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Acknowledgements

Council wishes to thank all contributors and stakeholders
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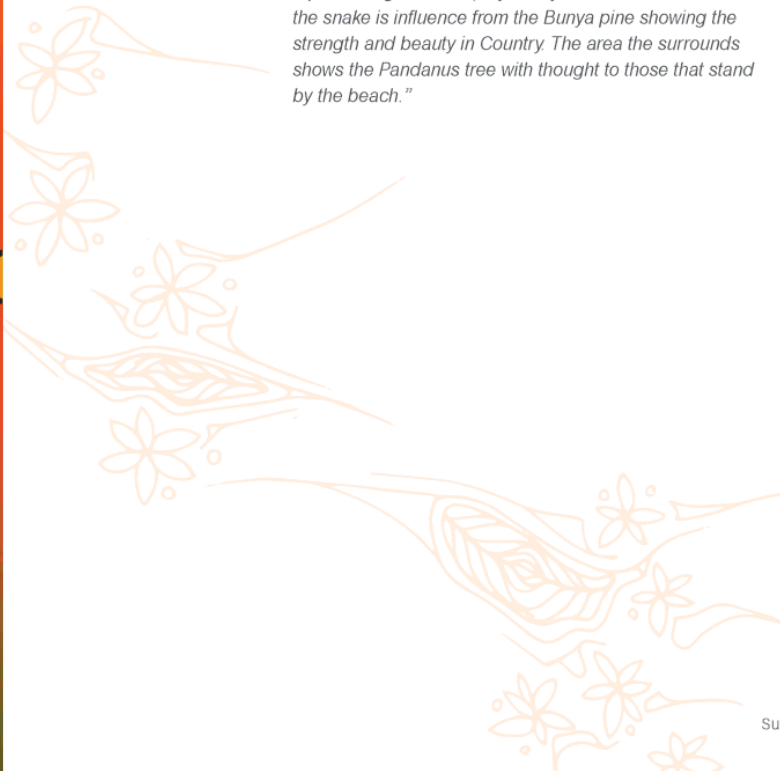
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Artist statement

Kane Brunjes
Traditional Custodian Group: Kabi Kabi
Title: Guidance Through Country

"Centre to the piece is my Yurdi, the brown snake representing who I am, my family. The line work within the snake is influence from the Bunya pine showing the strength and beauty in Country. The area the surrounds shows the Pandanus tree with thought to those that stand by the beach."



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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) community 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 history of the Sunshine Coast and the experiences of First Nations people. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

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 and the Jinibara peoples.

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

Together, we are all stronger.

Photo: ben vos productions



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Message from the Mayor

I am proud to present Sunshine Coast Council's third Reconciliation Action Plan (RAP) – the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022.

Our Council was the first local government in Queensland to have developed a RAP in partnership with Reconciliation Australia, which we launched in 2011. Since then, Council has placed a high priority on building stronger relationships between our First Nations peoples, valuing their culture and heritage and their contribution to the social fabric of our community.

During this time, we have worked to grow broader community awareness and develop a culturally capable workplace at Council that promotes respect and values the skills, experience and perspectives of First Nations employees and First Nations representatives in our community.

Our Council maintains a firm commitment to reconciliation and strengthening our collaboration with our local First Nations communities across many facets of our work.

The Sunshine Coast Community Strategy 2019-2041 and our Corporate Plan articulate a goal of a Strong Community where the "Sunshine Coast is a rich tapestry of landscapes, places and people. Our communities represent our aspirations and define our sense of place. They reflect the values and lifestyles important to those

who call the Sunshine Coast home. They also reflect our history – from which we build our plans for the future." The RAP seeks to strengthen and embed connection, inclusion, awareness and opportunity as part of our reconciliation journey.

Council supports equitable outcomes for the community through its investment in its Community Strategy, Regional Economic Development Strategy and Environment & Liveability Strategy.

Council has worked with the Traditional Custodians of the Sunshine Coast local government area – the Kabi Kabi and the Jinibara First Nations peoples – and other stakeholders to develop this new RAP in order to build our capacity to support and sustain reconciliation outcomes for our region. I would also like to acknowledge the support and contribution of Reconciliation Australia in finalising this new RAP for our organisation.

Reconciliation is everyone's responsibility and our commitment is to creating an organisational culture which respects every individual and promotes equality of opportunity for our community.

I encourage all staff and members of our community to get involved and support our reconciliation commitment.

Mark Jamieson
Mayor



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Introduction by Cr David Law, Portfolio Councillor, Community

It is with great pleasure that we can present the Sunshine Coast Council's third Reconciliation Action Plan (RAP) to help achieve our vision for reconciliation on the Sunshine Coast.

The Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 will guide us in continuing our collaborative work with First Nations people towards reconciliation.

Reflecting on our learnings and achievements of our reconciliation journey so far, we are moving into our third RAP with enthusiasm and raised expectations.

The implementation of our next Innovate RAP over the next two years will see our organisation continue to deepen our awareness, understanding and appreciation of Aboriginal and Torres Strait Islander cultures across the organisation.

The actions contained within the RAP will work towards building an inclusive community by working together, promoting respect and creating opportunities. This RAP will see our organisation further build positive, respectful relationships and strengthen connections between First Nations people and the wider community.

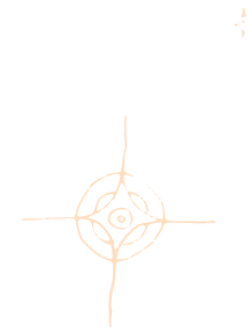
We are following Reconciliation Australia's framework which outlines four types of RAP – Reflect, Innovate, Stretch or Elevate – that a workplace can develop. Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. The four RAP types set out the elements required from an organisation to build strong relationships, respect and opportunities within the organisation and community.

A number of new initiatives have been introduced within Council's new RAP so that a solid foundation can be established within our organisation before we progress to a Stretch RAP in the future. These deliverables focus on equitable outcomes in employment, education and economic outcomes.

We are looking forward to seeing our organisation continuing the reconciliation journey to enable social change and economic opportunities for our First Nations people.

We look forward to seeing the actions in this plan unfold for the benefit of our organisation and the broader community.

David Law
Councillor





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Our vision for reconciliation

Sunshine Coast Council acknowledges the Traditional Custodians of this region, the Kabi Kabi peoples and Jinibara peoples. Council commits to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) community to support self-determination through economic and community development.

Sunshine Coast Council's vision is to provide an encouraging and supportive framework that facilitates First Nations collaborations and partnerships on the Sunshine Coast. Council aims to be a leader in First Nations engagement, while nurturing a shared future that embraces culture, heritage and diversity.



Our region

The Sunshine Coast Council (Council) is one of the largest local governments in Australia, and is located in South East Queensland, north of Brisbane.

The Sunshine Coast is a diverse region with picturesque hinterland towns, coastal urban centres, waterways, national parks, state forests, bushland, rural areas and scenic mountains.

This area is the ancestral homelands of the Kabi Kabi peoples and the Jinibara peoples, and is also home to an increasing number of First Nations people originating from across Queensland and Australia.

As at the 2016 census, 1.9% of the population in the Sunshine Coast community identified as a First Nations (Aboriginal and/or Torres Strait Islander) person.

As of September 2020, Council employs 1842 employees, with 29 employees advising they identify as a First Nations person. First Nations people therefore represent approximately 1.5% of Council's workforce.

The Sunshine Coast is a rapidly expanding region and cultural tourism is an emerging industry of our local economy.

Council is a major provider of training, employment and procurement opportunities for businesses in the region.

Council is committed to identifying opportunities to contribute to equitable outcomes through collaboration with community, government and private sector partners.



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Our RAP

The Sunshine Coast Council is committed to working in partnership with Traditional Custodians, the Kabi Kabi peoples and Jinibara peoples, and the broader First Nations community of the region.

Council's previous Reconciliation Action Plans (RAPs) included the Reflect RAP 2011-2016 which provided a solid foundation for Council's reconciliation journey.

Council's Innovate RAP 2017-2019 broadened and deepened partnerships with the local First Nations community while raising awareness of reconciliation across the organisation and the region. In partnership with the Traditional Custodians and local First Nations community, Council has delivered all commitments of the Innovate RAP 2017-2019. Council seeks to further embed reconciliation within the organisation, and the region, with this Innovate RAP.

Efforts to establish and nurture authentic, long-term and sustainable relationships with the Traditional Custodians has been challenging within a diverse and time-constricted environment. The Council team as an organisation has been very encouraging and supportive of the RAP actions.

This Innovate RAP will provide Council with a framework to embed a strong approach toward advancing reconciliation internally and within the organisation's sphere of influence. It focuses on implementing longer-term strategies, and working towards defined measurable targets and goals. The Innovate RAP requires Council to embed reconciliation initiatives into our planning and reporting structure to ensure it becomes "business as usual".

This RAP was developed after face-to-face consultation with Traditional Custodians of the region and the broader First Nations community including individuals, community-controlled organisations and businesses. In addition, community, government and private sector organisations with an endorsed RAP were also consulted to focus local efforts to achieving equitable outcomes wherever possible. Key stakeholders within Council assisted in the development of the RAP, including employees who identify as First Nations people, senior leadership and managers.

Internally, the RAP is championed by the Chief Executive Officer of Council. Council has a First Nations Partnerships team which is made up of a Senior Advisor and Community Engagement Officer. The Senior Advisor will report to the Executive Leadership Team and the Mayor on progress with the RAP, quarterly.

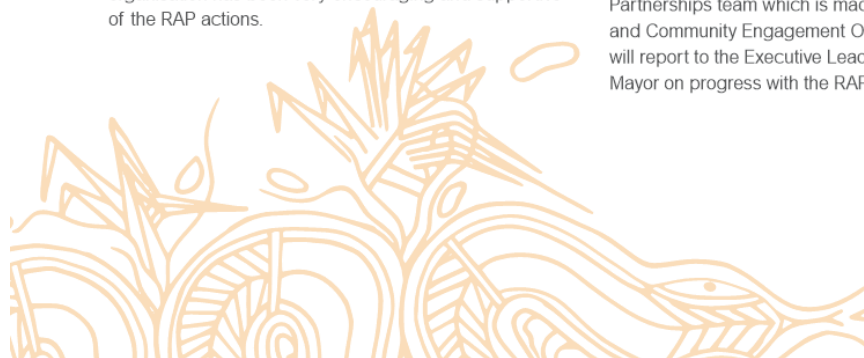
Council's RAP Working Group comprises of:

- Group Executive Economic and Community Development (Chair)
- Group Executive Business Performance
- Group Executive Liveability and Natural Assets
- Executive Manager, Office of the Mayor and CEO
- Manager Community Planning and Development
- Senior Advisor, First Nations Partnerships (identified position).

Council's First Nations Advisory Group comprises of three separate engagement mechanisms:

- Kabi Kabi/Council project meetings
- Jinibara/Council project meetings
- Quarterly agenda item at the Sunshine Coast First Nations Network Group (SC1NG).

Collectively Council's First Nations Advisory Group members include representatives of Kabi Kabi peoples and Jinibara peoples, Council's First Nations Partnerships team and members of SC1NG (organisations working with the First Nations community).



Our achievements

Council has had a continued commitment to reconciliation since its first RAP was endorsed and implemented in 2011. Some of our recent key achievements of the Innovate RAP 2017-2019 included:

- Establishing a RAP Working Group within Council known as the First Nations Engagement Cross Group Working Team.
- Negotiating an agreement with independent body, Sunshine Coast First Nations Network Group (SC1NG), to perform the function of First Nations Advisory Group.
- Creating ongoing opportunities for First Nations businesses to supply to Council's environmental education program Kids in Action.
- Providing Fire Level 1 training to two Traditional Custodian representatives to support opportunities to supply cultural burns for fire hazard reduction within the region.
- Assigning a specified role and updated guideline to support First Nations community projects and organisations resulting in a record number of successful grant applications and improved governance.
- Listening to our community and responding to the Uluru Statement from the Heart by withdrawing the RAP deliverable relating to the Recognise campaign.
- Supporting Council's First Nations Partnerships team with an identified role for the Administration Trainee.
- Supporting a record number of community-driven and Council-led National Reconciliation Week (NRW) events including an inaugural Mabo Day event.
- Development of the first Sunshine Coast Regional Guides to NRW and NAIDOC events.
- Development of online, cultural awareness training for Council employees and partnering with Traditional Custodians to supply cultural-immersion experiences.
- 90% of all Council employees completing online cultural awareness training.
- Acknowledgment of Traditional Custodian signage applied to the front doors of Council's eight libraries and two mobile libraries as part of NRW.
- The region's premier arts and cultural event, Horizon Festival, introducing a First Peoples' Advisory Group and comprehensive Traditional Custodian and broader First Nations program in 2017, 2018 and 2019.
- Providing a range of business development services to First Nations suppliers offering local tourism products and services.
- Endorsement of the First Nations Employment Guideline to enhance the attraction, recruitment, retention and development of First Nations candidates including a streamlined expression of interest process for First Nations applicants.
- Partnering with the Queensland Government to develop a First Nations Procurement Guideline.
- Attracting a training organisation to offer locally a Certificate III in Indigenous Business.
- Supporting National Indigenous Business Month event in partnership with the South East Queensland Indigenous Chamber of Commerce, to promote local First Nations suppliers to purchasers.
- Providing grant funding and in-kind support to local First Nations community driven health and wellbeing projects.
- Partnering with Sunshine Coast Lightning, Australian Indigenous Netball Club and Healthy Sunshine Coast to deliver First Nations community activation, for the 2018 and 2019 Suncorp Super Netball Indigenous Rounds including the inaugural Sunshine Coast NAIDOC Netball Clinic.

In the pursuing period 2019-2021, while Council continued review, consultation and development of the 2021-2022 RAP, Council remained committed to delivering on its standing RAP actions and establishing higher benchmarks for reconciliation by the organisation.

Some of the inter-period achievements included:

- Continued support of both Council and community NAIDOC and NRW events.
- Continued partnership with Sunshine Coast Lightning to support the Suncorp Super Netball Indigenous Round 2020.
- Continued support of the First Peoples' Advisory Group and comprehensive Traditional Custodian and broader First Nations programming for the Horizon Festival.

- Endorsement of \$100,000 to support two Traditional Custodian fire hazard reduction, environmental officers.
- Establishing monthly Sunshine Coast Accord meetings, bringing together a round table of corporates that support the First Nations community.
- Establishing monthly Sunshine Coast First Nations Community Meetings, providing a space for First Nations community to come together, table discussion, support each other and grow networks.
- Supporting Council's First Nations Partnerships team with three identified positions including, Senior Advisor, Community Engagement Officer and Administration Trainee.
- Continued support of National Indigenous Business Month with events in partnership with the South East Queensland Indigenous Chamber of Commerce.
- Support provided to First Nations businesses in the cultural tourism industry, including activities on Council reserves.
- Supporting First Nations businesses to participate in Council's the Refinery Creative Incubator 2019 and 2020.
- Holding an inaugural Sunshine Coast First Nations Networking Event, bringing corporates, First Nations community and key Council internal partners together for networking and celebration.



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Artwork workshop

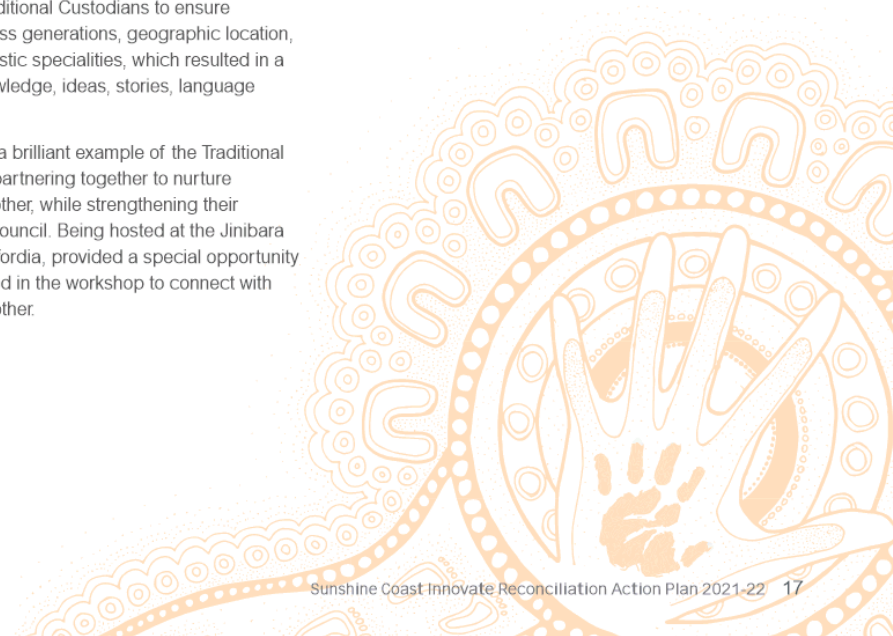
In developing Council's new Reconciliation Action Plan for 2021-2022, the First Nations Partnerships team hosted a creative and collaborative artwork workshop with eight Traditional Custodians, from both Kabi Kabi peoples and Jinibara peoples. The workshop was held during a weekend at Jinibara country (Woodford) and was facilitated by skilled Jinibara artist Jason Murphy and Kabi Kabi Elder Aunty Helena Gulash.

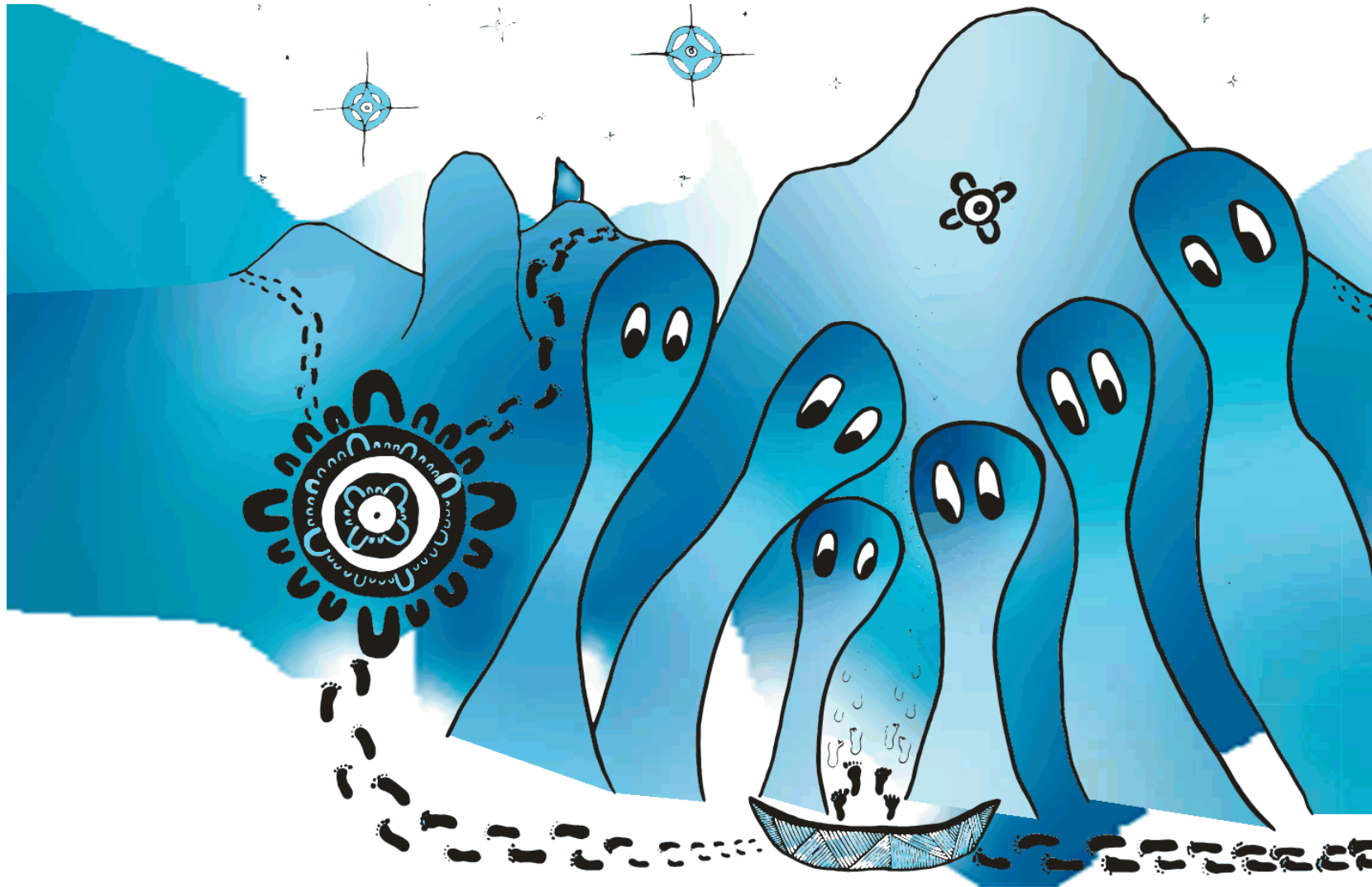
An initiative of the Traditional Custodians, the workshop brought together four artists from both the Kabi Kabi peoples and Jinibara peoples. The artists were carefully selected by the Traditional Custodians to ensure representation across generations, geographic location, experience and artistic specialities, which resulted in a rich sharing of knowledge, ideas, stories, language and culture.

The workshop was a brilliant example of the Traditional Custodian groups partnering together to nurture and support each other, while strengthening their relationships with Council. Being hosted at the Jinibara workshop, at Woodfordia, provided a special opportunity for everyone involved in the workshop to connect with Country and each other.

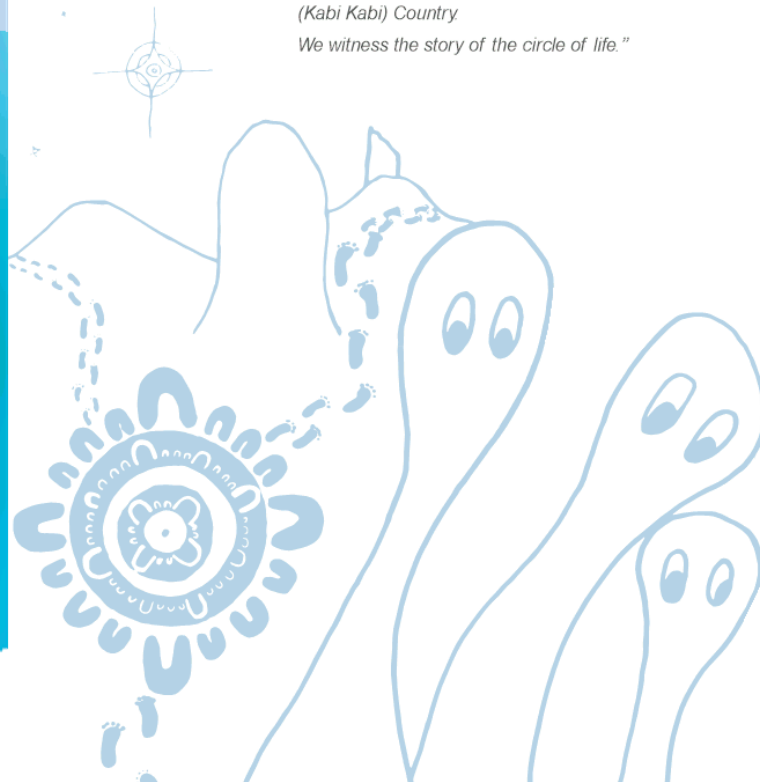
The artwork designs produced during the weekend workshop are testament to the dedication of the Kabi Kabi peoples and Jinibara peoples to reinforce their distinct identities and cultures. Each artist created designs which blend traditional and contemporary styles and stories.

The artworks in Council's Reconciliation Action Plan (2021-2022) offer a glimpse into the ancient knowledge and stories of the Jinibara peoples and Kabi Kabi peoples, the Traditional Custodians for the area we now call the Sunshine Coast.





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Artist statement

Zeitha Jalamala Murphy
Traditional Custodian Group: Jinibara
Title: Circle of Life

"Under a night sky amongst the family of mountains situated on Jinibara and Gubbi Gubbi (Kabi Kabi) Country. We witness the story of the circle of life."



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Enriching Relationships

Meaningful relationships assist Council to respond to the aspirations of local First Nations communities.

Sunshine Coast Council aims to build strong relationships between First Nations peoples and the wider community as a core business activity by connecting people, sharing experiences, communication, engagement and partnerships.



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Action	Deliverable	Timeframe	Responsibility	
1	Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Establish and maintain formal, reciprocal partnerships with the First Nations community and organisations, including:	June 2022	Manager, Community Planning & Development
		- Scheduled, annual meetings between Registered Aboriginal Parties and the Executive Leadership Team.	June 2022	Manager, Community Planning & Development
		- Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	July 2021	Manager, Community Planning & Development
2	Build relationships through celebrating National Reconciliation Week (NRW).	Endorse the revised Community Engagement Framework including a First Nations specific guideline developed through consultation with the First Nations community.	December 2021	Manager, Community Planning & Development
		Update Council's First Nations Sunshine Coast webpage, including a hyperlink to Reconciliation Australia's NRW resources and reconciliation materials and circulate to Council employees as well as external customers.	April 2021, 2022	Manager, Community Planning & Development
		RAP Working Group members and senior leaders are encouraged to participate in one internal and one external NRW event.	June 2021, 2022	Executive Manager, Office of the CEO
		Organise three NRW events, including at least one organisation-wide NRW event, each year.	June 2021, 2022	Manager, Arts, Heritage & Libraries
		Support community organisations to provide at least one external NRW event, each year.	June 2021, 2022	Manager, Community Planning & Development
Register all our NRW events on Reconciliation Australia's NRW website.	June 2021, 2022	Manager, Arts, Heritage & Libraries		
Design and publish a regional guide to NRW events and circulate to Council employees as well as external customers.	May 2021, 2022	Manager, Community Planning & Development		



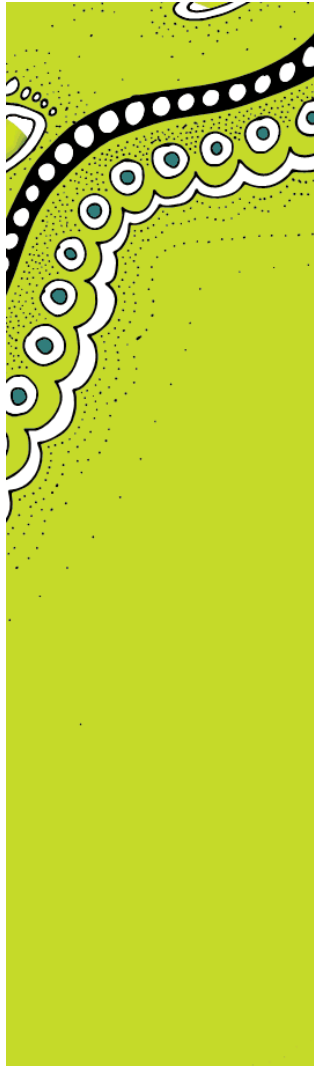
Action	Deliverable	Timeframe	Responsibility
3 Promote reconciliation through our sphere of influence.	• Develop and implement a communication strategy to positively influence our employees and external partners to drive reconciliation outcomes.	April 2021	Manager, Communications
	• Communicate our commitment to reconciliation publicly.	June 2022	Manager, Community Planning & Development
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2022	Manager, Community Planning & Development
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation, including participating in the Sunshine Coast First Nations Accord.	June 2022	Manager, Community Planning & Development
4 Promote positive race relations through anti-discrimination strategies.	• Review and continuously improve HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2022	Head of People & Culture
	• Engage with First Nations employees and/or First Nations advisors to consult on our anti-discrimination policy.	June 2022	Head of People & Culture
	• Develop, implement and communicate an anti-discrimination policy for our organisation - in consultation with First Nations employees and/or First Nations advice.	June 2022	Head of People & Culture
5 Build relationships with the Traditional Custodians	• Organise one development workshop each year	June 2021, 2022	Manager, Community Planning & Development
6 Engage the First Nations community on Voice, Treaty, Truth & Justice	• Organise one event to consult with the First Nations community each year.	June 2021, 2022	Manager, Community Planning & Development



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Artist statement

Amanda Pitt-Lythgoe
Traditional Custodian Group: Kabi Kabi
Title: Passing On Knowledge

"As a child growing up I remember sitting with my mother and grandmother, listening to many stories about our culture, our families sticking together, the importance of sharing and caring for our people and connection to Country

The story I tell Passing On Knowledge represents sharing our stories to our future generations.

The left hand indicates leaving the knowledge behind and also the connection to spirit. The three hands are for past, present and future. The circle constitutes a meeting place that is our community and mob reconciling in the diverse society we live in today, treating everyone equally as one.

The speckles are for the sand, shell middens and coastlines, where our water meets our land. The symbols around the circle represent the people coming together as a community living in peace and harmony.

The footprints in the pathway are our ancestors that have paved the way for us and shown us that journey to continue on strong. Each step we take toward reconciliation we can move forward together.

The pathway also takes shape as our rivers and our waterways, as they are so vital and important to us to keeping that flow and water sustained.

Seven footprints are a representation of change and they're moving up with their right foot forward, to achieve self-determination, which is an acknowledgment of what our Elders passed on to us for a bigger and brighter future."





Enhancing Respect

Respect for First Nations communities enhances relationships, embraces diversity and promotes harmony.

Council demonstrates respect for First Nations peoples, cultures, histories, knowledge and rights by embedding cultural capability as a core business activity.



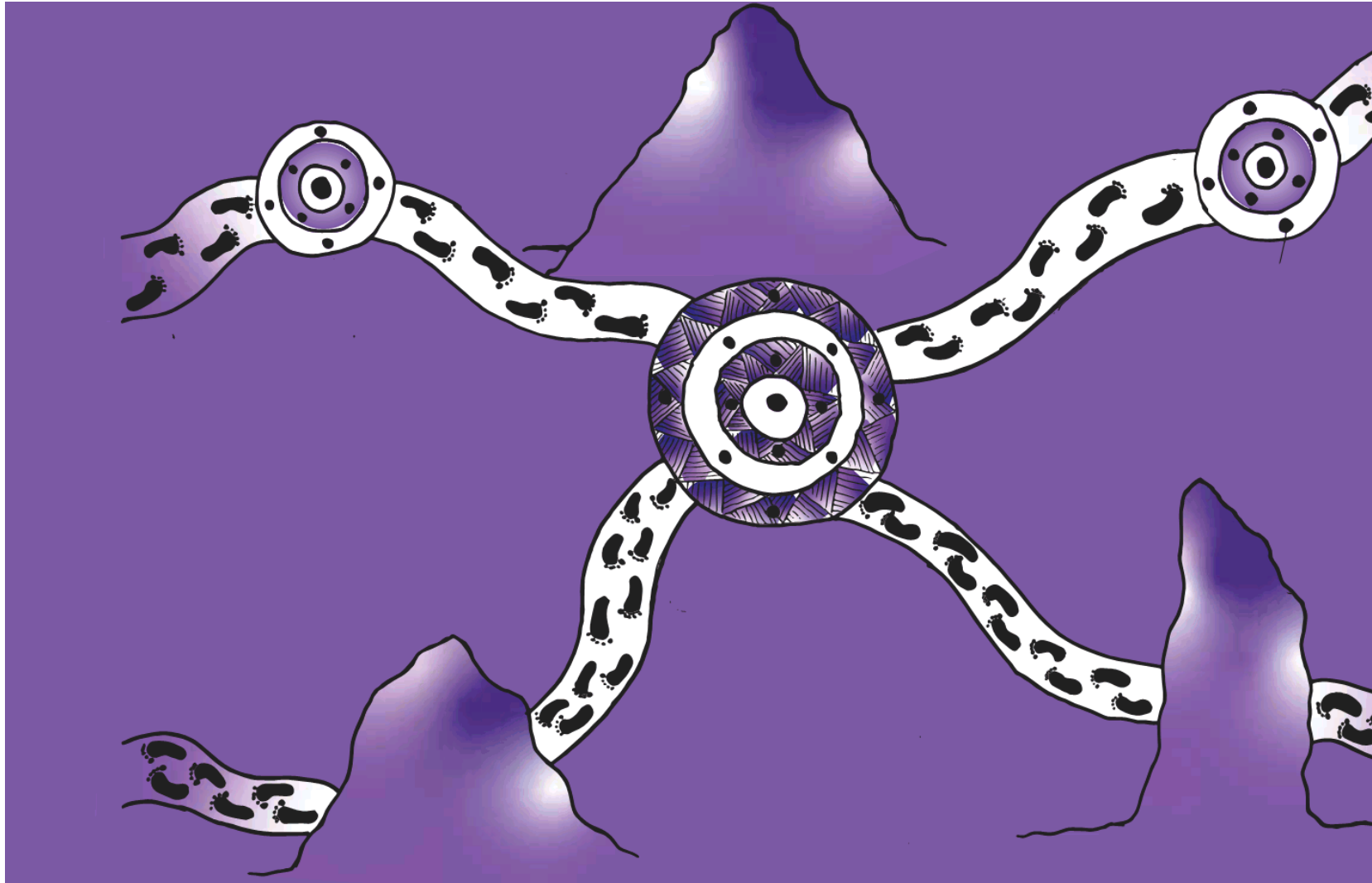
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Action	Deliverable	Timeframe	Responsibility		
7	Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural capability needs within our organisation. 	December 2021	Head of People & Culture	
		<ul style="list-style-type: none"> Work alongside local community organisations to support the development and resourcing of First Nations community-identified projects, including: <ul style="list-style-type: none"> Host a monthly Sunshine Coast First Nations Community Meeting. Facilitate monthly Sunshine Coast First Nations Accord meetings. Partner with key stakeholders to delivery First Nations community-identified projects. 	June 2022	Manager, Community Planning & Development	
		<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our employees - in consultation with local Traditional Custodians. 	June 2022	Head of People & Culture	
		<ul style="list-style-type: none"> Require all employees undertake formal and structured cultural learning, including: <ul style="list-style-type: none"> 100% of all Council employees to complete online training 25% of all Council employees to complete face-to-face training 25% of all Council employees to complete an On-Country experience. 	June 2022	Head of People & Culture	
		<ul style="list-style-type: none"> Continue to deliver the region's premier arts and cultural event, Horizon Festival, and continue to deliver a local, national and international First Nations led program, increasing public awareness and understanding of First Nations cultures. 	October 2021, 2022	Manager, Arts, Heritage & Libraries	
		<ul style="list-style-type: none"> Support the implementation of relevant First Nations actions in the Sunshine Coast Arts Plan 2018 – 2038, supporting the inclusion of projects that value, protect and promote First Nations knowledge, cultures and traditions. 	June 2022	Manager, Arts, Heritage & Libraries	
		<ul style="list-style-type: none"> Support the implementation of relevant First Nations actions in the Sunshine Coast Heritage Plan 2015 – 2020, supporting the inclusion of projects that value, protect and promote First Nations' knowledge, cultures and traditions. 	June 2022	Manager Arts, Heritage & Libraries	



Action	Deliverable	Timeframe	Responsibility
8 Demonstrate respect to First Nations people by observing cultural protocols.	• Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Executive Manager, Office of the CEO
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country and cultural heritage identification, protection and preservation.	June 2022	Manager, Community Planning & Development
	• Allocate budget to procure Welcomes to Country ceremonies from Traditional Custodians at major events, each year, on both Kabi Kabi and Jinibara countries.	June 2022	Executive Manager, Office of the CEO
	• Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events, each year.	June 2022	Executive Manager, Office of the CEO
	• Include an Acknowledgement of Country, or other appropriate protocols, at the commencement of all public Council meetings, all RAP Working Group Meetings, and Council-led formal events and presentations.	June 2022	Executive Manager, Office of the CEO
	• Display Acknowledgement of Traditional Custodian signage on all Council administration buildings and community facility buildings.	June 2022	Manager, Property Management
9 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July 2021	Executive Manager, Office of the CEO
	• Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2021	Head of People & Culture
	• Promote and encourage participation in external NAIDOC events to all employees.	July 2021	Manager Community Planning & Development
	• Coordinate a region wide civic event to celebrate NAIDOC Week and launch community events.	July 2021	Manager Community Planning & Development
	• Support the Sunshine Coast First Nations community to deliver the signature, external NAIDOC Week event, the annual NAIDOC Day, each year, into a major event to attract tourism to the region.	July 2021	Head of Economic Development
10 Investigate opportunities to address cultural safety within our organisation	• Design and publish a regional guide to NAIDOC events and circulate to Council employees as well as external customers.	May 2021, 2022	Manager, Community Planning & Development
	• Engage an external consultant to complete a cultural safety assessment in each of Council's administration buildings and community facility buildings.	June 2022	Head of People & Culture
	• Undertake an employee survey to understand current levels of cultural safety within the workplace.	December 2021	Head of People & Culture
	• Use survey data to understand the needs and experiences of First Nations employees and to inform changes.	June 2022	Head of People & Culture
	• Review feedback mechanisms for employees to express cultural concerns and adjust as required.	June 2022	Head of People & Culture
	• Research best-practice and principles that support cultural safety in the workplace.	June 2022	Head of People & Culture





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Artist statement

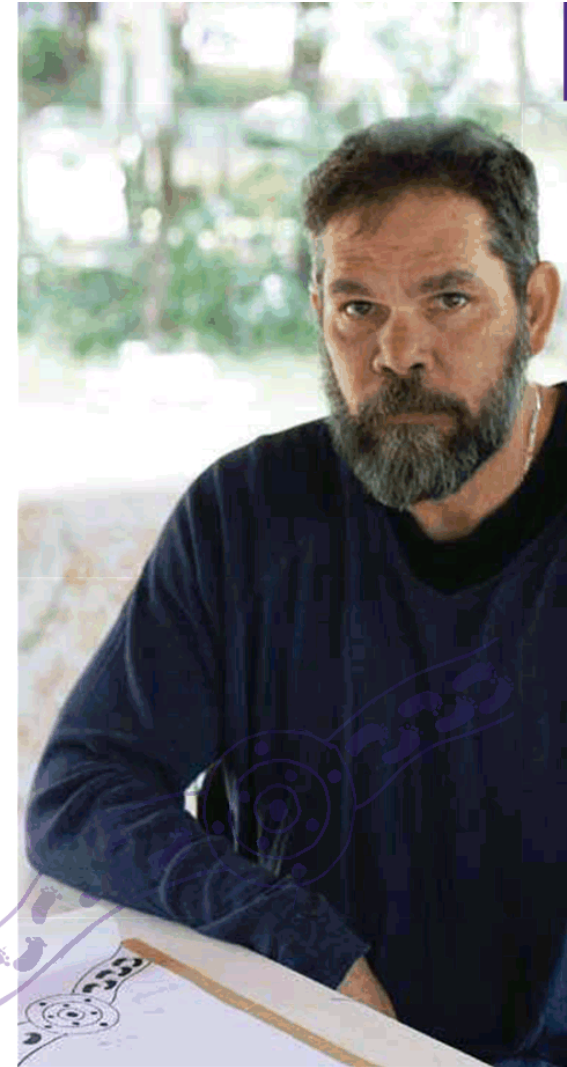
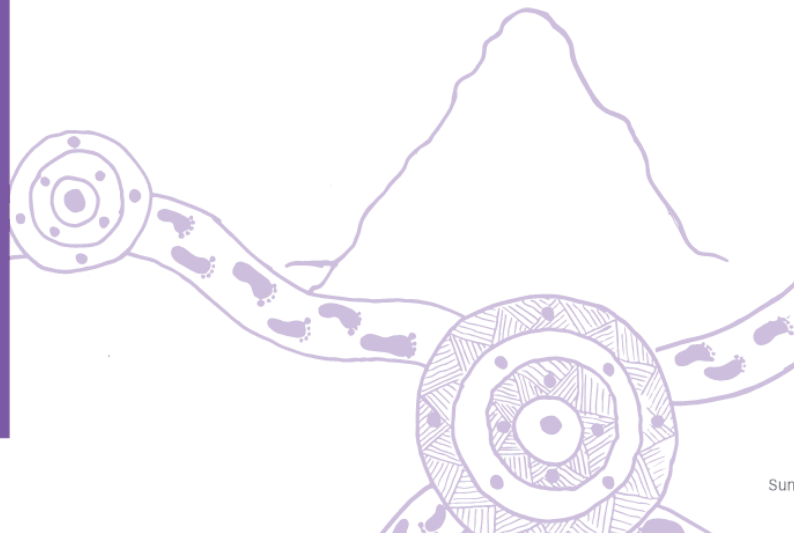
Allan James Kina
Traditional Custodian Group: Jinibara
Title: Reconciliation

"This painting is how we connect to Country and to non-Indigenous and First Nations people.

We sit with our Elders in a circle and listen to the stories of our old people and in turn we can teach all those that are from the community, non-Indigenous to First Nations people.

We talk with community to help teach our younger children learn about the history of our country.

This is the path to reconciliation between our culture and society."



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Creating Opportunities

Providing equitable opportunities for First Nations communities to support Council's vision - to be Australia's most sustainable region - healthy, smart, creative.

Council works to support opportunities for First Nations peoples, organisations and communities as core business activities including employment, procurement, professional development, retention and equity of access to systems and processes.

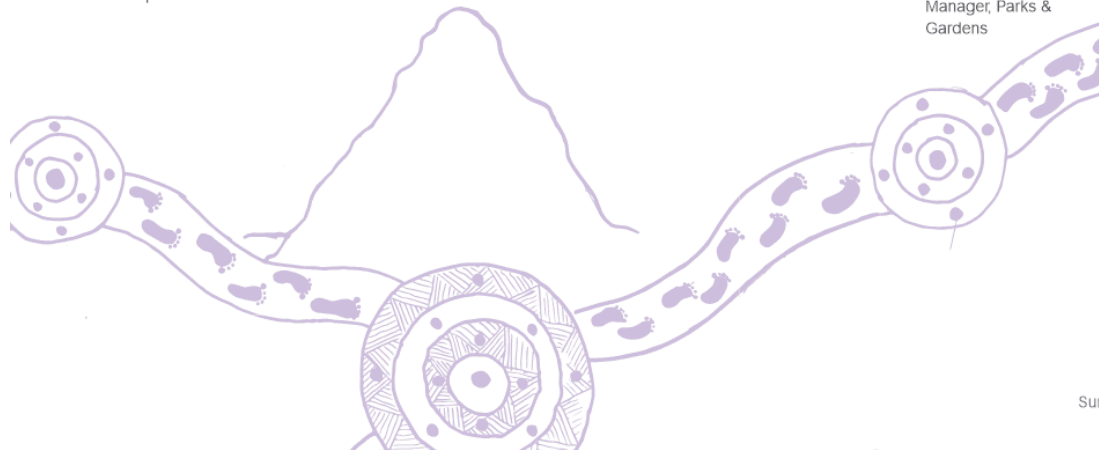


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Action	Deliverable	Timeframe	Responsibility	
11 Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	June 2022	Head of People & Culture	
	• Engage with First Nations employees to consult on our recruitment, retention and professional development strategy.	December 2021	Head of People & Culture	
	• Develop and implement a First Nations recruitment, retention and professional development strategy, building on Council's First Nations Employment Guideline.	December 2021	Head of People & Culture	
	• Advertise job vacancies to effectively reach First Nations stakeholders.	June 2022	Head of People & Culture	
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	June 2022	Head of People & Culture	
	• Support First Nations employees to take on management and senior level positions, including: - Investigating training and development opportunities for First Nations employees - Investigating rotation and placement opportunities.	June 2022	Head of People & Culture	
	• Increase the percentage of First Nations staff employees in our workforce.	June 2022	Head of People & Culture	
	12 Increase First Nations supplier diversity to support improved economic and social outcomes.	• Develop and implement a First Nations procurement strategy.	December 2021	Manager, Business & Innovation
		• Investigate Supply Nation membership.	June 2022	Manager, Business & Innovation
		• Promote use of the Black Business Finder to internal and external customers to support local First Nations businesses into Council's supply chain.	June 2022	Manager, Business & Innovation
• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees.		June 2022	Manager, Business & Innovation	
• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.		June 2022	Manager, Business & Innovation	
• Develop commercial relationships with First Nations businesses.	June 2022	Manager, Business & Innovation		



Action	Deliverable	Timeframe	Responsibility
13 Identify opportunities to expand First Nations aspects of cultural tourism within the region.	• In consultation with Visit Sunshine Coast, undertake an assessment of current First Nations cultural tourism activities.	December 2021	Head of Economic Development
	• In consultation with Sunshine Coast First Nations businesses, identify opportunities locally to expand the region's cultural tourism offerings.	June 2022	Head of Economic Development
	• Investigate partnership opportunities between our park and environmental reserves and the Traditional Custodians, including improving the interpretation of First Nations cultural heritage in Council open spaces.	June 2022	Manager, Environmental Operations Manager, Parks & Gardens
14 Identify partnership opportunities to enhance First Nations participation in activities that promote active and healthy lifestyles.	• Consult with key stakeholders to identify partnership opportunities to support First Nations people in pursuing healthy lifestyles.	June 2022	Manager, Community Planning & Development
15 Investigate partnership opportunities to enhance First Nations participation in activities promoting cultural practices.	• Investigate a multilingual signage program for the Sunshine Coast.	June 2022	Manager, Business & Innovation
	• Investigate a fire hazard reduction program that incorporates First Nations fire practices.	June 2022	Manager, Environmental Operations Manager, Parks & Gardens



Sunshine Coast Innovate Reconciliation Action Plan 2021-22 29



Governance



30 Sunshine Coast Innovate Reconciliation Action Plan 2021-22

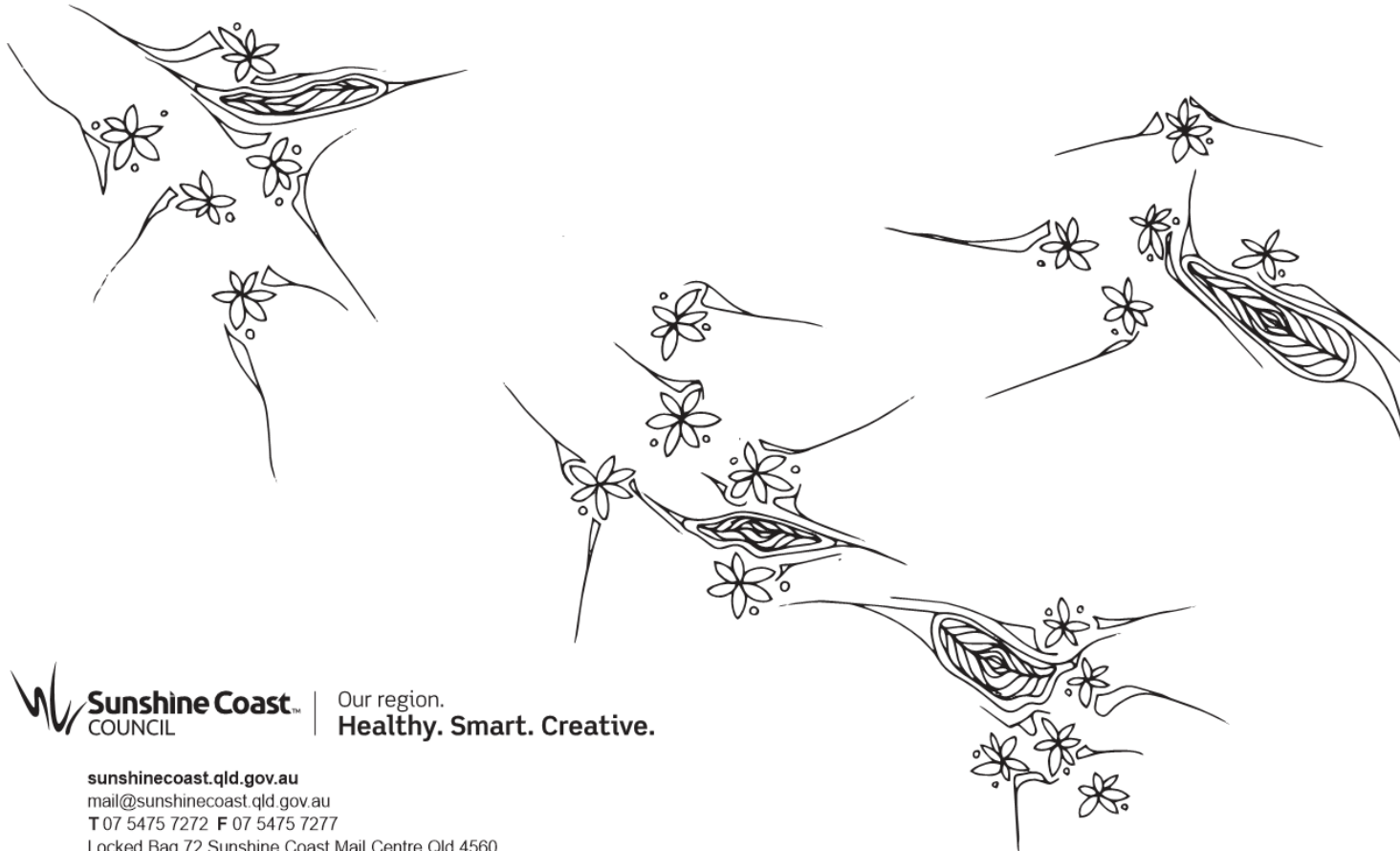
Action	Deliverable	Timeframe	Responsibility
16 Establish and maintain an effective RAP Working group to drive governance of the RAP.	• Review and update Terms of Reference for the RAP Working Group.	July 2021	Manager, Community Planning & Development
	• Maintain First Nations representation on the RAP Working Group.	June 2022	Manager, Community Planning & Development
	• Meet at least four times per year to drive and monitor RAP implementation.	June 2022	Executive Manager, Office of the CEO
17 Provide appropriate support for effective implementation of RAP commitments.	• Design and embed resources needs for RAP implementation.	July 2021	Executive Manager, Office of the CEO
	• Embed RAP deliverables in performance management agreements for managers.	July 2021	Executive Manager, Office of the CEO
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	July 2021	Executive Manager, Office of the CEO
	• Undertake an organisational survey to understand employee attitudes, perceptions and behaviours on reconciliation matters.	June 2022	Manager, Community Planning & Development
	• Maintain an internal RAP Champion - Chief Executive Officer.	June 2022	Chief Executive Officer
	• Include our RAP as a standing agenda item at senior leadership meetings.	July 2021	Executive Manager, Office of the CEO
	• Provide a written briefing to all councillors on the RAP progress, quarterly.	June 2022	Manager, Community Planning & Development
	• Engage our senior leadership and other employees in the delivery and implementation of the RAP.	July 2021	Executive Manager, Office of the CEO
	• Engage with the Sunshine Coast First Nations Network Group (SC1NG) in the delivery and implementation of the RAP.	June 2022	Manager, Community Planning & Development



Action	Deliverable	Timeframe	Responsibility
18 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Report RAP progress to all employees and senior leadership, quarterly.	June 2022	Manager, Community Planning & Development
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021	Manager, Community Planning & Development
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2021	Manager, Community Planning & Development
	• Report RAP progress publicly through the Sunshine Coast Council First Nations Partnerships' webpage, quarterly.	June 2022	Manager, Community Planning & Development
	• Continue our RAP journey by developing our next RAP.	June 2022	Manager, Community Planning & Development



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Sunshine Coast
COUNCIL

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Healthy. Smart. Creative.

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