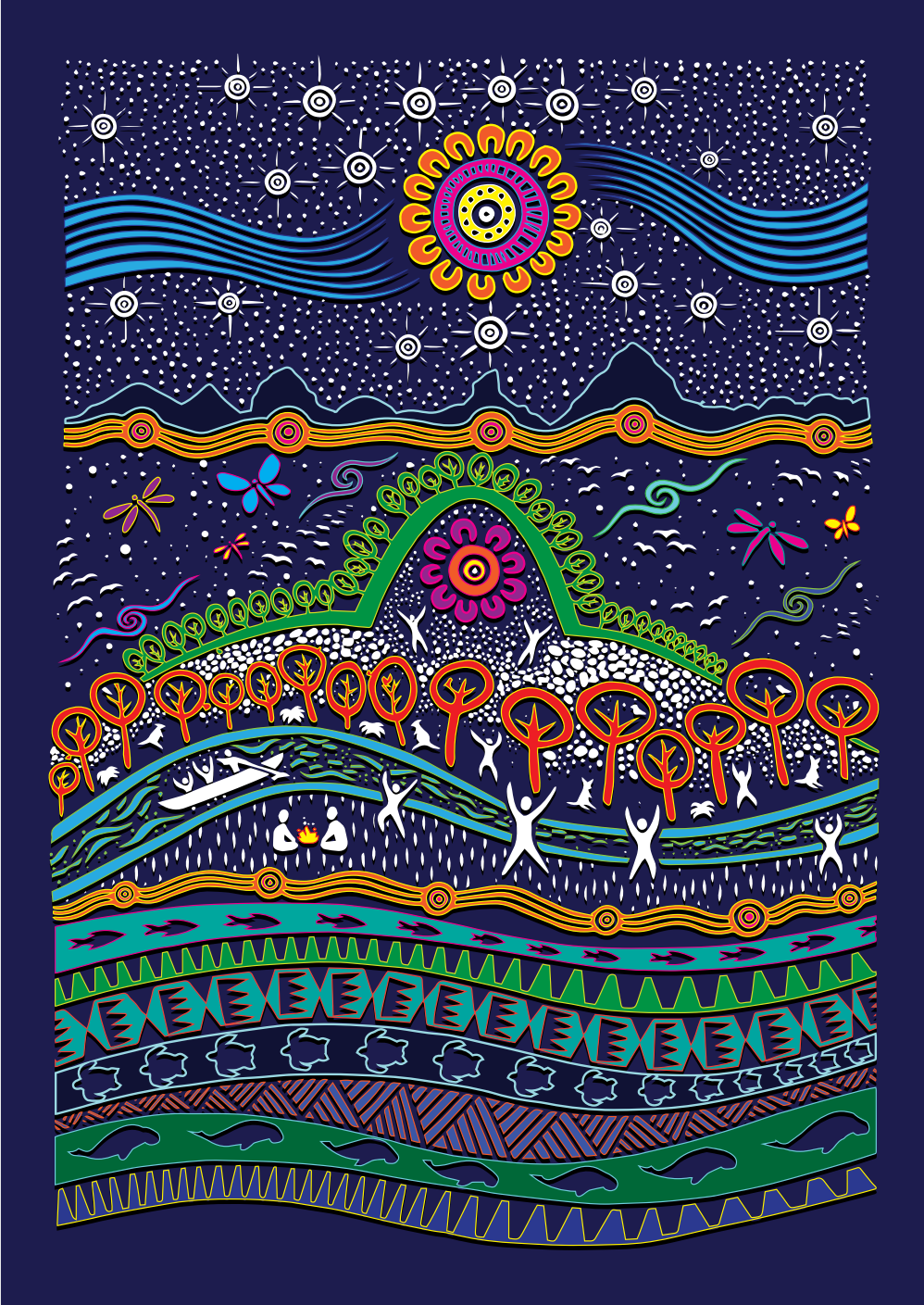
Zartisha Davis, a Kabi Kabi (Gubbi Gubbi) Traditional Owner and visual artist, blends her rich cultural heritage with contemporary art. Since completing the Refinery 5.0 creative business incubator in 2023, she has made her mark as a finalist in the Caloundra Regional Art Gallery’s Local Contemporary Art Prize and The 40 Under 40 Art Prize.

Zartisha is the creative force behind the Autistic and Deadly t-shirt, celebrating Indigenous culture and advocating for neurodiversity. Her creative portfolio includes notable projects for the Sunshine Coast Lightning netball team, demonstrating her versatility and dedication to community engagement.

Zartisha’s recent accomplishments include participating in project Lab and project 24’s September 2023 residency. Her piece ‘Shell Middens,’ reflecting stories from her family, Saltwater tribe and country was short listed for the 2023 Yepang Emerging art prize. Now exploring video and installation art, Zartisha’s solo show at Lantana Art space has garnered acclaim. Her commitment to cultural education shines through in her workshops for communities and schools she shares her passion for traditional art and dance.

As a Traditional Owner, Zartisha’s roots are in the Mooloolaba Chilly family, the red belly black snake people of the Mooloolah Plains and Meridan Plains. Her heritage also includes the Cobble Cobble people of the Barunggam Nation and Butchulla (Budtjala) people from K’gari on her father’s side. After 15 years on Yugambah and Bundjalung country, Zartisha has returned to Kabi Kabi (Gubbi Gubbi) Country, drawing inspiration from her lineage.

An active member of the Gubbi Gubbi Dance troupe, Jinibara and Bonyi Gari dance troupes, Zartisha performs traditional dances with her son, keeping her culture alive through storytelling and movement.



Sunshine Coast Paradise

Luke Mallie



In the heart of the Sunshine Coast, where the land meets the shimmering blue of the sea, lies the Glasshouse Mountains, known traditionally as Daki Comon, meaning "stone standing up".

'I live in the Sunshine Coast hinterland, on Jinibara Country. The energy and sight of the Glasshouse Mountains are remarkable and definitely something to behold, with their dramatic peaks rising from the surrounding landscape. The mountains are unique and very sacred to the Kabi Kabi and Jinibara peoples.'

The artwork, rich in vibrant hues of red, blue, and green, represents the deep connection to Country and the beautiful landscape of the Sunshine Coast. The mountains rise tall, their peaks woven with ancestral stories that have been passed down through generations.

This artwork celebrates not just the beauty of the land but the relationship between land and sea. The intricate patterns of waves and rivers reflect the life-giving waters, the mountains symbolise the strength of the land. Animals, plants, and the peoples of the Sunshine Coast are all connected, living in harmony with creation. The four elements of water, fire, earth, and air are represented, and we see the stars in the sky, embellished with sacred symbols of the First Nations peoples and their long history of storytelling.

The artwork invites everyone in the community, from all walks of life, to embrace ancient teachings and to walk together, caring for the land, sea, animals, and all of creation.'

About the Artist

Born and raised in the city of Brisbane, Luke Mallie is a distinguished artist of both Aboriginal and Torres Strait Islander heritage, with deep connections to the Kuku Yalanji People of the Daintree Rainforest, North Queensland, and the Maluyilgal People in Kubin Village on Moa Island in the Torres Strait Islands.

Luke embarked on his artistic journey with a Bachelor of Fine Art, majoring in painting, from the Queensland College of Art in Brisbane in 1996. His pursuit of creativity led him to Mackay, where he expanded his skills as a graphic designer, web developer, and TAFE lecturer. To further enhance his digital artistry, he earned a Bachelor of Multimedia Studies from Central Queensland University in 2007.

Luke's art is a rich tapestry of contemporary and diverse styles, encompassing original paintings, graphic designs, illustrations, and murals. His creative expression is deeply rooted in his vibrant Aboriginal and Torres Strait Islander heritage, drawing inspiration from his cultural legacy, family, and the lush tropical environment that surrounds him. His work also reflects an appreciation for global popular culture and ancient traditions.

Driven by a passion to inspire and empower, Luke believes in the transformative power of art to help others uncover their own potential and discover extraordinary possibilities in their own lives. His exceptional contributions to the art world have earned him national recognition, including the NAIDOC Poster Award in 2009 and the Art Lovers Australia Award in 2018.



Message from the Mayor and Strong Community Portfolio Councillors

We are proud to present the Sunshine Coast Council Stretch Reconciliation Action Plan 2025-2028, outlining our plan to advance reconciliation across our organisation and our region. This plan reflects what we have heard from Traditional Custodians and the local First Nations community, the lessons learned, and our ambitions, setting a clear path forward for the next three years.

Our longstanding commitment to reconciliation began in 2011, when we adopted our first Reconciliation Action Plan (RAP). Today, this commitment is embedded across our organisation, reflected in our Corporate Plan 2025-2030 and three regional strategies. Over the past 14 years, we have made great strides forward together with Traditional Custodians and local First Nations communities. However, we still have a way to go.

Advancing to a Stretch RAP positions Council as a leader in reconciliation.

Our three previous plans have provided a strong foundation to build and nurture relationships, recognise and respect First Nations peoples and cultures and create opportunities to implement positive change. This plan reflects our organisation's maturity and steps up our commitment, further embedding reconciliation into all areas of our business and expanding our focus into our sphere of influence.

To realise our reconciliation vision, we have introduced several unique actions and ambitious new targets.

Our relationships with Traditional Custodians and local First Nations communities are at the core of reconciliation. This plan outlines a path to strengthen these relationships, providing opportunity to contribute to Council policy and programs and to lead community initiatives.

We have committed to a First Nations employment target and a First Nations procurement target, that aim to drive equitable outcomes in our community and improve our business outcomes.

Recognising our regional influence, we have identified steps to ensure Kabi Kabi and Jinibara peoples and cultures are valued and embraced as a core part of the Sunshine Coast identity.

Reaching a Stretch RAP is a result of enduring commitment and everyday efforts of people in our organisation and community. We recognise the passion and commitment of those individuals on our reconciliation journey to date. We also acknowledge the Kabi Kabi peoples and Jinibara peoples and First Nations community partners for their partnership, leadership and trust in us as we work together toward reconciliation.

As we look toward the future, we invite you to join Council as we action our reconciliation commitment. Together, we can create an inclusive, prosperous and connected community, where we all thrive.





Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Sunshine Coast Council on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As a rapidly growing urban and economic centre home to over 375,000 people and thousands of kilometres of waterways and environmental reserves, Sunshine Coast Council is well positioned to build strong relationships with Traditional Custodians, embed cultural knowledge into its work and bring its vibrant population on its reconciliation journey.

Sunshine Coast Council's previous RAPs focused on actions that grew its respect and understanding of First Nations cultures and histories and built relationships with First Nations communities. Its Marine Turtle Conservation Plan was co-developed with the Kabi Kabi people, leading to engagement and dialogue between Traditional Custodians and citizen scientists. By integrating the knowledge of Traditional Custodians in conservation efforts, Sunshine Coast Council not only built practical relationships but a more effective and sustainable conservation plan.

With this RAP, Sunshine Coast Council is building on these learnings and successes to support positive social and economic outcomes for First Nations people. The voices and wisdom of Traditional Custodians will continue to guide land use planning, environmental management and policy development across the region. Local First Nations cultures will also be visually and experientially present through tourism, arts, heritage, and major events planning.

Sunshine Coast Council has the potential to continue driving considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Sunshine Coast Regional Council on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business



The Sunshine Coast is in South-East Queensland, on the Traditional lands of the Kabi Kabi peoples and the Jinibara peoples.

The Sunshine Coast is home to more than 375,000 residents and is one of the country's most vibrant and rapidly growing urban and economic centres. It has a strong reputation for its outstanding lifestyle, with the natural environment and distinct landscapes underpinning the Sunshine Coast's identity and way of life.

Key facts about our region



Lands of 2 Traditional Custodians Kabi Kabi peoples and Jinibara peoples



More than 12,000 kilometres of waterways



8,166 hectares of environmental reserves



375,328 residents call the Sunshine Coast home (ABS ERP 2024)



2.4 per cent or 8331 of our population are Aboriginal and/ or Torres Strait Islander (ABS 2021 census)



52 per cent of the local First Nations community is under the age of 24 (ABS 2021 census)



33,000 registered businesses with at least 73 First Nations businesses (registered on Black Business Finder June 2025)

Sunshine Coast Council has a clear vision for the future – Australia's most sustainable region – Connected. Liveable. Thriving. Council aims to achieve this vision through implementation of its strategic planning documents, key region making projects and outstanding service delivery.

Sunshine Coast Council is a vibrant organisation that champions sustainability, celebrates a diverse workforce and prides itself on the quality of the wide range of services it delivers. We provide a diverse range of services and programs and manage local issues, to ensure the sustainable development of the region and to enhance community wellbeing. These include infrastructure delivery, strategic planning and development services, waste and resource management, management of natural assets, parks and gardens, provision of sport and community venues, libraries, arts and culture, community programs and events, community engagement, economic and community development.

Our workforce is made up of over 2000 professionals all committed to making the Sunshine Coast a great place to live, work and play. In June 2025, Council employed 43 First Nations people, representing 21 per cent of Council's total workforce.

Everything Council does is underpinned by its values, which define the culture of the organisation and the behaviours that shape our interaction with the community and each other.

Making progress together

Working towards our vision

Australia's most sustainable region.
Connected. Liveable. Thriving.

Sunshine Coast
Community Strategy
2019-2041

Sunshine Coast
Environment and Liveability
Strategy 2017-2041

Sunshine Coast
Regional Economic Development
Strategy 2013-2033

Sunshine Coast Council
Corporate Plan
2025-30

Sunshine Coast Council
Stretch Reconciliation Action
Plan 2025-2028

Alignment to the regional strategies

The Stretch Reconciliation Action Plan 2025-2028 aligns with the Community Strategy outcome of an inclusive Sunshine Coast community. It also has relevance to the Environment and Liveability Strategy and Regional Economic Development Strategy as it relates to recognising and respecting connection to Country and ensuring equitable economic opportunities for all, including First nations peoples.

Alignment to the corporate plan

The Sunshine Coast Council's Corporate Plan 2025-30 outlines an integrated approach to achieving our vision, informed by Council's long and medium-term strategies and plans. Our commitment to reconciliation is reflected under the five goals.



Strong Community

Our Corporate Plan goal of a Strong Community highlights the importance of inclusive communities, prioritising the implementation of the Stretch RAP to strengthen relationships and support improved social and economic outcomes for First Nations peoples. We aim to create opportunities to ensure First Nations community voices and needs are captured and inform Council's decisions.

The Plan also focuses on protecting, celebrating, and promoting First Nations cultures and histories, ensuring the unique contributions of the Kabi Kabi peoples and Jinibara peoples are valued within the region's identity and community activities. This is reflected in our priority to create cultural experiences and build pride through local heritage and arts, aligning with the RAP's commitment to truth-telling and cultural celebration.



Environment and Liveability

Our Corporate Plan goal of Environment and Liveability focuses on meaningful partnerships with the Kabi Kabi peoples and Jinibara peoples, enabling their active participation as key stakeholders to Council planning processes, particularly in the context of protecting our environmental values, caring for our land and promoting sustainability.



Resilient Economy

The Corporate Plan goal of Resilient Economy focuses on ensuring equitable economic opportunities for all, including First Nations peoples. We aim to create a more inclusive, sustainable economy by removing barriers to employment and economic participation for First Nations peoples, directly supporting the RAP's commitment to fostering greater social and economic equity.



Managing for Growth

The Corporate Plan goal of Managing for Growth focuses on regional growth that maintains our regions unique characteristics and supports sustainable development, including our local cultural heritage. A key priority is the development and implementation of a new planning scheme in consultation with Traditional Custodians to ensure the region's cultural heritage is recognised and protected.



Organisational Excellence

The Corporate Plan goal of Organisational Excellence focuses on being a community centred organisation, building trust through positive relationships, including First Nations communities. We aim to foster collaboration to achieve shared outcomes, aligning with RAP objective to strengthen partnerships with First Nations community stakeholders.

This goal also focuses on creating a shigh-performance organisation that is a great place to work for all employees through a new People Plan. This aligns with the RAP's commitment to build, support and strengthen our First Nations workforce. A key priority is also to build our procurement capabilities that enhance value to the community, aligning to the RAP's First Nations procurement policy and target.

Our vision for reconciliation

Our vision for reconciliation is a Sunshine Coast where First Nations peoples, cultures and histories are embraced as a core part of our regional identity creating an inclusive, prosperous and connected community where we all thrive, together.

Council recognises and respects the unique position of First Nations peoples in our nation and the central importance of self-determination. We acknowledge and value the Kabi Kabi peoples and Jinibara peoples enduring connection to Country and rich cultural heritage as one of our region's greatest assets. We are committed to working in partnership with Traditional Custodians and the local First Nations community and strive to be a leader in First Nations engagement.





Our RAP



Our Stretch Reconciliation Action Plan 2025-2028 is our fourth RAP since we commenced our reconciliation journey in 2011.

Our previous plans have helped us to embed reconciliation actions across our organisation, grow our respect and understanding of First Nations cultures and histories, and build relationships with Traditional Custodians and local First Nations communities.

This plan aims to support positive social and economic outcomes for First Nations peoples and create an inclusive community that recognises and values First Nations cultures.

Closing the Gap Priority Reforms

As a local government, we can change the lives of people in our community. Under this RAP we strengthen our focus on the Closing the Gap Priority Reforms and how we change the way we work with First Nations peoples, including:

- Creating opportunities for meaningful partnerships and contribution to Council planning and projects (Priority Reform One)
- Ensuring our policies and programs are inclusive and free of discrimination, fostering equity of social and economic outcomes for First Nations peoples (Priority Reform Three)
- Supporting First Nations community-led initiatives, ensuring access to community grants, spaces and local data and information (Priority Reform Two and Four)

Implementing the plan

The RAP is championed by our Chief Executive Officer and Executive Leadership Team. Two groups have been formed to lead RAP delivery.

The Stretch RAP Working Group was appointed to drive the development and implementation of the RAP. The group is made up of 12 action owners and senior leaders from across all areas of the organisation, representatives from the First Nations employee network and the First Nations Partnerships Lead. The group meets six times a year to drive and monitor RAP implementation, reporting to the Executive Leadership Team and Council.

The First Nations Community Advisory Group was formed in June 2024 to work alongside Council and help guide development and implementation of the RAP. The group is made up of 10 Aboriginal and/or Torres Strait Islander community members who actively contribute to positive outcomes for First Nations communities on the Sunshine Coast. The group meets six times a year to share perspectives, cultural advice and knowledge to guide Council on its RAP priorities.

Both groups are Chaired by the Manager of Community Planning and Development. A key action in this plan is to establish an integrated governance model which fosters collaboration across these groups and our Executive Leadership Team.

How we developed this plan

This RAP has been developed with our Stretch RAP Working Group, First Nations Community Advisory Group, Executive and Senior Leadership teams, responsible managers, employees from across all areas of the organisation, the First Nations Employee Network, Traditional Custodians and local First Nations community organisations and groups.

Council undertook targeted First Nations community engagement to inform the RAP. Designed and led by the First Nations Partnerships Team, the engagement process was based on the principles of respect, self-determination, and partnership. It aimed to understand community priorities, challenges, and opportunities.

Key activities included face-to-face meetings with 10 local First Nations community groups and organisations, a series of workshops with Traditional Custodians, community yarns at the Sunshine Coast First Nations Network Group meetings, and action development workshops with the First Nations Community Advisory Group.

Ten key findings emerged through engagement across Council and community:

1. We need to enable Traditional Custodians and local First Nations communities to contribute meaningfully to Council planning and projects.
2. We recognise the importance of self-determination and must continue to strengthen our relationships, working 'with' and not 'for' local First Nations communities on the issues that affect them.
3. It is important that we take a leadership role in our region to drive reconciliation.
4. We must take a stance against racism in our community.
5. Our employees have a strong awareness and respect for First Nations cultures. It is important to continue to build on this to create culturally informed and inclusive workplaces.
6. We must continue to partner with Traditional Custodians to protect and preserve the region's cultural heritage.
7. We recognise the local cultural heritage as one of our region's greatest assets. It is important we continue to build respect and understanding of Kabi Kabi peoples and Jinibara peoples and their cultures in our community.

8. It is important that we support the employment aspirations of First Nations employees, which includes increasing employment opportunities.
9. We need to work across the organisation to identify opportunities to procure First Nations suppliers, not only in First Nations programs.
10. Reconciliation needs to be driven by the whole organisation. We must be working more collaboratively and transparently across Council to implement the Reconciliation Action Plan.

Embedding what we learnt

This RAP reflects these key learnings, reinforcing our ongoing priorities and introducing ambitious targets and targeted actions and deliverables.

Strengthening our engagement with local First Nations communities is a central focus of this plan. A priority action is the establishment of a First Nations engagement framework, building on relationships to create opportunities for meaningful contribution and partnership. Supporting First Nations community-led approaches, we have also introduced a target for First Nations participation in the Community Grants program.

Partnership with Traditional Custodians to protect, conserve and promote the region's cultural heritage remains paramount. Recognising our regional influence, we have identified steps to ensure Kabi Kabi and Jinibara peoples and cultures are valued and embraced across our community.

This plan also introduces targets to achieve tangible social and economic change for First Nations communities. A three per cent First Nations employment target and a two per cent First Nations procurement target aim to drive equitable outcomes. Our focus on economic prosperity for all is firmly embedded, with targeted actions to enable First Nations economic participation.

This RAP consolidates Council's commitment to reconciliation. Organisation wide leadership is integral to drive real change, driven by the Chief Executive Officer and Executive Leadership Team. The Stretch RAP Working Group will drive implementation, monitor progress and collaborate across the organisation and community in our reconciliation journey.



Image: 'You Can Ask That' First Nations employee video launch, City Hall Maroochydore, 2024.

Innovate RAP achievements

1

National Reconciliation Week celebrated across Council and community, including an annual launch event held in collaboration with Kabi Kabi business, TribalLink.

2

Ongoing partnership with the Sunshine Coast First Nations Networking Group (SC1NG), a local First Nations community group. Council supports monthly community meetings, collaborations, and information sharing.

3

Establishment of the Sunshine Coast First Nations Accord, a collective of local organisations committed to reconciliation and First Nations partnerships. Meeting up to six times per year, the group provides a forum for connection and collaboration.

4

Traditional Custodians represented on key groups and committees, including the Sunshine Coast Biosphere Committee, Sunshine Coast Arts Advisory Board and Brisbane 2032 Sunshine Coast Legacy Plan Community Reference Group.

5

The 'First Nations Self-Determination, Representation and Wellbeing' community forum held in 2021 and 2022 provided an opportunity for over 200 local First Nations community members and allies to connect on issues that matter to them.

6

Anti-discrimination procedure developed based on consultation and co-design with First Nations employees.

7

Partnership with the Sunshine Coast Lightning to support the Suncorp Super Netball Indigenous Round.

8

First Nations Sub-Committee developed as part of the Sunshine Coast Arts Advisory Board. The sub-committee acts as an advisory group on First Nations interests regarding the strategic delivery of the Sunshine Coast Arts Plan 2018 – 2038.

9

Continued engagement with Kabi Kabi peoples and Jinibara peoples on Council's fire management practices, including involvement of trained Traditional Custodians on controlled burns.

10

96 per cent of employees completed online First Nations Cultural Awareness training. 20 per cent of employees also completed the face-to-face and On-Country sessions.

11

Acknowledgement of Country signage installed at key administration buildings, community and sporting facilities.

12

Regional NAIDOC Week celebrations held annually, including the Flag Raising and Wan'diny Family Fun Day.

13

A public art project 'Dura Gunga' developed with three Kabi Kabi artists for the new City Hall.

14

Adopted a new Flags Policy which includes the flying of the Aboriginal flag beside the Australian National Flag at all Council administration buildings where there are two or more flag poles.

15

A joint sustainability statement by Jinibara and Kabi Kabi representatives included in the Sunshine Coast Biosphere Sustainability Performance Report.

16

First Nations Procurement Guideline endorsed by Council June 2021 and revised in June 2023.

17

First Nations Recruitment, Retention and Professional Development Strategy and First Nations Cultural Learning Strategy developed.

18

Kids in Action continued, co-designed and delivered with First Nations partners, to deliver the annual Environmental Projects Day, Kids Teaching Kids Conference and the Kids in Action Roadshow.

19

Developed Expression of Interest – Exclusive Opportunities for First Nations people advertised on the careers page with a list of vacancies directly emailed each week.

20

Two First Nations Environmental Operations Trainees completed Certificate III in Conservation and Ecosystem Management. These identified positions were established under the previous RAP as a pilot program.

21

Launched a dedicated First Nations creative enterprise program as part of the First Nations Refinery Program.

Case studies



Sunshine Coast First Nations Supplier Day

Sunshine Coast's annual First Nations Supplier Day brings together local First Nations businesses, industry and buyers in celebration of Indigenous Business Month. The event aims to strengthen business connections and foster First Nations economic opportunities.

Launched in 2021, First Nations Supplier Day has become the central Indigenous Business Month event on the Sunshine Coast. Over 30 First Nations businesses exhibited in 2024 from across a range of industries, including labour hire, bush foods, software development and cultural services.

Starting as an expo showcasing local First Nations businesses, the program has evolved to include presentations from industry experts, information and resources, and networking opportunities to support First Nations procurement. It provides a platform to:

- Connect local First Nations business with buyers, industry and government
- Showcase the diverse and vibrant First Nations supplier market on the Sunshine Coast
- Create a space to collaborate, learn and share information about First Nations procurement.

Supplier Day is delivered in partnership with the Queensland Government. Through this RAP, Council will continue to collaborate with local First Nations businesses to guide design and delivery to ensure the greatest outcomes.

Marine Turtle Conservation Plan

Marine turtles hold significant practical, cultural, and spiritual importance for the Kabi Kabi peoples. Sunshine Coast Council collaborated with the Kabi Kabi peoples to develop and implement the Sunshine Coast Marine Turtle Conservation Plan.

The plan recognises and respects the traditional rights, interests, management capacity, and customary obligations of the Kabi Kabi peoples, ensuring their involvement in the current and future management of marine turtles. This was achieved through:

- Collaborative Plan Development: Engaging the Kabi Kabi peoples in the creation and review of the plan.

- Identification of Values and Desired Outcomes: Strengthening and celebrating the Kabi Kabi's connection to marine turtles.
- Governance and Implementation Planning: Establishing future governance structures and implementation strategies.
- Culturally Appropriate Content: Integrating Kabi Kabi cultural content into the program.

The plan has led to improved engagement and dialogue between Traditional Custodians and citizen scientists, including Kabi Kabi participation in scientific research such as satellite telemetry projects.

The Marine Turtle Conservation Plan exemplifies the importance of respecting and integrating the cultural, social, and spiritual values of Traditional Custodians in conservation efforts. The collaboration with the Kabi Kabi peoples has strengthened the plan's effectiveness and ensured its long-term success.

Horizon Festival

Horizon is the region's premiere arts and culture festival held over 10 days on Kabi Kabi Country and Jinibara Country, on the Sunshine Coast. First Nations programming has been a central part of the festival since inception.

First presented by Sunshine Coast Council in 2016, Horizon Festival celebrates place, encourages community participation, provides presentation and capacity building opportunities for our local arts sector, and generates economic benefit for the region.

Horizon recognises First Nations peoples as the original storytellers and artists of the lands and honours the rich cultural contributions that First Nations artists bring to the festival.

A festival highlight is 'Dawn Awakening', an uplifting Kabi Kabi led multi-arts celebration of remembrance, dreaming and ritual. This signature event, creatively produced by Lyndon Davis, features First Nations artists from the local region and guests from across the nation. 2025 sees the evolution of this event where for the first time in over 20 years, under the cultural leadership of Lyndon Davis, Yauar Warai Wandī – Sing, Dance, Gather brings together traditional dance groups from surrounding Kabi Kabi Country in a celebration of traditional dance, song, music, language, and storytelling.

The First Nations program is curated by a dedicated First Nations producer, in collaboration with Council's First Nations Creative Development Lead and oversight by the First Nations Sub-Committee, Sunshine Coast Arts Advisory Board.



Relationships





Developing and maintaining strong, purposeful relationships enable Council to respond to the needs and aspirations of the local First Nations community and uphold the right to self-determination.

Relationships built on mutual trust and respect are at the foundation of reconciliation in our community. Our relationship with Kabi Kabi and Jinibara Country is equally important to strengthen our shared connection with this place. We commit to working in partnership with Traditional Custodians, the local First Nations community and our wider community to achieve shared outcomes.

Focus area

To strengthen partnerships through establishing a framework for Traditional Custodians and the local First Nations community to engage with Council and contribute meaningfully to planning and projects.

Action	Deliverable	Timeline	Responsibility
1. Establish a framework for Traditional Custodians and the local First Nations community to engage meaningfully in Council planning and projects.	Establish a First Nations Engagement Framework to support a consistent and coordinated approach to engagement with Traditional Custodians and the local First Nations community.	December 2025	Manager Community Planning and Development
	Maintain a First Nations Community Advisory Group made up of First Nations community members to guide Council on its RAP priorities.	June 2027	Manager Community Planning and Development
	Identify opportunities for Traditional Custodians and First Nations community stakeholders to be included in reference and advisory groups.	December 2026	Executive Leadership Team
	Support the engagement and participation of First Nations young people in the development of the Sunshine Coast Youth Action Plan.	March 2026	Manager Community Planning and Development



Action	Deliverable	Timeline	Responsibility
2. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Establish and maintain formal two-way partnerships with local First Nations community organisations, including Kabi Kabi Peoples Aboriginal Corporation, Jinibara Peoples Aboriginal Corporation and the Sunshine Coast First Nations Networking Group (SC1NG).	December 2026	Manager Community Planning and Development
	Host a biennial community forum in collaboration with First Nations community stakeholders and organisations.	May 2026 May 2028	Manager Community Planning and Development
	Host an annual meeting between Traditional Custodians, Councillors, and the Executive Leadership Team.	February 2026 February 2027 February 2028	Manager Community Planning and Development
	Review, update and implement an engagement plan to work with First Nations community stakeholders and organisations.	December 2025 December 2026 December 2027	Manager Community Planning and Development
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.	May 2026 May 2027 May 2028	CEO/ RAP Champion
	Stretch RAP Working Group members to participate in two external NRW events.	May 2026 May 2027 May 2028	CEO/ RAP Champion
	Encourage and support employees, Councillors and Executive Leadership Team to participate in two external events to recognise and celebrate NRW.	May 2026 May 2027 May 2028	CEO/ RAP Champion
	Organise a minimum of three NRW events, including at least one organisation-wide event in collaboration with the Stretch RAP Working Group, each year.	May 2026 May 2027 May 2028	Head of People and Culture
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 May 2027 May 2028	Head of People and Culture

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	Continue to facilitate the Sunshine Coast First Nations Accord, hosting four annual meetings aligned with the pillars of reconciliation.	December 2025 December 2026 December 2027	Manager Community Planning and Development
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia annually.	June 2028	CEO/ RAP Champion
	Investigate opportunities to strengthen the recognition and celebration of reconciliation through the Sunshine Coast Biosphere - Community Awards.	June 2027	Manager Environment and Sustainability Policy and Manager Arts Heritage and Libraries
	Review sponsorship and major event contracts to include relevant clauses and resources to strengthen and drive reconciliation outcomes.	June 2026	Chief Economic Development Officer
	Collaborate with other like-minded organisations on key issues that advance reconciliation and Closing the Gap Priority Reforms, including Queensland Government and South-East Queensland councils.	December 2026	Manager Community Planning and Development
	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	May 2026 May 2027 May 2028	Head of People and Culture
	Communicate our commitment to reconciliation publicly.	May 2026 May 2027 May 2028	Head of Communication



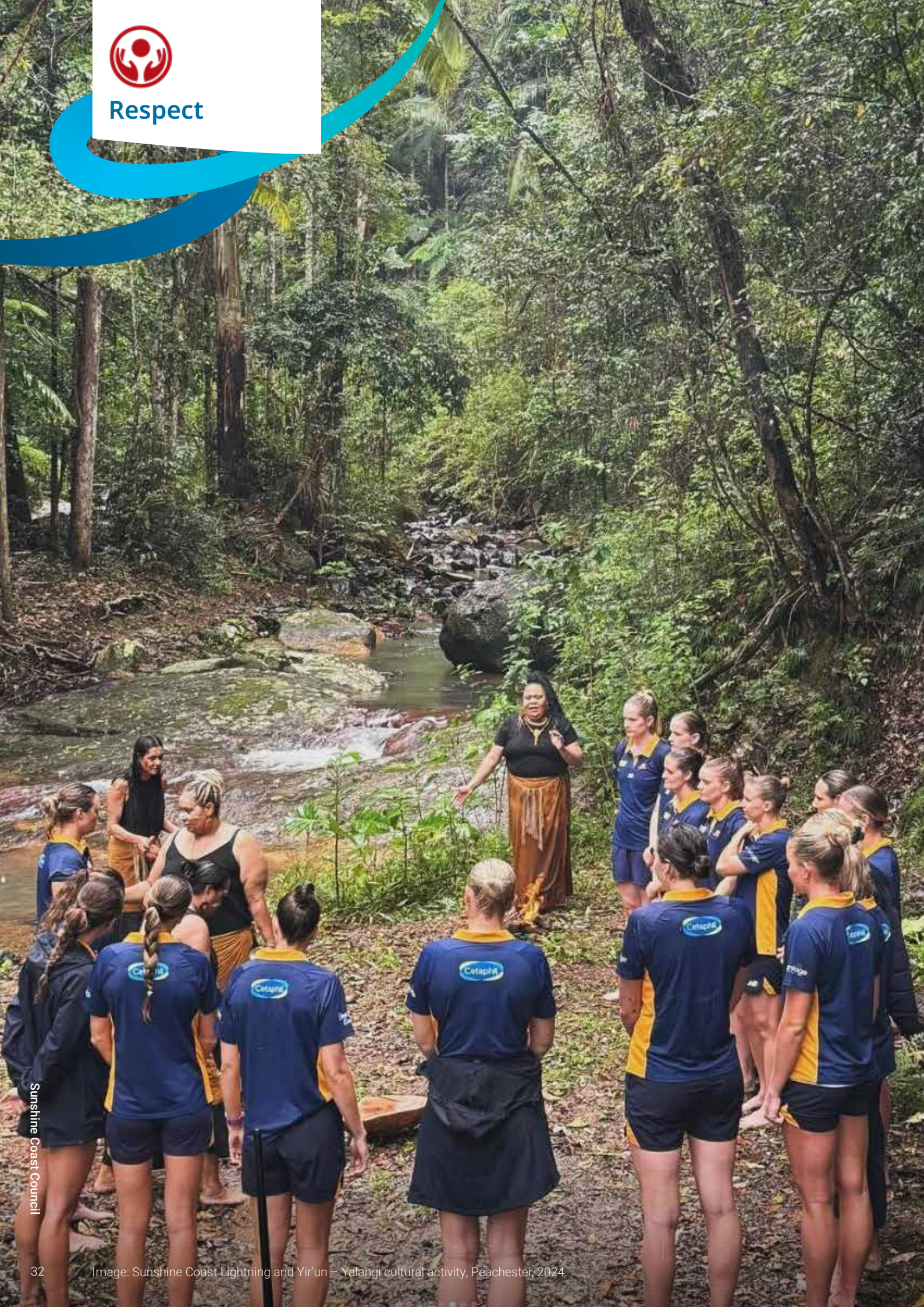
Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies.	Councillors and Executive Leadership Team to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	June 2027	CEO/ RAP Champion
	Deliver phase two of the Shine a Light on Racism Campaign embedding First Nations perspectives and voices.	September 2025	Manager Community Planning and Development
	Continuously improve Council's People and Culture policies and procedures concerned with anti-discrimination.	June 2026 June 2027 June 2028	Head of People and Culture
	Engage with the First Nations employee network to continuously improve our anti-discrimination policies and procedures.	June 2026	Head of People and Culture
	Provide ongoing education to Councillors and senior leaders (Executive Leadership Team and managers) and on the effects of racism, including: <ul style="list-style-type: none">– 100% of Councillors and senior leaders and to undertake unconscious bias training by June 2028.– 100% of Councillors and senior leaders to undertake bystander training by June 2028.	June 2028	Head of People and Culture



Image: War'Diny NAIDOC Family Fun Day, Cotton Tree, 2024.



Respect





Demonstrating respect through recognising and celebrating First Nations cultures, histories and contributions creates inclusive and welcoming workplaces and communities.

The Sunshine Coast is located on the lands of Kabi Kabi peoples and Jinibara peoples, whose enduring connection to Country and rich cultural heritage is one of our region's greatest assets. The cultures, knowledges and contributions of the wider First Nations community further enriches our diverse and vibrant community. We commit to continuing to enhance respect through cultural learning, sharing local histories and celebration.

Focus area

To contribute to building a regional identity that embraces Kabi Kabi and Jinibara cultural heritage where First Nations histories, cultures and contribution are recognised and valued.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation through a cultural safety audit.	June 2026	Head of People and Culture
	Continue to implement and communicate a cultural learning strategy for employees, developing tailored cultural learning plans for key branches.	June 2027	Head of People and Culture
	Consult Traditional Custodians and the First Nations Community Advisory Group on the implementation of a cultural learning strategy.	June 2027	Head of People and Culture
	Commit all Stretch RAP Working Group members, Councillors and senior leaders (Executive Leadership Team and managers) to undertake formal and structured cultural learning.	September 2025 September 2026 September 2027	Head of People and Culture
	All employees to undertake formal and structured cultural learning by June 2028, including: – 100% of employees to complete online training – 50% of employees to complete face-to-face training – 50% of employees to complete On-Country training	June 2028	Head of People and Culture



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop, implement and communicate a regional Sunshine Coast cultural protocol resource for Council and community in consultation with Traditional Custodians and the First Nations Community Advisory Group.	June 2027	Manager Community Planning and Development
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2027	Manager Community Planning and Development
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including all public events, conferences and significant community engagement forums.	June 2026 June 2027 June 2028	CEO/ RAP Champion
	Employees and Councillors to provide an Acknowledgement of Country or other appropriate protocol at all significant events, such as significant meetings, announcements, presentations, and ceremonies.	June 2026 June 2027 June 2028	CEO/ RAP Champion
	Display an Acknowledgment of Country on all Council administration buildings, community use facilities and sport and recreation facilities.	June 2027	Head of Property
	Investigate how Council community venues can be more culturally inclusive, including through embedding story and language.	June 2026	Manager Sport and Community Venues/ Manager Arts Heritage and Libraries
8. Engage with First Nations cultures and histories by celebrating NAIDOC Week.	Stretch RAP Working Group to participate in one external NAIDOC Week event.	July 2025 July 2026 July 2027	CEO/ RAP Champion
	Support all employees to participate in one NAIDOC Week event in our region.	July 2025 July 2026 July 2027	CEO/ RAP Champion
	Review Council's policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2028	Head of People and Culture
	Support the First Nations community groups and organisations to coordinate and strengthen regional NAIDOC celebrations, including delivery of three events each year.	July 2025 July 2026 July 2027	Manager Community Planning and Development

Action	Deliverable	Timeline	Responsibility
9. Partner with Traditional Custodians to protect, conserve and promote the regions cultural heritage	Develop and implement an Aboriginal Cultural Heritage Management Policy, including guidance on Native Title and sacred places management.	December 2025	Executive Leadership Team
	Consult with Kabi Kabi Peoples Aboriginal Corporation and Jinibara Peoples Aboriginal Corporation on the Sunshine Coast Planning Scheme.	December 2026	Manager Strategic Planning / Manager Development Services
	Review the Environmental Reserves Network Management Plan and Recreation Parks Plan to identify opportunities for Traditional Custodians to lead management of land.	June 2026	Manager Environmental Operations / Manager Parks and Gardens
	Identify opportunities to embed cultural practices and knowledge into environmental management and research programs.	June 2027	Manager Environmental Operations
	Partner with Traditional Custodians to identify and develop projects through the Environment Levy.	June 2026 June 2027 June 2028	Manager Environmental Operations
10. Contribute to building a regional identity that values and embraces First Nations cultures and community.	Collaborate with Kabi Kabi and Jinibara peoples to ensure their cultural heritage within built environment, is considered and celebrated in our public realm.	June 2027	CEO/ RAP Champion
	Share and promote local First Nations stories and histories through the ongoing capture of oral and digital stories, the embedding of First Nations programs within our museums and libraries and First Nations led events.	June 2026 June 2027 June 2028	Manager Arts Heritage and Libraries
	Identify opportunities to develop First Nations led cultural tourism initiatives to support growth of the local tourism sector.	June 2027	Chief Economic Development Officer
	Integrate First Nations voices into the governance, planning, design and delivery of the Brisbane 2032 Olympic and Paralympic Games, including through Kabi Kabi and Jinibara participation on the Sunshine Coast 2032 Legacy Community Reference Group.	June 2027	Sunshine Coast Program Lead – Brisbane 2032
	Establish and promote an annual First Nations regional calendar of events to support celebration of First Nations cultures.	January 2026 January 2027 January 2028	Manager Community Planning and Development
	Continue to support the development and showcasing of First Nations led arts and cultures through Council funded initiatives, including those identified and supported by the Arts and Heritage Levy.	June 2026 June 2027 June 2028	Manager Arts Heritage and Libraries



Opportunities

#GATHAA.MARKETS



GATHAA

First Nations Markets
FOREST GLEN VILLAGE



Opportunities create an equitable future where First Nations peoples and organisations can meet their aspirations and share in the social and economic prosperity of the region.

As a local government, we can impact the lives of the local First Nations community, contributing to social and economic outcomes. As we strive to reach equity, we create a diverse and equitable future where we all thrive. We commit to working with local First Nations communities to implement tangible actions that support access to equal opportunities.

Focus area

To contribute to tangible social and economic change for First Nations peoples through setting ambitious targets and removing barriers on our processes, policies and programs.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Engage with First Nations Employee Network to understand the effectiveness of Council's recruitment, retention and professional development strategies.	June 2026	Head of People and Culture
	Review and update Council's First Nations recruitment, retention, and professional development strategy.	June 2026	Head of People and Culture
	Advertise job vacancies to effectively reach First Nations stakeholders, including participating in local First Nations community events.	June 2027	Head of People and Culture
	Review Council's procedures and policies to remove barriers to First Nations participation in our workplace.	June 2027	Head of People and Culture
	Ensure First Nations employee participation in Council leadership development programs, including a professional mentoring network.	June 2027	Head of People and Culture
	Continue to support the First Nations employee network to meet at least four times each year.	June 2026 June 2027 June 2028	Head of People and Culture
	Investigate partnerships with local vocational and tertiary education institutions to develop pathways to employment for First Nations people.	June 2028	Head of People and Culture
	Increase First Nations employment to 3% of Council's workforce by June 2028.	June 2028	Head of People and Culture



Action	Deliverable	Timeline	Responsibility
12. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	June 2026	Manager Business and Innovation
	Investigate Supply Nation membership.	June 2028	Manager Business and Innovation
	Continue to develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees.	June 2026 June 2027 June 2028	Manager Business and Innovation
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2026	Manager Business and Innovation
	Maintain commercial relationships with 10 First Nations businesses each year.	June 2026 June 2027 June 2028	Manager Business and Innovation
	Work towards a 2% total procurement target for goods and services from First Nations owned businesses by June 2028.	June 2026 June 2027 June 2028	Manager Business and Innovation
	Train all relevant employees in contracting First Nations businesses through Supply Nation or Blak Business Finder.	June 2026	Manager Business and Innovation
	Continue to deliver an annual First Nations Supplier Day event and campaign to celebrate Indigenous Business Month (October).	October 2025 October 2026 October 2027	Manager Business and Innovation Chief Economic Development Officer
13. Contribute to building a thriving local First Nations economy.	Develop and deliver programs and initiatives that support local First Nations businesses to grow, employ and prosper.	June 2027	Chief Economic Development Officer
	Engage with local First Nations businesses and relevant bodies to guide our approach to economic development.	June 2026	Chief Economic Development Officer
	Support First Nations businesses to access programs, resources and networks delivered by other levels of government.	June 2028	Chief Economic Development Officer

Action	Deliverable	Timeline	Responsibility
14. Support and enable the local First Nations community to drive community outcomes.	Engage with First Nations community stakeholders to review and update practices and policies to remove barriers and better promote community grants opportunities.	June 2026	Manager Community Planning and Development
	Increase the participation of First Nations organisations and groups in Council's community grants programs, including: - 10 community grants applications annually - 5 partners in the Community Funding Partnership Program by June 2028	June 2026 June 2027 June 2028	Manager Community Planning and Development
	Engage with the First Nations community stakeholders to review and update practices and policies to remove barriers and better promote access to spaces.	June 2026	Head of Property
	Share good news stories, opportunities, and information to connect the local First Nations community, including a quarterly newsletter and social media.	June 2026 June 2027 June 2028	Manager Community Planning and Development



Governance





It is important to track progress against our objectives in this plan, be transparent in our reporting and celebrate success.

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective Stretch RAP Working Group (SRWG) to drive governance of the RAP.	Meet at least six times per year to drive and monitor RAP implementation.	June 2026 June 2027 June 2028	CEO/ RAP Champion
	Establish a broader governance framework, integrating the SRWG with Executive Leadership Team and the First Nations Community Advisory Group.	December 2025	Manager Community Planning and Development
	Maintain First Nations representation on the SRWG.	June 2026 June 2027 June 2028	Manager Community Planning and Development
	Review and update the Terms of Reference for our SRWG annually .	June 2026 June 2027 June 2028	Manager Community Planning and Development
16. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	June 2026 June 2027 June 2028	Executive Leadership Team
	Embed key RAP actions in performance expectations of senior leaders and all employees.	September 2025 September 2026 September 2027	Executive Leadership Team
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	Executive Leadership Team
	Maintain an internal RAP Champion from the Executive Leadership Team.	December 2026	Executive Leadership Team
	Include our RAP as a standing agenda item at Executive Leadership Team meetings.	June 2026 June 2027 June 2028	Executive Leadership Team



Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	September 2025 September 2026 September 2027	CEO/ RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025 September 2026 September 2027	Manager Community Planning and Development
	Report RAP progress to all employees and the Executive Leadership Team quarterly.	March, June, September, December annually	Manager Community Planning and Development
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2026	Manager Community Planning and Development
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Manager Community Planning and Development
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	Manager Community Planning and Development





Image: Kids in Action Environmental Projects Day, Maroochy Regional Bushland Botanic Garden, 2024.



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