



Innovate  
**Reconciliation  
Action Plan**

**June 2023 - June 2025**





## Acknowledgement of Country

Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

We would also like to extend that respect to all other First Nations people in our region.

## Acknowledgements

We would like to thank the Gladstone Regional Council's RAP Reference Group, RAP Champions and employees for their valued input and commitment to developing Council's Innovate Reconciliation Action Plan (RAP).

## Innovate RAP

This second Innovate Reconciliation Action Plan (RAP) outlines the actions Council will undertake over the next two years to support our lasting and meaningful relationships, encourage respect and promote opportunities for First Nations people in our region.

The commitments within Council's third RAP are aspirational and innovative, while also being achievable and measurable.

The implementation of this RAP will ensure we continue to learn through the journey of our shared history and reconciliation process. We look forward to further strengthening our relationships with each other and developing and piloting strategies that embrace and empower First Nations people living in this region.

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# MESSAGE FROM THE MAYOR AND CEO

The Gladstone Region is an area of great social, cultural and spiritual importance to the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people.



**Cr Matt Burnett**  
Mayor

Gladstone Regional Council is proud to present this third Reconciliation Action Plan (RAP) and second Innovate RAP.

An initiative of our 2022/23 Operational Plan, it continues the work we began with Reconciliation Australia on our first Reflect RAP in 2018 and the initial Innovate RAP in 2021.



**Leisa Dowling**  
CEO

This two-year plan represents further progress in our commitment to reconciliation, as we build stronger relationships with First Nations people and detail practical actions for our people and other stakeholders across the region.

It outlines how we will further nurture a culture of inclusion, connectedness and understanding, acknowledging our region is richer when all facets of diversity are embraced.

A RAP program is a specific framework to support and advance reconciliation, by embedding First Nations considerations in the way we think and work.

Since 2018, Council has addressed these by introducing activities, establishing processes, protocols and policies to demonstrate that reconciliation with First Nations people is a priority.

These changes are now layered on top of the traditional and annual support for events celebrating National Reconciliation Week and NAIDOC Week.

The first Innovate RAP covered the period from 2021 to January 2023. Significant actions representing our commitment to the values of inclusiveness and diversity, included using Traditional Owner language to name Council

buildings at the Philip Street Communities and Families Precinct and meeting rooms around the Gladstone Region.

In May 2021, Council invited applications for the newly created First Nations Fire Officer role to lead our strategy on bushfire mitigation and land management using First Nations techniques.

Additionally, our General Meeting on 20 July 2021 endorsed the Uluru Statement from the Heart – another proud moment advancing reconciliation and supporting First Nations people, while aligning with the pillars of our RAPs.

In 2022, Council commissioned digitised First Nations artwork for the Philip Street Precinct and the upgraded heated pool at the Gladstone Aquatic Centre.

We will ensure future actions allow us to be aspirational and innovative, so we better understand our ability to influence and find the best way to move forward with reconciliation.

It is important to acknowledge our RAP Reference Group (elected members, community members and Council's First Nations Liaison Officer) and internal RAP Champions for their valued work in this area.

They have supported the First Nations Liaison Officer to reach this milestone and our RAP champions look forward to promoting it to the organisation.

Gladstone Regional Council will continue working towards reconciliation, as there is more to be done to achieve understanding, respect, empowerment and opportunity for our First Nations people.

**Mayor Matt Burnett**  
Gladstone Regional Council

**Leisa Dowling**  
Chief Executive Officer,  
Gladstone Regional Council



# MESSAGE FROM RAP REFERENCE GROUP CO-CHAIRPERSON

CR NATALIA MUSZKAT



For us at Gladstone Regional Council, reconciliation continues to be a priority. Since 2019, I have had the privilege of co-chairing our Reconciliation Action Plan Reference Group. Together, with the knowledge and

passion of all committee members, we have guided and supported GRC in delivering our previous RAP activities. Recent highlights include:

- Naming of Council assets in Traditional Owner language – meeting rooms in various locations around the region and three buildings at the newly built Philip Street Communities and Families Precinct
- Committing formally to the Uluru Statement from the Heart through a Council resolution
- Employing a First Nations Fire Officer. This role will work closely with Traditional Owners to establish healthy management of Country and its environment
- Including in GRC's protocols and policies a Welcome to Country and Acknowledgement of Country at major events and internal activities
- Celebrating and recognising First Nations culture during National Reconciliation and NAIDOC Weeks
- Displaying of Acknowledgement of Country plaques in Council offices in various locations
- Commissioning of Traditional Owner artist to do artwork on panels for buildings featuring Traditional Owner totems at the Philip Street Communities and Families Precinct
- Digitalisation and displaying of First Nations artwork on windows at the newly upgraded heated pool at the Gladstone Aquatic Centre

To cement these achievements and build strongly and confidently toward a Stretch Reconciliation Action Plan, we have now completed our second Innovate RAP. This new plan will be implemented between June 2023 and June 2025. By investing in a second Innovate RAP, we will further strengthen the foundations and relationships required to ensure success in our region's reconciliation journey.

We know there are challenges that we need to overcome, but Council is proudly committed to its reconciliation journey and we will continue to work hard to embed First Nations considerations into the way we work, we think and we operate.



# MESSAGE FROM RAP REFERENCE GROUP CO-CHAIRPERSON

ANNETTE RUTHERFORD



I am very thankful to work with great people to achieve our goals and dream beyond.

Thank you to the people who were the first responders to the call to initiate the

Gladstone Regional Council's Reconciliation Action Plan (RAP) Reference Group.

Some have remained and others have moved forward to share their skill and experience with others. I welcome our new members who have continued to push for reconciliation actions to be ongoing and relevant.

Reconciliation Australia says that reconciliation is about strengthening

relationships between Aboriginal people and Torres Strait Islander people and non-Indigenous peoples, for the benefit of all Australians, and I believe that Gladstone Regional Council has made big steps but has a way to go. The RAP Reference Group has worked hard with Gladstone Regional Council's RAP Champions to ensure the five dimensions of reconciliation are reflected in the everyday actions and words of Council.

It will take hard work and dedication to continue to support Gladstone Regional Council to be a voice for future generations. I am positive that the RAP Reference Group will support and participate in actions today for an Australia that values and understands Aboriginal people and Torres Strait Islander people now and in the future.





# MESSAGE FROM RECONCILIATION AUSTRALIA CEO

KAREN MUNDINE



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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Gladstone Regional Council continues to be part of a strong network of more than 1,100 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that

Gladstone Regional Council will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations Gladstone Regional Council on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



# OUR BUSINESS

Gladstone is located approximately 550km north of Brisbane with the Gladstone Local Government region within an area of 10,500km<sup>2</sup>.

Our region has a population of more than 63,515 people with 6.2 per cent being of First Nations heritage.

Gladstone Regional Council operates from two central offices located in Calliope and Gladstone and currently employs over 750 employees, which includes 12 First Nations employees .

Smaller satellite offices operate as Rural Transaction Centres in Agnes Water and Mount Larcom and our Conservation and Land Management Officers operate from the Gladstone Tondoon Botanic Gardens.

From these core locations, Council provides a network of services to the community including public libraries, arts and entertainment, parks and recreation spaces, community centres as well as planning for the provision of infrastructure such as roads, reticulated water, sewer and growth.



# COUNCIL'S VISION FOR RECONCILIATION

Gladstone Regional Council's vision for reconciliation is for a region that encourages and promotes First Nations peoples' histories and cultures.

Our Council's Reconciliation Action Plan (RAP) will continue to create relationships and foster respect with First Nations people. We will continue to create employment opportunities and investigate opportunities to incorporate First Nations supplier diversity within Council's procurement and identify partnership opportunities to enhance First Nations participation in activities throughout our local government area.

Through our reconciliation process Council will continue to work with Traditional Owners to strengthen connection to Country.

Council's vision through an understanding of cultural practices and protocols will continue to recognise and respect the oldest living culture in the world.

Together as future-thinkers and opportunity seekers, we will deliver a RAP that will give us the courage to shape a better future for Council and all First Nations community in Gladstone and surrounding areas.



# OUR RAP

The Gladstone Regional Council acknowledges that the development and implementation of a third RAP and Council's second Innovate RAP will continue to support Council's connectivity and inclusiveness with First Nations communities in our region. We will also continue to deliver programs to enhance partnerships between Council and First Nations people.

## RAP Working Group

Council's RAP is a strategic document with a practical plan. Council's Executive Leadership Team (ELT) forms our RAP Working Group and will ensure that the RAP deliverables are achievable, with regular progress reports to check that deliverables are actioned in the allocated timeframe.

Council's RAP is a tool for change and is a document that shows how Council commits to reconciliation with First Nations people.

- Leisa Dowling - Chief Executive Officer
- Kylie Lee - General Manager  
Community Developments and Events
- Rob Huth - General Manager  
Customer Experience
- Mark Holmes - General Manager  
Finance Governance and Risk
- John Tumbers - General Manager  
Operations
- Theunis Mienie - General Manager  
People, Culture and Safety
- Mark Francis - General Manager  
Strategic Asset Performance
- Carly Quinn - General Manager  
Strategy and Transformation

## RAP Reference Group

In 2018 Council introduced an external group, the RAP Reference Group. This group consists of two elected members, 10 First Nations community members and Council's First Nations Liaison Officer. The RAP Reference Group's purpose is to provide Council with strategic advice on the RAP, the

views, needs and interests of First Nations people in the Gladstone Region.

- Councillor Natalia Muszkat - Co Chair
- Annette Rutherford - Co Chair
- Gay Sirriss - Secretariat
- Councillor Desley O'Grady
- Anne-Marie Johnson
- Cecelia Eggmolesse
- Chantelle Johnson
- Djuran Johnson
- Megan Nixon
- Patricia Coleman
- Paul Olsen
- Skye Alberts
- Tia Sorensen

## RAP Champions

In 2021, Council introduced a RAP Champions program, which is an internal group consisting of employees from various business units. The purpose of this group is to act as champions of reconciliation throughout Council.

- Belinda Cockerell - Accounts Payable Officer
- Emma Catlin - Disaster Response Specialist
- Enya Lange - Neighbourhood Centre Support Officer
- Gay Sirriss - First Nations Liaison Officer
- Glenda Farrar - Destination and Event Attraction Specialist
- Hannah Webb - Community Engagement Officer
- Kylie Lee - General Manager Community Development and Events
- Leslie Seminutin - Manager Culture and Capability
- Libby Cattermole - Community Investment Officer
- Tanya Whalley - Manager Governance and Risk

# OUR RECONCILIATION JOURNEY

Gladstone Regional Council's journey on building relationships and fostering respect first began in 2015 and gained momentum early in 2016 following the election of Council's current Mayor. The symbolic flags representing First Nations people continue to be raised every business day that Council operates.

In May 2018 Council received an endorsement from Reconciliation Australia to implement its first Reflect RAP. In January 2021 Council endorsed its Innovate RAP.

Council has supported the First Nations people by sponsoring and regularly participating in significant events.

For NAIDOC each year celebrations consist of a march along the main street (Goondoon Street) and every year the march temporarily pauses within the forecourt of the Council chamber.

The Mayor addresses the march by acknowledging the Traditional Owners and all other First Nations people and encourages all community to participate in the NAIDOC festivities.

Council's reconciliation journey has created connectedness, inclusiveness and diversification with First Nations people while continuing to strengthen relationships with the wider community in our region.





# ACHIEVEMENTS FROM INNOVATE RAP JANUARY 2021-2023

## RELATIONSHIPS

### December 2020

Council endorsed its second RAP, an Innovate RAP.

### May 2021

#### **Develop, implement and communicate an anti-discrimination policy for our organisation.**

On 7 September 2021, Council repealed both the Anti-Harassment and Anti-Discrimination Policies and adopted a People and Culture Policy (2019) which includes a commitment to 'providing a workplace that is free from stigma, discrimination and any form of intimidation, violence, harassment (sexual or other) or bullying of any kind'.

This policy outlines Council's commitment to our people and culture and it is considered duplication to have additional policies on specific topics relating to our people and culture.

The Certified Agreement includes a grievance and dispute settling procedure along with the requirements around investigations and disciplinary processes.

Council has also adopted a Complaint Management Policy and Corporate Standard which includes processes associated with the reporting and managing of employee conduct concerns.

Council has been actively working towards streamlining and simplifying its policy framework.

Additionally, there is a variety of governing legislation in this space – *Anti-Discrimination Act 1991*, *Industrial Relations Act 2016*, *Human Rights Act 2019* and the *Local Government Act 2009*.

### May 2021

#### **Encourage Councillors, General Managers and all employees to participate in at least one external event to recognise and celebrate National Reconciliation Week.**

Information sessions were organised for community, Councillors and employees. Topics included National Sorry Day, 1967 Referendum and Mabo Day.

All sessions were well attended by community, Councillors and employees.

### May 2022

#### **Encourage Councillors, Executive Leadership Team (ELT) and all employees to participate in at least one external event to recognise and celebrate National Reconciliation Week.**

Be Brave. Make Change.

Strong Steps to Reconciliation through powerful conversations - 3-day workshops hosted by Khonnect's Annette Rutherford.

Each workshop was attended by Councillors, ELT, employees and community members.

NRW Bush Tucker Luncheon – catered by Flavours Marina

The luncheon was attended by Councillors, employees and RAP Reference Group members.

## RESPECT

### May 2021

**Consult with Council representatives and First Nations Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda people to identify key places for the provision of informative signage.**

Traditional language used to name three buildings at the Philip Street Communities and Families Precinct. All names were approved by the Traditional Owners.

- a. Ngallil (nar-lee-ill), meaning 'All of Us' in the Gurang language for the Gladstone Regional Council Community & Neighbourhood Centre
- b. Gumar (goo-mar), meaning 'Shield' in the Bailai language for the The Salvation Army Building
- c. Nutchee, (na-chee) meaning 'Family' in the Gooreng Gooreng language for the Communities for Children Building

### April 2021

**Engage local Traditional Owners to develop face to face cultural awareness training that increases understanding and appreciation of the culture, history and achievements of First Nations people. Engage local Traditional Owners to contribute to the development of an online cultural awareness training module for Councillors and Council employees.**

Cultural Awareness training was delivered to Councillors, ELT, Managers and the Philip Street Precinct partners Gladstone Regional Council Community and Neighbourhood Centre, Gladstone Salvation Army and GAPDL's Community for Children . The training was delivered by Gurang Elder Uncle Shayne Blackman and Port Curtis Coral Coast (PCCC) Trust General Manager Daniel Reeves.

### July 2021

**Create awareness and encourage Council employees to participate in NAIDOC Events that aim to build respect for First Nations people, culture and histories.**

Through Council's Community Investment Program (CIP) Gladstone NAIDOC received \$5000 to invest into the Community NAIDOC Family Day. Council employees participated in the festivities joining the NAIDOC March and entered a stall at the Family Day.

### August 2021

**Increase employee understanding of the purpose and significance behind cultural protocols, for Acknowledgement of Country and Welcome to Country protocols.**

Council adopted First Nations People Cultural Protocol for Events Policy. The purpose of this policy is to recognise the valued contribution of First Nations people in Australian culture and history. First Nations people are the original owners of the land. It is important this unique position is recognised and incorporated as part of official protocol at events to enable the wider community to share in this culture and heritage, facilitating better relationships between First Nations people and other residents of Australia.

### September 2021

**Create and display an Acknowledgement of Country plaque in Council's Administration Offices.**

Acknowledgement of Country plaques are proudly displayed at Council's Civic Centre, Gladstone Entertainment Convention Centre, Gladstone Regional Art Gallery & Museum, Gladstone City Library, Agnes Water Library, Agnes Water Rural Transaction Centre, Boyne Tannum Community Centre, Calliope Library and Transaction Centre, Miriam Vale Library, Miriam Vale Office and Mount Larcom Rural Transaction Centre.



## July 2022

### **Deliver at least one creative event annually and incorporate other internal stakeholders.**

Get Up! Stand Up! Show Up! NAIDOC Expo Inaugural Event held during NAIDOC Week was designed for Community to see what services were available in the Gladstone and Rockhampton region. This event was a collaborative effort between Council and The Salvation Army.

## January 2023

### **Engage and collaborate with local Aboriginal and/or Torres Strait Islander artists to design themed corporate shirts**

Polo shirts incorporating Council's RAP artwork have been designed for Councillors, ELT, RAP Reference Group, RAP Champions and Council's First Nations Liaison Officer.

## Opportunities

### June 2021

#### **Assess the feasibility of establishing a GRC Ranger Program. Table a feasibility report and implement recommendations to Council.**

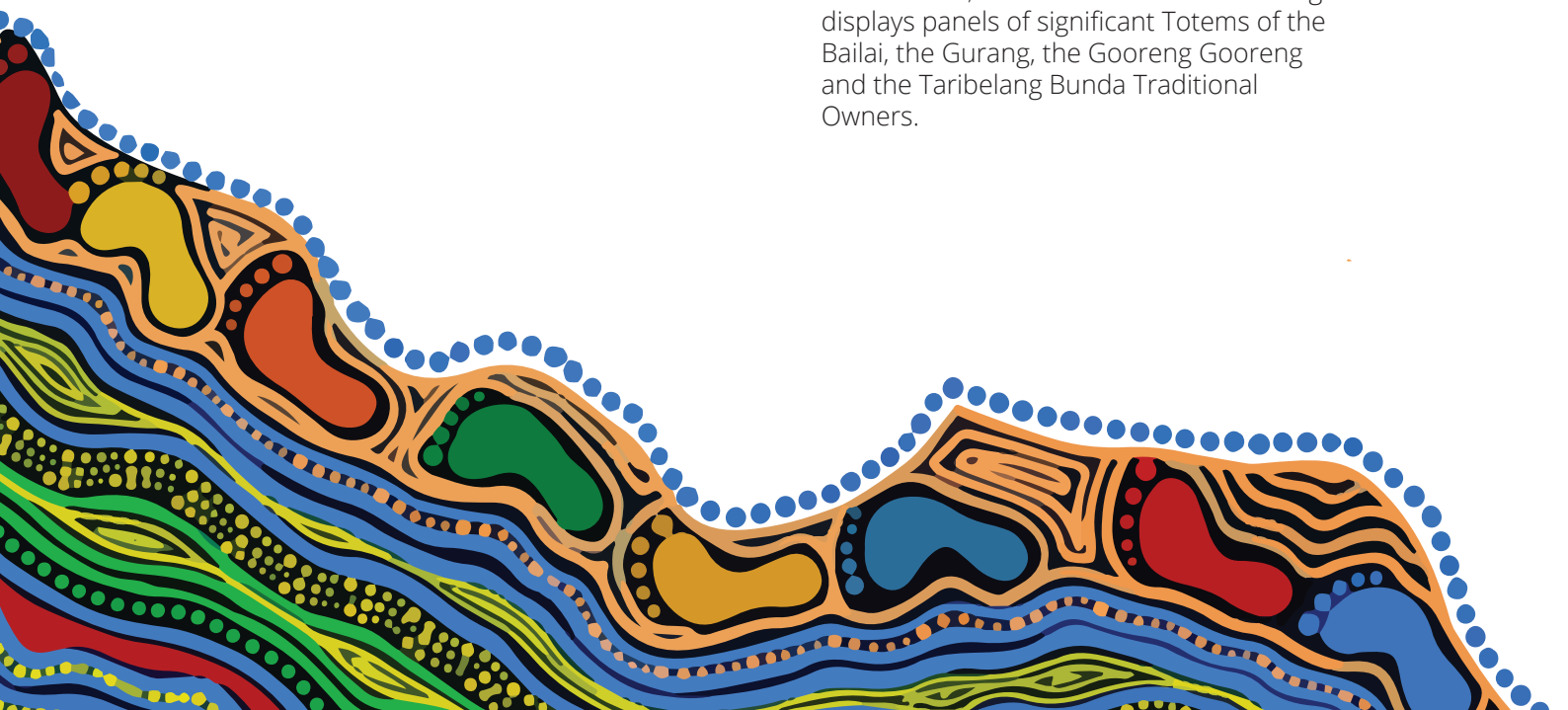
The selection and appointment were completed for a First Nations Fire Officer position to start with Council on 22 August 2022. This role has been made possible through funding from the Australian Government's Black Summer Bushfire Recovery Grants Program.

The purpose of this position is to support Council's commitment to bushfire mitigation and land management utilising First Nations land management techniques. This role will be responsible for the planning and delivery of land management including the application of cultural fire on Council controlled land, in partnership with First Nation stakeholders.

### July 2021

#### **Develop an art project to promote PCCC First Nations Bailai, Gooreng Gooreng, Gurang and Taribelang Bunda people's languages.**

The newly built Philip Street Communities and Families Precinct consists of four buildings with Aboriginal Art by Traditional Owner artist, Howard Butler. Each building displays panels of significant Totems of the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda Traditional Owners.



# ROLE OF OUR RAP REFERENCE GROUP

Gladstone Regional Council's RAP Reference Group plays a vital role in Council's reconciliation journey and will enhance connectivity and partnerships.

The purpose of Council's RAP Reference Group is to inform and guide the wider community of the RAP actions and the work that Council does in the First Nations space.

The RAP Reference Group also provides Council with strategic advice on the views, needs and interests of First Nations people in the Gladstone Region.



Front Row: Annette Rutherford, Leslie Seminutin, Cecelia Eggmolesse, Skye Alberts, Chantelle Johnson, Gay SIRRIS  
 Back Row: Enya Lange, Emma Catlin, Cr Desley O'Grady, Megan Nixon, Patricia Coleman, Cr Natalia Muszkat

# ROLE OF OUR RAP CHAMPIONS

Gladstone Regional Council's RAP Champions are active and positive leaders for reconciliation across Council.

Council's RAP Champions are from various business units who meet quarterly to discuss Council's RAP progress.

They help their colleagues to understand and embrace the RAP actions throughout the two-year life of the Innovate RAP.

# COMMITMENTS IN OUR SECOND INNOVATE RAP

- Continue to establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.
- Continue to build relationships through celebrating National Reconciliation Week (NRW).
- Promote reconciliation through our sphere of influence.
- Promote positive race relations through anti-discrimination strategies.
- Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.
- Demonstrate respect to First Nations people by observing cultural protocols.
- Continue to build respect for First Nations cultures and histories by celebrating NAIDOC Week.
- Improve employment outcomes by increasing First Nations recruitment, retention and professional development.
- Increase First Nations supplier diversity to support improved economic and social outcomes.
- Continue to maintain an effective RAP Working Group (RWG) to drive governance of the RAP.
- Provide appropriate support for effective implementation of RAP commitments.
- Continue to build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.
- Continue our reconciliation journey by developing our next RAP.





# RELATIONSHIPS



Gladstone Regional Council will continue to build mutually beneficial relationships with First Nations people by increasing our engagement with external stakeholders, the RAP Reference Group and other spheres of influence in decision-making for Council’s First Nations projects. Council will continue to promote positive race relations through our anti-discrimination strategies and develop and deliver programs focused on First Nations people, cultures and languages. Council will also promote its commitment to the Uluru Statement from the Heart.

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	August 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Develop and implement an engagement plan for First Nations stakeholders and organisations.	December 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Communicate Council’s yearly projects of importance for First Nations people to the RAP Reference Group.	July 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
2. Promote Council's commitment to the Uluru Statement from the Heart.	Establish a communication plan to communicate Council's commitment to the Uluru Statement from the Heart.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Communications
	Council to display the official Uluru Statement from the Heart in Council buildings.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Brand
	Engage key stakeholders to facilitate workshops designed to inform community and council employees about Uluru Statement from the Heart.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer



RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to Council employees.	May 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Communications
	RAP Working Group and RAP Champions to participate in two external NRW events per year.	27 May-3 June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Encourage and support employees and senior leaders to participate in at least one external event per year to recognise and celebrate NRW.	27 May-3 June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Organise at least one NRW event each year.	27 May-3 June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Communications
	Erect National Reconciliation Week street banners in partnership with Reconciliation Australia.	March 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Brand/ Maintenance and Logistic Specialist



RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
4. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	January 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Meet quarterly with Port Curtis Coral Coast (PCCC) Trust General Manager to discuss Council's RAP initiatives and Council business.	June, September, December 2023 March, June, September, December 2024 March, June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Communicate our commitment to reconciliation publicly.	June 2024, 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Collaborate with other like-minded organisations with RAP's to develop ways to advance reconciliation.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Support advocacy submissions to parliament on topics like Close the Gap and Uluru Statement from the Heart.	January 2025	<b>Lead:</b> GM Community Development and Events/ GM Strategy and Transformation <b>Support:</b> First Nations Liaison Officer
	Engage all employees in the RAP by working with relevant managers to give quarterly updates at internal meetings, including managers meetings and toolbox talks across the business.	July, October 2023 January, April, July, October 2024 January, April 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Create a standard meeting agenda for Business Units linked to key RAP deliverables.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	January 2024	<b>Lead:</b> GM Finance Governance and Risk <b>Support:</b> Manager Governance and Risk
	Engage with First Nations employees and/or First Nations advisors to consult on our anti-discrimination policy.	July 2023	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Review and update the anti-discrimination policy for our organisation.	January 2024	<b>Lead:</b> GM Finance Governance and Risk <b>Support:</b> Manager Governance and Risk
	Educate senior leaders on the effects of racism.	January 2024, 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Host a relevant film screening for employees and facilitate a discussion following the film about race relations and anti-discrimination.	January 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships



RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
6. Engage First Nations communities in the Council's projects and decision-making process.	Develop a framework focused on increasing participation of First Nations young people in Council's decision-making processes.	October 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Develop, maintain and promote an internal database of First Nations networks and organisations for engagement, consultation and expressions of interest opportunities.	October 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Develop a GRC First Nations working group to proactively identify and define specific concerns or barriers that exist in Council's day to day operations.	January 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships





# RESPECT



Gladstone Regional Council will continue to respect First Nations cultures, histories, knowledge and rights through cultural learning and observing cultural protocols. Council will increase and improve its knowledge and understanding of processes around cultural heritage protection and share within the broader communities the history, heritage, cultures and social values of First Nations people in the Gladstone Region.

RESPECT			
Action	Deliverable	Timeline	Responsibility
7. Develop and deliver public library programs focused on increasing engagement and understanding of First Nations people, cultures and languages.	Deliver a minimum of six First Nations themed Story Time sessions per year within National Reconciliation Week, NAIDOC Week, First Nations Children's Week, First Nations Literacy Day, Children's Week and the Summer Reading Challenge.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Regional Libraries
	Provide First 5 Forever early years outreach, in the form of 10 Little Binna's (little ears) sessions per year, to families connected with service providers.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Regional Libraries
	Provide a special collection of First Nations resource materials aimed to raise awareness of the depth of traditional cultures and histories of First Nations people.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Regional Libraries

RESPECT			
Action	Deliverable	Timeline	Responsibility
8. 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.	September 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Consult local Traditional Owners and other First Nations advisors on the development and implementation of a cultural learning strategy.	December 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Develop, implement and communicate a cultural learning strategy document for our employees.	February 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Provide opportunities for the RAP Reference Group, RAP Champions, HR Managers and other key leadership employees to participate in formal and structured cultural learning.	July 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Create an opportunity to light up the Council Civic Centre for First Nations significant events.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Ensure all employees undertake formal and structured cultural awareness training, targeting 100 per cent employee participation in eLearning module.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

RESPECT			
Action	Deliverable	Timeline	Responsibility
9. Demonstrate respect to First Nations people by observing cultural protocols.	Review and increase employee’s understanding of purpose and significance around Acknowledgment of Country, Welcome to Country and other cultural protocols.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Consult with RAP Reference Group and RAP Champions for a review of Council’s cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Review and update Council’s First Nations People Cultural Protocol for Events Policy.	October 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Establish guidelines to protect First Nations stakeholders’ cultural and intellectual property.	June 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Governance and Risk



RESPECT			
Action	Deliverable	Timeline	Responsibility
10. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Review HR policies and procedures to remove barriers for employees to participate in NAIDOC Week.	January 2024, 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Governance and Risk
	Promote and encourage participation in external NAIDOC events to all employees.	July 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	In consultation with Gladstone NAIDOC Committee, Council may partner to organise at least two NAIDOC Week events.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer and Neighbourhood Centre Coordinator
	Source banners from the national NAIDOC body to fly in the main thoroughfares of the Gladstone Region during NAIDOC Week.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Maintenance and Logistic Specialist
	Work with the RAP Reference Group to evolve Council's annual NAIDOC events, with the aim to increase their significance as a celebration of First Nations cultures.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

RESPECT			
Action	Deliverable	Timeline	Responsibility
	Develop key indicators to measure Council's annual NAIDOC events.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	RAP Champions to participate in an internal NAIDOC Week event yearly.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Implement HR policies and procedures for employees to participate in Council events such as the NAIDOC Flag Raising Ceremony and NAIDOC Services Expo.	December 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Governance and Risk



RESPECT			
Action	Deliverable	Timeline	Responsibility
11. Increase knowledge within the broader community of the histories, heritage, cultures and social values of First Nations people in the Gladstone Region.	Apply for funding to appoint a consultant to undertake First Nations historic research and provide content to promote histories at the Gladstone Regional Art Gallery & Museum.	November 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Arts and Entertainment
	Capture the stories of local First Nations people through video, art and photography to be used in programs such as Council's Our Priceless Past or displays at significant events such as National Reconciliation Week or NAIDOC.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Arts and Entertainment
	Engage with local Traditional Owners to explore using traditional language on signage for parks and reserves throughout Council.	September 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Research the possibility of a dual name for topographic features and townships, in consultation with Traditional Owners.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Brand/ Manager Communications
	Utilise outdoor billboards a minimum of two times throughout the year to acknowledge Country and feature First Nations artwork.	September 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

RESPECT			
Action	Deliverable	Timeline	Responsibility
12. Investigate opportunities to further support local First Nations communities through Council programs and planning.	Include First Nations data in the Community Profiles to support conscious planning of infrastructure, programs and services.	April 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Provide disaster awareness workshops to local First Nations vulnerable community members.	July 2023, 2024	<b>Lead:</b> GM Finance Governance and Risk <b>Support:</b> Disaster Response Specialist/ Neighbourhood Centre Coordinator
	Establish a partnership to conduct research to establish the need and feasibility in providing programs that focus on increased health and fitness opportunities for First Nations people.	October 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Collaborate with stakeholders to provide life skills training to First Nations communities.	October 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships/ Neighbourhood Centre Coordinator



# OPPORTUNITIES



Gladstone Regional Council will create opportunities for First Nations communities, organisations and businesses in our region through Council's Community Investment Program (CIP). Council will create opportunities to improve employment outcomes by increasing recruitment, retention and professional development, and increase supplier diversity to support economic and social outcomes for First Nations people in our region.

OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
13. Increase effectiveness of the Council's grant and sponsorship program for First Nations groups, organisations and businesses.	Promote Council's CIP to First Nations people by advertising in First Nations media and promoting through community and stakeholder networks.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Brand
	Provide targeted CIP grant writing workshops for First Nations community members.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships/ Community Investment Officer
	Review Council's CIP, ensuring relevant clauses to strengthen and drive reconciliation outcomes continue.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships/ Community Investment Officer

OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
	Develop and implement a communications plan to ensure all First Nations residents of the region are aware of the services offered by Council.	October 2024	<p><b>Lead:</b> GM Community Development and Events</p> <p><b>Support:</b> Manager Community Partnerships/ Manager Communications</p>
	Identify and respond to any service gaps and barriers to accessing services in Council for First Nations people.	October 2024	<p><b>Lead:</b> GM Community Development and Events</p> <p><b>Support:</b> Manager Community Partnerships</p>



OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
14. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	June 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	For Council's major events refer to the procurement strategy to ensure a diverse range of First Nations procurement, businesses and media networks receive procurement opportunities.	August 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Investigate Supply Nation or equivalent membership.	June 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees.	June 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Provide an annual education session on Council's procurement process at Council First Nations sponsored events.	June 2023, 2024 and 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement

OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
	Consider First Nations artworks for Council's corporate gift register.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Establish and maintain a formal two-way partnership with First Nations businesses. Target a minimum of two contracts engaging First Nations suppliers per annum.	July 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Hold a minimum of two workshops on how to tender for work at Council, specifically for First Nations businesses.	June 2024, 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement
	Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes, including: <ul style="list-style-type: none"> <li>• Awareness of First Nations suppliers</li> <li>• Relationships with First Nations suppliers</li> <li>• Partnerships with First Nations suppliers</li> </ul>	January 2025	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Contracts and Procurement





OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
15. Identify, develop and promote opportunities to expand First Nations cultural tourism.	Encourage the development of Cultural Tourism in partnership with the RTO, Gladstone Region Promotion and Development Ltd, to identify and develop new tourism opportunities and build capacity in the areas of marketing, promotion and product development.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Arts and Entertainment
	Assess the feasibility of establishing a First Nations Cultural and Visitors Centre.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Arts and Entertainment



OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
16.Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Build understanding of current First Nations employees to inform future employment and professional development opportunities.	January 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Ensure equal opportunity language is present in any new policies or corporate standards.	January 2025	<b>Lead:</b> GM Finance Governance and Risk <b>Support:</b> Manager Governance and Risk
	Engage with First Nations employees to consult on our recruitment, retention and professional development strategy.	June 2023	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Develop and implement a First Nations recruitment, retention and professional development strategy.	January 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Advertise job vacancies to effectively reach First Nations stakeholders.	June 2023, 2024 and 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	January 2024	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Encourage First Nations people to participate in Council's traineeship program.	January 2024, 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	Council employees to attend Open days and Career Expos to promote First Nations employment opportunities within Council.	June 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services

OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
	Conduct a feasibility study to establish a First Nations Cultural Heritage specialist position for Council. Include this in the Workforce Planning Strategic Overview.	June 2024	<b>Lead:</b> GM Strategic Asset Performance <b>Support:</b> Manager Environment and Conservation
	Assess the feasibility of establishing a funded First Nations Collection Officer to support the management of the First Nations collection and exhibitions at the Gladstone Regional Art Gallery & Museum. Include this in the Workforce Planning Strategic Overview.	December 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Arts and Entertainment
	Include a First Nations employee in the interview panel process, when a position relates to First Nations communities and cultures.	June 2023, 2024 and 2025	<b>Lead:</b> GM People, Culture and Safety <b>Support:</b> Manager People Services
	For the design of the next RAP, put out an Expression of Interest (EOI) for a First Nations Graphic Designer. Include this in the Workforce Planning Strategic Overview.	June 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Brand
17. Strengthen Council's First Nations Cultural Fire Management Program.	Undertake a feasibility study for Council's Cultural Fire Management Program. Include this program in Council's Workforce Planning Strategic Overview.	February 2024	<b>Lead:</b> GM Strategic Asset Performance <b>Support:</b> Manager Environment and Conservation
	Plan to develop the First Nations Fire Team to include a First Nations Fire Officer and two First Nations Fire Trainees with access to relevant training and equipment.	June 2024	<b>Lead:</b> GM Strategic Asset Performance <b>Support:</b> Manager Environment and Conservation

# GOVERNANCE



Gladstone Regional Council will maintain an effective drive for the governance of its Reconciliation Action Plan (RAP) by providing support for the RAP commitments and being accountable and transparent by reporting the RAP’s achievements, challenges and learnings both internally and across its sphere of influences. Council looks forward to continuing our reconciliation journey and to the development of our next RAP.

GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
18. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain First Nations representation on the RAP Working Group.	June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Review the RAP Working Group Terms of Reference.	June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Meet at least four times per year to drive and monitor RAP implementation.	June 2023, 2024, 2025 September 2023, 2024 December 2023, 2024 March 2024, 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer



GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
19. Establish and maintain ongoing guidance from RAP Reference Group in RAP development and implementation.	Secure commitment from the ELT to ensure the RAP Reference Group participates in the co-design process of developing future RAPs as a means of creating positive change and continued relevance.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> Manager Community Partnerships
	Create an annual "Meet and Greet" with Councillors, ELT, RAP Champions and the RAP Reference Group to discuss RAP implementation.	June 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Establish standard meeting agenda items for RAP Reference Group meetings and RAP Champion meetings linked to key RAP objectives.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	If required, review, amend and/or adopt Council policies to align and support the adopted RAP actions	June 2024	<b>Lead:</b> GM Finance, Governance and Risk <b>Support:</b> Manager Governance and Risk
20. Provide appropriate support for effective implementation of RAP commitments.	Hold a luncheon for Elders and the ELT at least once per year to advise how Council's RAP implementation is progressing.	June 2024, 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Define resource needs for RAP implementation.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Engage Council employees in the delivery of RAP commitments.	June 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Appoint and maintain an internal RAP Champion from senior management.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Include an update on the progress of RAP deliverables as an agenda item for the ELT meetings through the First Nations report.	December 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Include an update on the progress of the RAP as part of the Councillor Information Session at least two times a year.	June 2023, 2024 and 2025 December 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Include an update on the progress of the RAP at Connected Leaders' forums at least twice per year.	June 2023, 2024 and 2025 December 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer



GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
21. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024 and 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	December 2023	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Report RAP progress to all Council employees quarterly.	December 2023, 2024 March 2024, 2025 June 2024, 2025 September 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	September 2023, 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer
22. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	<b>Lead:</b> GM Community Development and Events <b>Support:</b> First Nations Liaison Officer

# CARING FOR COUNTRY IS IN SAFE HANDS



Gladstone Regional Council was proud to appoint a First Nations Fire Officer to its Environment and Conservation team in August 2022, completing an action of the first Innovate RAP 2020 – 2022.

Michael Willmot is a proud Wakka Wakka man who was born on the Cherbourg Aboriginal Settlement.

He is a carpenter by trade and has had extensive experience in both Federal and State Park management as a ranger.

Michael was introduced to cultural burning at Uluru-Kata Tjuta National Park where he had the opportunity to learn from Anangu (Central Desert Aboriginal people) and develop his skills as a fire practitioner.

In turn, he was able to pass on this knowledge to the younger generation of the Uluru, Central Desert region.

Michael brings passion and experience in caring for Country in the Gladstone Region and is keen to share his knowledge.

Council recognises the importance of cultural land management and burning as the most appropriate way to mitigate the effects of bushfires.

“I would really like to see First Nations people back working on and caring for Country, and to be able to continue traditional practices and knowledge transfer,” he said.

“Historical records and First Nations knowledge tell of how good the landscape was prior to colonisation.

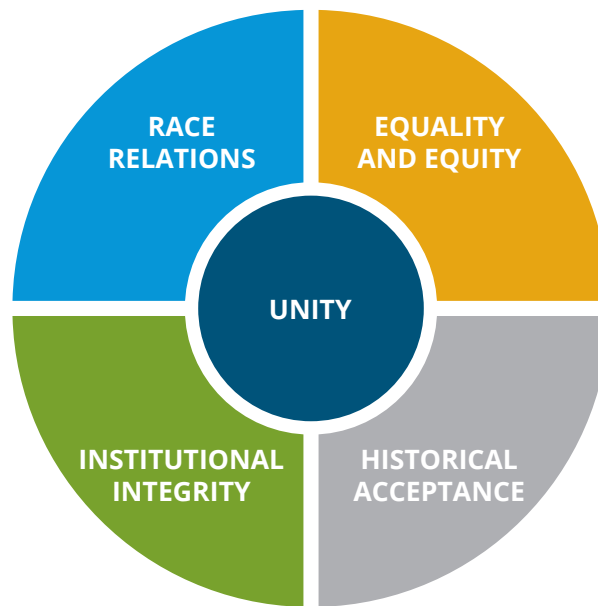
“Unfortunately, the decline of the natural environment under contemporary management has not been good and current management and usage techniques need to be reconsidered.

“A return to Traditional land management techniques can not only improve the health of Country, but has the potential to engage and improve the health and future of Traditional Owners in their role as custodians and carers of this great land.”

Michael will work closely with the region’s Traditional Owners to establish healthy management of Country.



# THE FIVE DIMENSIONS OF RECONCILIATION



Reconciliation Australia's vision of reconciliation is based on **five interrelated dimensions**: race relations, equality and equity, institutional integrity, unity and historical acceptance.

These five dimensions do not exist in isolation; they are interrelated and Australia can only achieve full reconciliation if we progress in all five.



# WE SUPPORT THE ULURU STATEMENT FROM THE HEART

The Uluru Statement from the Heart is an invitation to the Australian people from First Nations Australians. It asks us to support a First Nations voice in the Constitution and begin our journey to a better Australia.

On Tuesday 20 July 2021, Councillor Natalia Muszkat tabled a Notice of Motion recommending Gladstone Regional Council support the Uluru Statement from the Heart and to walk with First Nations in a people's movement for voice, treaty and truth.

It is a proud moment on our reconciliation journey and aligns with the pillars of our Reconciliation Action Plan and the work we have already undertaken as a business.

We are a proud Council that truly values inclusiveness and equality and while the Uluru Statement from the Heart has been adopted state-wide by the Local Government Association of Queensland, and nationally by the Australian Local Government Association, it is wonderful to have it adopted at a local level.

Council invites everyone in the Gladstone Region - home of the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people - to walk with us in a movement of the Australian people for a better future.

## DEFINITIONS OF FIRST NATIONS FLAGS

### Aboriginal Flag

Black – represents the Aboriginal people of Australia.

Yellow circle – represents the Sun, the giver of life and protector.

Red – represents the red earth, the red ochre used in ceremonies and Aboriginal peoples' spiritual relation to the land.

### TSI Flag

Green panels at the top and the bottom of the flag symbolise the land

Blue panel in the centre represents the waters of the Torres Strait.

Thin black stripes between the green and blue panels signify the Torres Strait Islanders themselves.

White five-pointed star at the centre of the flag represents the five major island groups - the Western, Eastern, Central, Port Kennedy and (N.P.A.) Mainland.

White dhari (dancer's headdress) around it also symbolises the Torres Strait Islands people. White symbolises peace, while the star is a symbol for navigation.

# CULTURALLY SIGNIFICANT DATES

## 13 February Anniversary of National Apology Day

On 13 February 2008, Prime Minister Kevin Rudd delivered the National Apology to Australia's Aboriginal and Torres Strait Islander people for the injustices of past government policies, particularly to the Stolen Generations.

## 16 March National Close the Gap Day

National Close the Gap Day is an annual event that raises awareness and seeks to close the gap with respect to life expectancy, child mortality, educational and employment outcomes between Aboriginal and Torres Strait Islander people, and non-Indigenous Australians.

## 26 May National Sorry Day

National Sorry Day provides an opportunity for people to come together and share the journey towards healing for the Stolen Generations, their families and communities.

## 27 May 1967 Referendum

The 1967 Referendum was a landmark achievement following decades of activism by Aboriginal and Torres Strait Islander and non-Indigenous people, where more than 90 percent of Australians voted in favour of amending two sections of the Australian Constitution.

## 27 May - 3 June National Reconciliation Week

National Reconciliation Week celebrations commemorate two significant milestones in the reconciliation journey—the anniversaries of the successful 1967 Referendum and the High Court Mabo Decision.

## 3 June Mabo Day

On June 3 1992, the High Court of Australia overturned the principle of “terra nullius” or “nobody's land” as claimed by the British when they first arrived in this country. The decision has paved the way for Native Title legislation.



### 1 July **Coming of the Light**

The Coming of the Light is celebrated annually by Torres Strait Islander people. It marks the adoption of Christianity through island communities during the late 19th century.

### 2-9 July **NAIDOC Week**

NAIDOC Week celebrations are held across Australia to celebrate history, culture and achievements of Aboriginal and Torres Strait Islander people.

### 4 August **National Aboriginal and Torres Strait Islander Children's Day**

National Aboriginal and Torres Strait Islander Children's Day is an opportunity for all Australians to learn about the crucial impact that community, culture and family play in the life of every Aboriginal and Torres Strait Islander child.

### 9 August **International Day of the World's Indigenous Peoples**

The United Nations' annual International Day of the World's Indigenous Peoples encourages people to spread the United Nation's message on the protection and promotion of the rights of indigenous peoples.

### 1 September **Indigenous Literacy Day**

Indigenous Literacy Day is a national celebration of culture, stories, language and literacy. This day raises awareness of the disadvantages experienced in remote communities and advocates for more access to literacy resources.

### 13 September **Anniversary of the UN Declaration on the Rights of Indigenous People**

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) was adopted by the General Assembly on Thursday, 13 September 2007.





RAP Artwork is by  
Patricia COLEMAN, Byellee  
*Hand In Hand Walking Together.*

The hands are representative of the First Nations people Byellee, Gurang, Gooreng Gooreng and Taribelang Bunda and the Gladstone Region people. The feet are the First Nations people Byellee, Gurang, Gooreng Gooreng and Taribelang and the people of the Gladstone Region walking together.

The colours of the hands and feet are from the Gladstone Regional Council logo and the colours of the ochre that was used by the First Nations people and are a part of the land on which we were born, live and return to.









## **Innovate Reconciliation Action Plan June 2023 - June 2025**

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