



Brisbane City Council's Innovate Reconciliation Action Plan

August 2022–July 2024



Dedicated to a better Brisbane

Acknowledgement of Country

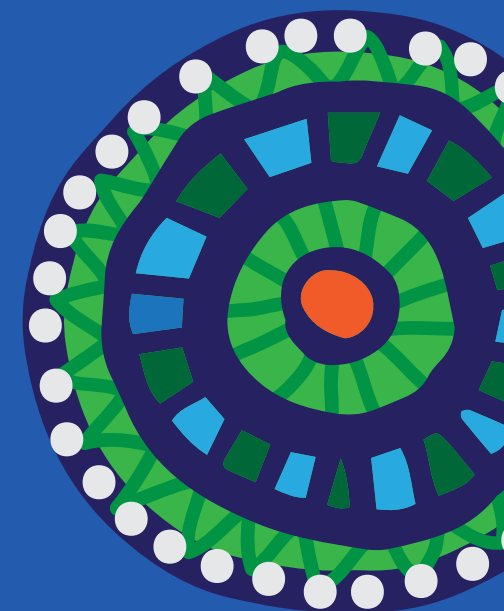
Brisbane City Council acknowledges this Country and its Traditional Custodians. We acknowledge and respect the spiritual relationship between Traditional Custodians and this Country, which has inspired language, songs, dances, lore and dreaming stories over many thousands of years. We pay our respects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

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



Contents

Message from the Lord Mayor	2
Message from Reconciliation Australia	3
Caring for Country – Land, Water and Sky	4
About the Artist	5
Our City Our Business	6
Our Vision for Reconciliation	8
Our Reconciliation Journey So Far	9
Working Together Toward Reconciliation	13
Reconciliation Action Plan Themes	15
Relationships	16
Respect	20
Opportunities	26
Governance	30



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



Welcome Message from the Lord Mayor

Brisbane's rich Aboriginal and Torres Strait Islander cultural heritage is not only an important part of our city's history, but it also underpins our city's future. Since the implementation of the Indigenous Aspirations Strategy in 2004, our relationships with Brisbane's Aboriginal and Torres Strait Islander communities have continued to grow stronger.

As part of our commitment to achieving better recognition and celebration of Aboriginal and Torres Strait Islander peoples and cultures, we have produced our Innovate Reconciliation Action Plan, which will guide our ongoing efforts toward reconciliation.

During the development of the Reconciliation Action Plan, collaboration with Aboriginal and Torres Strait Islander communities in Brisbane revealed support for an approach to reconciliation with the themes of community engagement, cultural recognition, truth-telling and economic participation. Our plan is built on the core pillars of respect, relationships and opportunities, to ensure the Brisbane of tomorrow is even better than the Brisbane of today.



I commend the work of the Reconciliation Action Plan Working Group, a team of committed individuals from across Council, including employees who identify as Aboriginal and/or Torres Strait Islander. I also thank the diverse Aboriginal and Torres Strait Islander communities of Brisbane for their generous feedback, which has informed this plan.

We look forward to seeing relationships between Brisbane's Aboriginal and Torres Strait Islander and non-Indigenous communities continue to grow in strength as we move forward with our Reconciliation Action Plan.

Adrian Schrunner,
Lord Mayor

Message from Reconciliation Australia CEO, Karen Mundine



Reconciliation Australia commends Brisbane City Council on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for Brisbane City Council to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Brisbane City Council will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

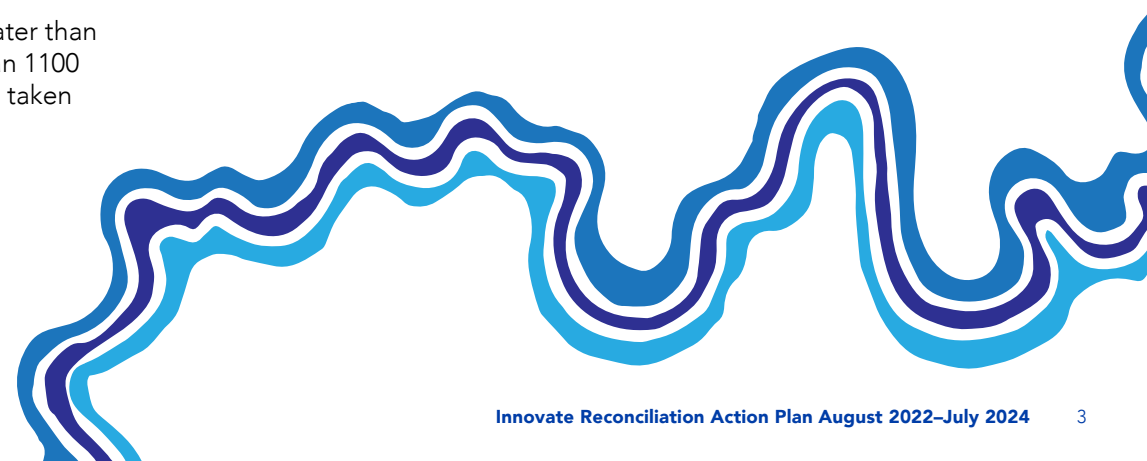
With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Brisbane City Council is part of a strong network of more than 1100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Brisbane City Council's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine,
Chief Executive Officer
Reconciliation Australia



Caring for Country – Land, Water and Sky

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

The river cuts through different landscapes as it journeys its way to the bay and beyond. Water is the life force of this land; it carries knowledge of Country and Culture. It traverses many significant sites and meeting places along the way - Mount Coot-tha place of the honey bee to Mulgumpin (Moreton Island) where the lightning plays in the sandhills. All these sites are mapped out across the artwork, the central circle represents Brisbane City and Brisbane City Council.

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

Above and below the river line are two Dreaming Tracks that depict significant totems or animals to Brisbane and surrounding areas. Goanna, native honey bee, swamp hen, echidna, emu, mullet and the black duck. The river represents the rainbow serpent.

The six empty circles in various locations across Brisbane depict the memorial sites of the Stolen Generations - children who were wrongfully taken away from their families in the early 1900s under an Australian Government policy that targeted Aboriginal people.

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

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

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

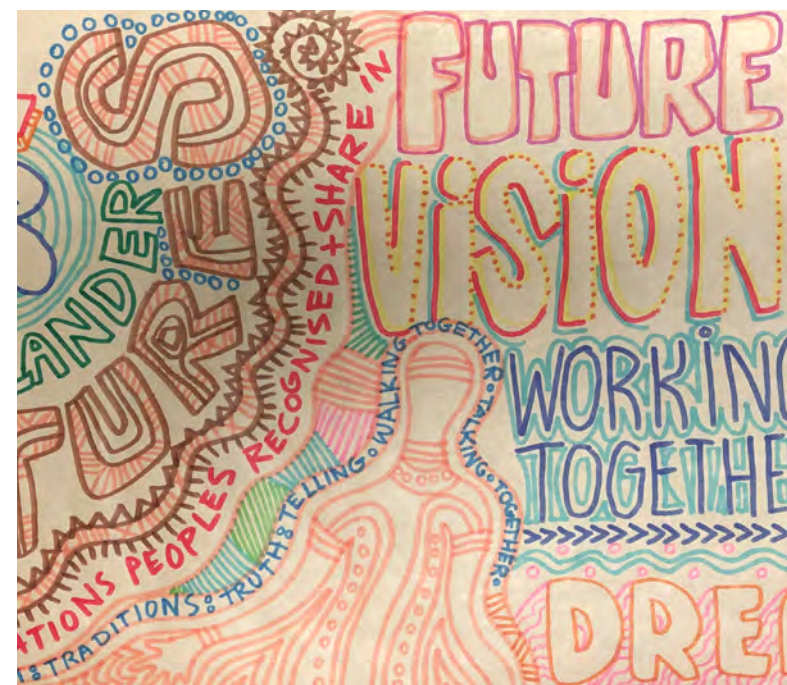


About the Artist

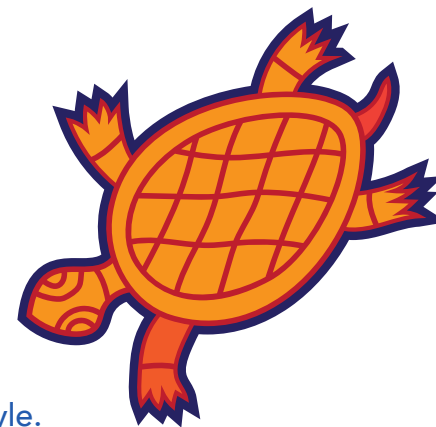
Riki Salam, Principal, Creative Director and artist of We are 27 Creative, was born and raised in Cairns on Yidinji Land in 1972 and is a member of and connected to Kala Lagaw Ya – Western Island groups (St. Pauls – Moa Island), Kuku Yalanji peoples on his Father's and Grandfather's side and a member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

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

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



Our City, Our Business



Brisbane is a great place to live, work and relax – it's a safe, vibrant, green and prosperous city, valued for its friendly and optimistic character and enjoyable lifestyle.

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

Council was formed under the *City of Brisbane Act* in 1924 and is Australia's largest local government in both population and annual budget. Some 1.2 million people call Brisbane home, spread over an area of approximately 1342 km². Often referred to as the River City, Brisbane is built around the winding Brisbane River and is characterised by a warm subtropical climate, outdoor lifestyle, hilly suburban pockets and unique Queenslander housing.

Council employs more than 8900 people, making it one of the largest employers in the area. Council operates from more than 50 facilities including Brisbane City Hall, Brisbane Square, Green Square, local libraries, cemeteries, youth spaces and environment centres. Approximately 1.46% (130 employees) of the workforce identify as Aboriginal and/or Torres Strait Islander across a range of roles and work areas.

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

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

In 2022-23, Council's budget was approximately \$4 billion. The services Council delivers include planning and development, major and minor works, waste management, natural resource management, community and cultural development, art galleries, recreational facilities, parks and reserves, cemeteries, aquatic facilities and much more.

Brisbane's Aboriginal and Torres Strait Islander communities are growing. According to the 2021 census, Aboriginal and Torres Strait Islander residents make up approximately 22,940 (or 1.8%) of the total Brisbane population, up from 1.5% in 2016. In 2021 this included:

- Brisbane children aged under 14 years was 26%, compared to 17% of the non-Indigenous population
- Brisbane residents over the age of 65 was 5%, compared to 13% of non-Indigenous residents
- Brisbane residents that have a core need for assistance was 8%, compared to 4% of the Brisbane population
- Brisbane residents living in rental properties was 65%, compared to 38% of the Brisbane population
- Brisbane residents have a higher percentage of one parent households than non-Indigenous households, having higher rates of extended or multiple families living together.

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

Our Vision

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

Our Values

Council is driven by strong corporate values that guide our thinking, actions and decision-making. Council undertakes business with the following values in mind:

- getting things done
- value for money
- passion for Brisbane
- respect for people
- responsive customer service
- working together
- courage to make a difference.

Our Vision for Reconciliation

Our vision for reconciliation is to build a Brisbane in which:

- Traditional Custodians' connections to land and water are respected;
- histories are understood with a particular acceptance of the shared and often difficult truths of our past; and
- the diverse cultural backgrounds and experiences of Aboriginal and Torres Strait Islander peoples living within the Brisbane region are understood and valued.

We also recognise the significant benefits of economic development for Aboriginal and Torres Strait Islander communities and aim to ensure Brisbane is a city where Aboriginal and Torres Strait Islander men, women, young people and business owners have sustainable employment and economic opportunities and are supported so they can thrive.

The story of Aboriginal peoples of South East Queensland is one of significance.

It begins with Traditional Custodians caring for their Country from time immemorial and continues through the period of European settlement and the many impacts that Aboriginal and Torres Strait Islander peoples still face today.

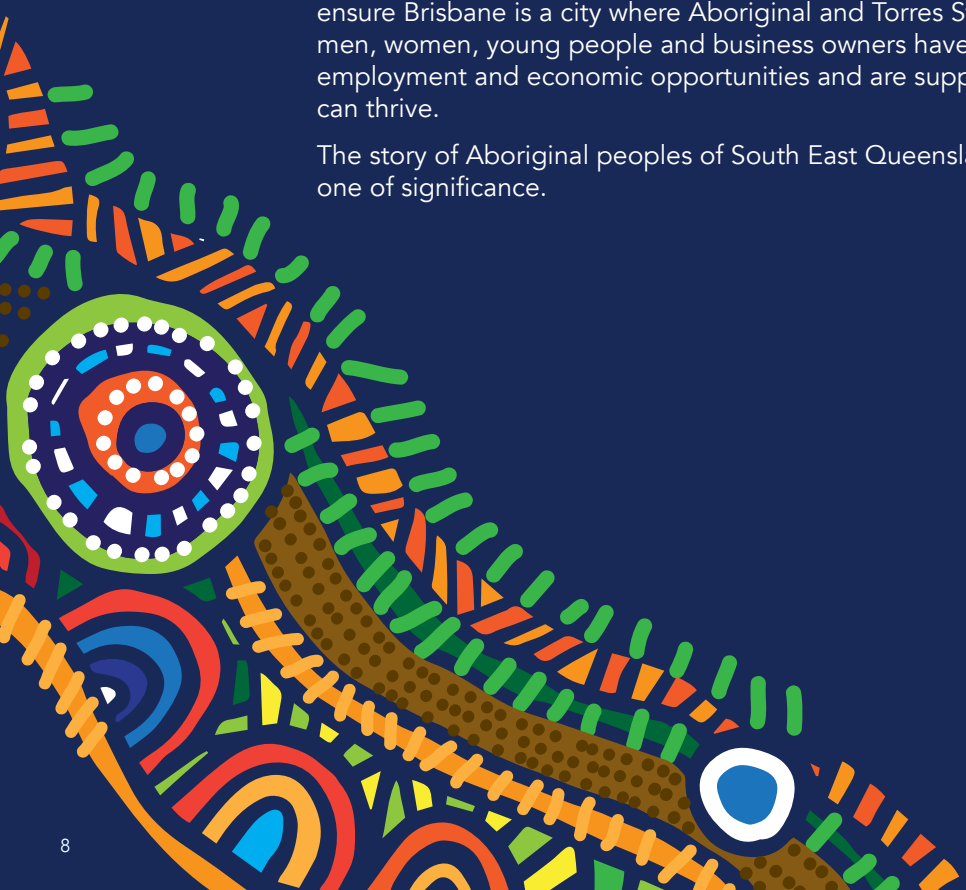
It is also a story of resistance and survival of the oldest living culture in the world; a story of compassionate, courageous and respectful people that have given so much to this country known as Australia.

There is a vibrant and diverse mix of Aboriginal and Torres Strait Islander peoples and cultures that exist in Brisbane that have produced artists, lawyers, poets, singers, sporting champions, writers and activists. There is a continued need to showcase the abundant Aboriginal and Torres Strait Islander spirit that currently exists in the city.

Even though there are strong and successful Aboriginal and Torres Strait Islander communities in Brisbane, there is still much for the broader community to learn and appreciate from the culture, history and achievements of the 'Brisbane Blacks'.

Council is also committed to supporting state and national processes such as Path to Treaty, the development of a First Nations Cultural Centre, the UN Decade of Indigenous Languages, an Indigenous Voice to Parliament, and Closing the Gap actions to improve health and life expectancy.

By recognising the wrongs of the past, celebrating Aboriginal and Torres Strait Islander cultures today and growing economic outcomes of tomorrow – we envisage building a community where Aboriginal and Torres Strait Islander residents of all ages and genders feel included, and can look forward to a future where all members of diverse communities can move forward together.





Our Reconciliation Journey So Far

Brisbane City Council's reconciliation journey continues today after starting in 2004 when Council adopted its first Indigenous Aspirations Strategy (IAS).

Council's IAS resulted from extensive consultation with Aboriginal and Torres Strait Islander communities. This was a very purposeful approach to ensure that the communities were genuine partners in the development and delivery of the IAS. The IAS provided a strong framework and high-level commitment to promote cultural relevance and community involvement, build Aboriginal and Torres Strait Islander communities' capacity and facilitate a coordinated Council response to communities' needs and opportunities.

The strategy was framed around four key areas.

- **Working together** – establishing ways of working with Aboriginal and Torres Strait Islander communities.
- **Involvement** – ensuring that Aboriginal and Torres Strait Islander people of Brisbane had access to Council facilities, programs and services.
- **Talking, learning and leading** – encouraging Brisbane's Aboriginal and Torres Strait Islander communities' participation in Council's political and decision-making processes.
- **Building the future** – developing and supporting Brisbane's Aboriginal and Torres Strait Islander communities in practical ways that contribute to a lasting and meaningful change.

Since its inception, Council's IAS has continued to support its objectives via key projects in our Annual Plan and Budget. At the time of its release, the IAS reflected leading practice for local government in Australia, and Council currently enjoys strong, positive and mutually respectful relationships with Aboriginal and Torres Strait Islander peoples. The IAS was designed to bring a more coordinated approach to Council's programs and services and as a result, many important community initiatives were implemented. These initiatives include the following key projects.

Black Diamonds Program

The Black Diamonds Program supports and partners with Aboriginal and Torres Strait Islander community organisations to deliver events/projects as identified by their communities. The program provides community organisations with the opportunity to apply for financial assistance to develop and implement sporting, recreation and/or arts-based events and projects that have a strong cultural focus. The event/project must be targeted to Aboriginal and/or Torres Strait Islander peoples living in Brisbane and meet one or more of the following objectives.

- Provide opportunities to participate in sport, health, recreation, or arts-based projects that have a cultural focus.
- Develop and strengthen leadership skills, self-esteem, or cultural connections.
- Promote health and well-being.

The strong cultural focus of this program assists in pride in self, pride in place and pride in culture, while providing a culturally safe space to address issues affecting local communities.

Jagera Community Hall at Musgrave Park

As a Council facility, Jagera Hall underwent significant refurbishment in 2015 and is currently managed by Aboriginal and Torres Strait Islander community members at Musgrave Park, South Brisbane.

Musgrave Park has long been important and significant to Brisbane's Aboriginal and Torres Strait Islander communities, particularly the Traditional Custodians. The cultural significance and connection to this park has never ceased. Traditionally the park was a meeting place for many Aboriginal people particularly Traditional Custodians and is home to one of the largest annual NAIDOC celebrations in Australia.

Employment Pathways

Council's Apprenticeship and Traineeship programs provide employees with the skills, training and experience for apprentices to graduate as qualified tradespersons and trainees to have a nationally recognised qualification and the opportunity to apply for roles within Council. Specific focus on Aboriginal and Torres Strait Islander pathways into these programs is a continued focus for Council.

The Aboriginal & Torres Strait Islander Team

In 2008, Council established the Indigenous Team, later renamed the Aboriginal & Torres Strait Islander Team. The team aims to strengthen relationships and connections with Brisbane's Aboriginal and Torres Strait Islander communities and provide opportunities for them to engage in shaping the life of the city. Activities delivered by this team include:

- developing Council's Reconciliation Action Plan
- engaging Aboriginal and Torres Strait Islander residents to build sustainable and successful relationships
- facilitating partnerships and networks for shared delivery of services
- building community skills by sharing knowledge and building capacity
- facilitating sustainability through innovation and best practice in community development that helps preserve and recognise Aboriginal and Torres Strait Islander cultural heritage
- increasing Aboriginal and Torres Strait Islander residents' access to Council's programs, facilities, services and opportunities to have a say on the way the city is planned for the future.

Black History Month

Black History Month was launched in 2008 and was developed after talks with Aboriginal and Torres Strait Islander community groups indicated strong support for a specific cultural program. The communities suggested a range of activities for the broader community to enjoy and better understand the histories and cultures of Aboriginal and Torres Strait

Islander peoples in Brisbane. Black History Month runs throughout July each year and is a showcase of Aboriginal and Torres Strait Islander history, heritage and cultures which acknowledges and celebrates Aboriginal and Torres Strait Islanders' achievements and contributions.

Indigenous Art Program

Each year, contemporary Aboriginal and Torres Strait Islander artworks are displayed throughout Brisbane's Central Business District as part of the Indigenous Art Program. Artworks are complemented with a public program of artist talks, panel discussions and guided walking tours, offering opportunities to gain a deeper understanding of Aboriginal and Torres Strait Islander peoples and stories.

Lord Mayor's Meeting with Aboriginal and Torres Strait Islander Community Members

In 2016, following a meeting with the Council of Capital City Lord Mayors, previous Brisbane Lord Mayor Graham Quirk developed a number of agenda items to discuss with Aboriginal and Torres Strait Islander community members. Since the Lord Mayor's first meeting with this group, held on 24 October 2016, all parties agreed to meet twice a year. The Lord Mayor uses these meetings as an opportunity to develop and maintain dynamic and equitable relationships with Aboriginal and Torres Strait Islander communities. It is also an opportunity for Aboriginal and Torres Strait Islander communities to raise matters from their perspective.

Communities of Inclusion – One Council One Mob

In 2019, Council established a Communities of Inclusion for Aboriginal and Torres Strait Islander employees and their allies. The main objective of the group is to work together to collaborate and advocate to build greater understanding and knowledge across the cultures for the whole of Council. This initiative expanded on the already existing Aboriginal and Torres Strait Islander employee reference group that was established in 1994.

NAIDOC Week

Council recognises the abundant Aboriginal and Torres Strait Islander cultures that exist in communities, especially at events such as NAIDOC Week which occurs across Brisbane annually. NAIDOC stands for the National Aboriginal and Islander Day of Observance Committee.

NAIDOC Week provides an opportunity to increase awareness in the wider community of the status and treatment of Aboriginal and Torres Strait Islander Australians. It is also a celebration of Aboriginal and Torres Strait Islander cultures and is an opportunity to recognise their contributions to Brisbane.

Local NAIDOC Week events are not only a week of gathering, but a week of celebrating and recognising Aboriginal and Torres Strait Islander cultures, history and contributions, while providing networking opportunities between government, non-government and community services.

The Aboriginal & Torres Strait Islander Team partners with and supports community organisations to deliver local NAIDOC Week celebrations each year.

National Sorry Day

In 1997, Council, churches and local Aboriginal and Torres Strait Islander communities began a series of events to recognise the Stolen Generation.

In 1998, commemorative Sorry Day plaques were installed by Council in Brisbane parks as a mark of respect, apology, remembrance and recognition of the children and families of the Stolen Generation.

Each plaque site was chosen due to cultural and historical significance, including proximity to properties involved in the policy of Separation, proximity to attractive open space and natural water, and historical significance to Aboriginal life. The sites are also the Lord Mayor of Brisbane's response to the Bringing Them Home Report. Each plaque has a dedicated committee who are responsible for coordinating and delivering educational activities on the history of the Stolen Generations as part of the dawn ceremonies each year on and around National Sorry Day on 26 May.

Commemorative Plaques are located at:

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

The Aboriginal & Torres Strait Islander Team partners with the community groups to commemorate National Sorry Day ceremonies at each site on or near National Sorry Day.

Cultural Trails

Council helps to preserve and communicate Aboriginal cultural heritage through initiatives such as bushland culture trails. Sculptures tell stories of how Aboriginal people used the flora and fauna of the wetlands traditionally. You can see the sculptures along walking and bicycle tracks through the reserves. Other trails focus on the Aboriginal food sources in the area and feature hand-painted and carved totems depicting plants and animals.

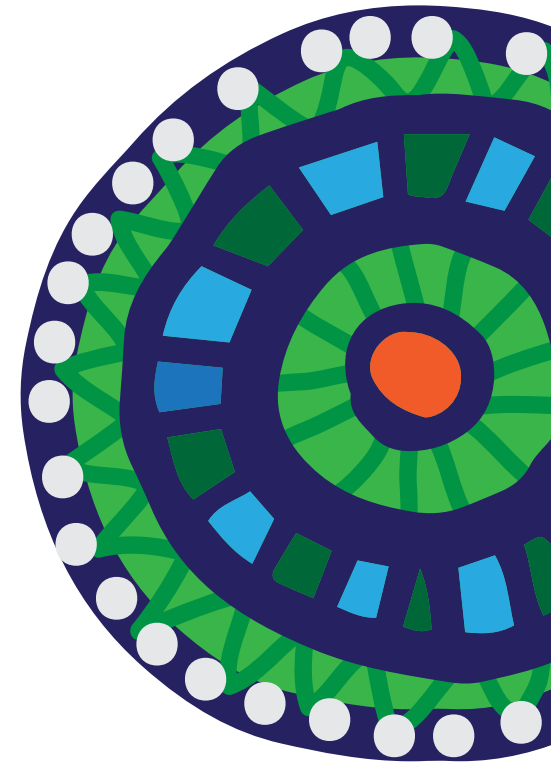
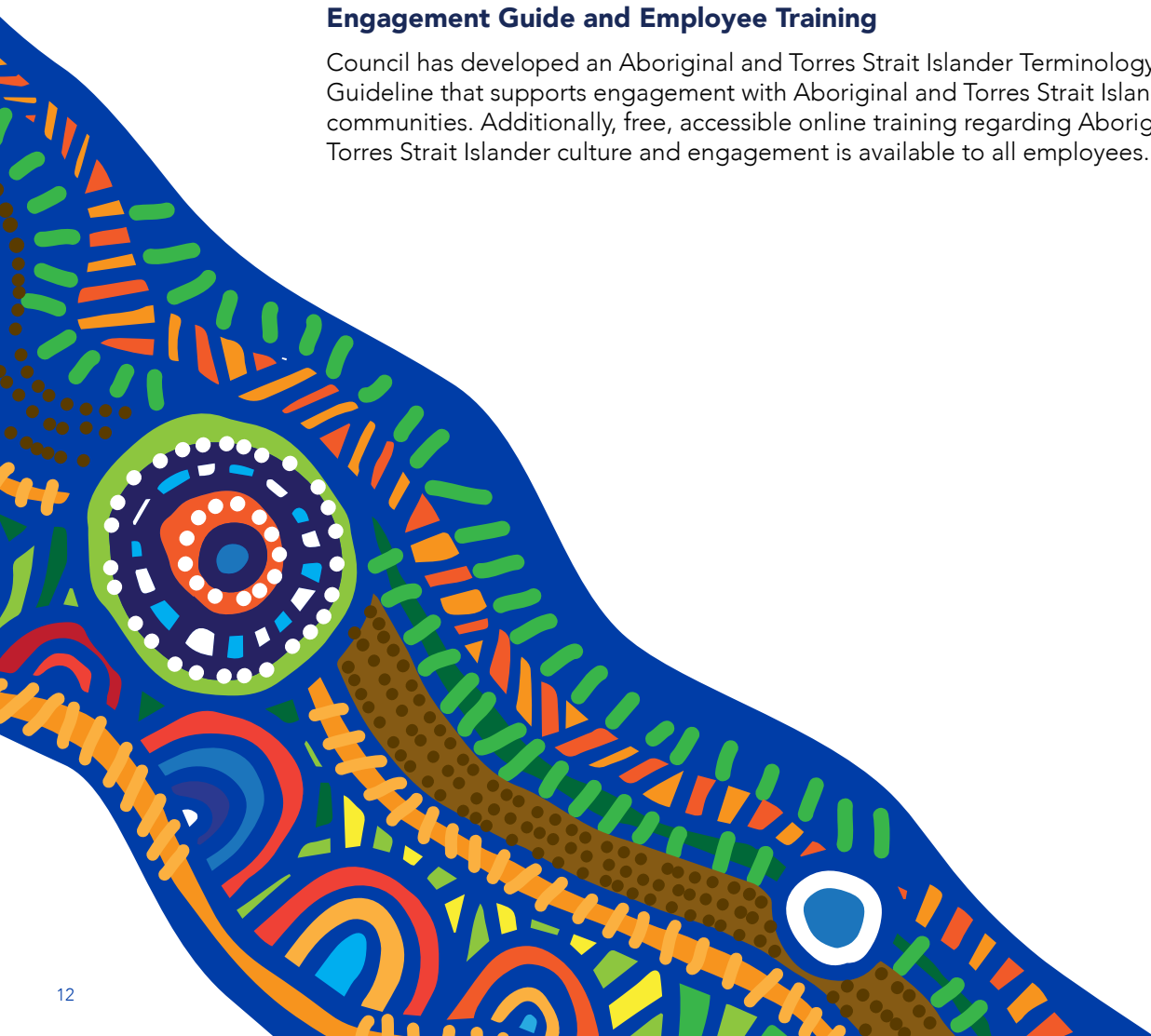
Gathering

Gathering is an Aboriginal and Torres Strait Islander performance program that takes place in the Queen Street Mall in Brisbane's Central Business District every week from February to November. The program delivers a mix of contemporary and traditional performances and also includes up to four off-site events with the aim to promote the program in the suburbs.

Gathering is unique in that it is the only program of its kind to be delivered on a weekly basis in the heart of a capital city in Australia.

Engagement Guide and Employee Training

Council has developed an Aboriginal and Torres Strait Islander Terminology Guideline that supports engagement with Aboriginal and Torres Strait Islander communities. Additionally, free, accessible online training regarding Aboriginal and Torres Strait Islander culture and engagement is available to all employees.



Working Together Toward Reconciliation

In early 2018, key members of the Lord Mayor's Meeting with Aboriginal and Torres Strait Islander Community Members supported developing a RAP on the understanding that it would include clear, measurable actions.

In late 2018, Council undertook detailed community consultations to understand the communities' views and experiences of the IAS and future expectations of a RAP. Aboriginal and Torres Strait Islander communities told Council that reconciliation relied on truth-telling as a process to acknowledge history and ensure that the wrongs of the past are never repeated. Community members asked that Council promote the true history of Brisbane to the broader community to help them understand the impact across generations. Communities asked that Council continue to acknowledge and celebrate Aboriginal and Torres Strait Islander cultures and histories. Community also encouraged Council to focus on economic development opportunities to ensure Aboriginal and Torres Strait Islander residents can develop and operate successful businesses, as well as gain meaningful employment across all sectors of society.

In early 2019, Council began developing its first Innovate RAP. On 4 June 2019, Council passed a motion as *Following the second anniversary of the Uluru Statement from the Heart and in the spirit of reconciliation, Council commits to walking with Aboriginal and Torres Strait Islander people in a movement for a better future.*

In 2020, Council paused community consultation due to the potential impacts of COVID-19 on local residents. Community consultation recommenced in 2022 through targeted stakeholder engagement and liaison with Reconciliation Australia.

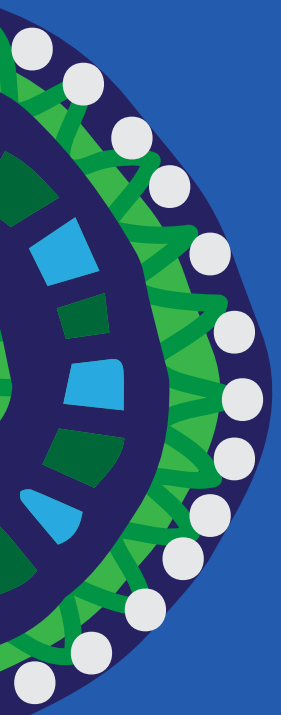
Community consultation included public forums, online surveys and one-on-one meetings with community members, Elders and Custodians. Community feedback identified that Council needed to consider:

- strengthening language throughout the document
- acknowledging significant state and national processes such as Path to Treaty, First Nations Cultural Centre, UN Decade of Indigenous Languages, Indigenous Voice to Parliament and Closing the Gap initiatives
- acknowledging the diversity of Custodian Groups with connections to Brisbane and the ongoing need to respect this

- establishing mechanisms for Aboriginal and Torres Strait Islander residents of all ages to support the monitoring and implementation of the RAP
- enhancing RAP deliverables to:
 - ensure Council's website includes an Acknowledgement of Country where appropriate, further recognition of culture and history and additional information regarding external Aboriginal and Torres Strait Islander community services
 - explore opportunities for additional statues and plaques around the city, sharing the history of Aboriginal Brisbane
 - promote First Nations authors in libraries
 - support cultural awareness and protocols amongst community festivals and events funded by Council
 - review the cultural history information displayed at significant locations
 - encourage online streaming of significant days of celebrations
 - encourage schools to nominate Aboriginal and Torres Strait Islander young people for the Lord Mayor's Youth Advisory Council
 - support Coming of the Light as a way for cultural exchange and bringing all ages and cultures together
 - support community groups and enterprises to explore opportunities to manage local culturally significant sites such as bushlands and waterholes
 - support sport and recreational clubs to consider their reconciliation journey and opportunities to further engage with Aboriginal and Torres Strait Islander communities
 - support Aboriginal and Torres Strait Islander managed businesses to understand and apply for Council grants, sponsorships, contracts and tenders
 - promote opportunities to participate in business networks and trade summits
 - continue to expand the planting of traditional plants and trees and promoting their uses throughout local parks.

The input from community was used by Council's internal Working Group to update the RAP.

Council thanks Aboriginal and Torres Strait Islander communities for shaping this Innovate RAP to what it is today.



RAP Governance

Council's RAP Working Group (RWG) was established in mid-2019 to coordinate the development and implementation of Council's first RAP and transitioned to a Steering Group (RSG) to implement the RAP deliverables.

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

- RAP Governance Chair
- RAP Champion
- Divisional Representative Lifestyle & Community Services
- Divisional Representative Organisational Services
- Divisional Representative City Planning and Sustainability
- Divisional Representative Brisbane Infrastructure
- Divisional Representative Transport for Brisbane
- Divisional Representative Brisbane Infrastructure
- Divisional Representative City Administration and Governance
- Team Leader Aboriginal & Torres Strait Islander Team, Lifestyle & Community Services
- Community Development Coordinator Indigenous, Lifestyle & Community Services
- Inclusive Communities Manager, Connected Communities, Lifestyle & Community Services
- One Council One Mob Aboriginal and Torres Strait Islander Community of Inclusion Representatives
- Senior Consultant Equity and Diversity, Human Resources, Organisational Services

The overarching objectives are to:

- oversee development and implementation of Council's RAP
- provide input, ideas and perspectives on deliverables in the RAP
- act as central point for Council Divisions in contributing to the RAP
- be actively involved in delivering the commitments included in the RAP
- be visible role models in the celebration of Aboriginal and Torres Strait Islander peoples, cultures, achievements and contributions, specifically during National Sorry Day, Mabo Day, National Reconciliation Week and NAIDOC Week
- review progress against outcomes of the RAP and review the RAP at least annually
- report to Council's Executive Management Team (EMT) at least annually on progress against deliverables.

In addition to Council employees, Council engaged;

- an internal Community of Inclusion which advocates for inclusion of Aboriginal and Torres Strait Islander employees
- Aboriginal and Torres Strait Islander key community contacts to provide advice to Council on the RAP and proposed actions, this included consultation with the broad community, community organisations, Elders, Traditional Custodians and community leaders
- BlackCard Pty Ltd as a 100% Aboriginal owned business, to provide cultural integrity and advice on the RAP development process
- the Lord Mayor's Aboriginal and Torres Strait Islander community members' group to provide advice and feedback on the draft RAP
- We Are 27 Creative to develop a visual representation and celebration of Brisbane's communities.

Our Innovate RAP

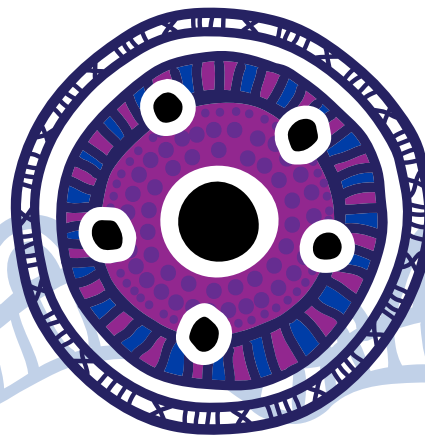
The RAP is the next step in Council's reconciliation journey and spans two years. The deliverables outlined on the following pages will further embed Council's approach to reconciliation while supporting communities and ensuring the Brisbane of tomorrow is even better than the Brisbane of today. Much has been achieved with our previous IAS, however there is more to be done.

The Innovate RAP provides an opportunity for Council and communities to continue to build on previous successes and sustain reconciliation outcomes through a plan of action built on the themes of relationships, respect and opportunities, that acknowledges the past and builds opportunities for the future.

RELATIONSHIPS



RESPECT



OPPORTUNITIES



Our Innovate RAP

RELATIONSHIPS

To achieve our vision for reconciliation, Council will continue to work in partnership with Brisbane's Aboriginal and Torres Strait Islander peoples and communities, Traditional Custodians, community groups and other organisations that support reconciliation within the city. Council is committed to strengthening relationships with Aboriginal and Torres Strait Islander communities to ensure that all people feel safe and engaged in the future of the city. By recognising and acknowledging history and truth-telling, stronger relationships will improve communication and opportunities, develop empathy and understanding, build respect and foster an inclusive society committed to reconciliation.


Focus areas

- Partner with Aboriginal and Torres Strait Islander communities to ensure everyone can provide input into the future of Brisbane.
- Educate and engage schools, employees and communities to promote reconciliation.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities.	1. Continue two meetings per year between the Lord Mayor and local Aboriginal and Torres Strait Islander community members to establish and maintain relationships toward ongoing learning.	August 2022, February, October 2023, February 2024 (indicative)	Manager, Protocol and Civic Events, Lord Mayor's Administration and Engagement, City Administration and Governance
	2. Review and update Council's engagement policy to better work with Aboriginal and Torres Strait Islander communities and develop guidelines that support meaningful engagement across communities.	July 2023	Manager, Customer Experience, Customer Services
	3. Establish a feedback mechanism for Aboriginal and Torres Strait Islander community members to provide feedback on community initiatives and support Council teams to promote opportunities for Aboriginal and Torres Strait Islander communities to provide input, culture and story-telling into Council projects throughout each year, such as Victoria Park / Barrambin.	December 2022, 2023	Manager, Customer Experience, Customer Services
Build relationships through celebrating National Reconciliation Week (NRW).	4. Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to all Council employees.	April 2023, 2024	One Council One Mob Community of Inclusion Chair, Human Resources
	5. Support and promote external events that recognise and celebrate NRW and encourage and support employees and senior leaders to participate.	27 May-3 June 2023, 2024	Community Development Coordinator Indigenous, Connected Communities
	6. Organise at least one NRW event each year and promote to community.	27 May-3 June 2023, 2024	Chair, RAP Steering Group
	7. RAP Steering Group members to participate in external NRW events.	27 May-3 June 2023, 2024	Chair, RAP Steering Group
	8. Register NRW events on Reconciliation Australia's NRW website.	27 May-3 June 2023, 2024	Chair, RAP Steering Group
Promote reconciliation through our sphere of influence.	9. Explore opportunities to positively influence Council's external stakeholders to drive reconciliation outcomes, including the encouragement of incorporating First Nations knowledges into Bushcare groups, inviting First Nations businesses to set up stalls at the twilight market, inviting First Nations performers to provide entertainment at the market, and community screenings of reconciliation related films.	December 2022	Social Inclusion Strategy Manager, Connected Communities
	10. Recognise Council projects that positively contribute to reconciliation at annual Council awards.	September 2022, 2023	Chair, RAP Steering Group
	11. Collaborate with RAP organisations, Reconciliation Queensland and other like-minded organisations to develop ways to advance reconciliation.	September 2022, 2023	Chair, RAP Steering Group

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	12. Promote Council's commitment to reconciliation publicly through appropriate social media channels, <i>Living in Brisbane</i> publication and through our Libraries and Customer Service Centres.	September 2022	Social Inclusion Strategy Manager, Connected Communities
	13. Work with Council's One Mob Community of Inclusion to implement strategies to engage Council employees in reconciliation.	October 2022	Social Inclusion Strategy Manager, Connected Communities
	14. Meet with neighbouring local governments once a year to discuss current approaches to reconciliation and share learnings and networks.	November 2022, 2023	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
	15. Light up Council Assets to recognise Aboriginal and Torres Strait Islander dates of significance.	July, December 2022, 2023	Team Leader, Business Hotline, Customer Services
Promote reconciliation in schools within our Local Government Area (LGA).	16. Brief the Lord Mayor's Youth Advisory Council on Council's work to build cultural competency across Brisbane and encourage schools to nominate Aboriginal and Torres Strait Islander students to participate in future Advisory Councils.	March 2023	Youth Development Team Leader, Connected Communities
	17. Promote the Narragunnawali Program to encourage Early Learning Centres in our LGA to develop a RAP.	March 2023	Youth Development Team Leader, Connected Communities
Promote positive race relations through anti-discrimination strategies.	18. Engage with Aboriginal and Torres Strait Islander employees and advisors to conduct a review of Human Resources' procedures to ensure anti-discrimination provisions are identified.	January 2024	Strategic Talent Management Manager, Human Resources
	19. Review policies and procedures to respond to discrimination and racism and update where required.	December 2023	Strategic Talent Management Manager, Human Resources
	20. Educate all employees and senior leaders on the effects of discrimination and racism, and provide education, build understanding and respect to address these if evident.	June 2024	Strategic Talent Management Manager, Human Resources
	21. Promote Council projects to the broader community that are inclusive of Aboriginal and Torres Strait Islander communities.	September 2022, 2023	Manager, City Communication

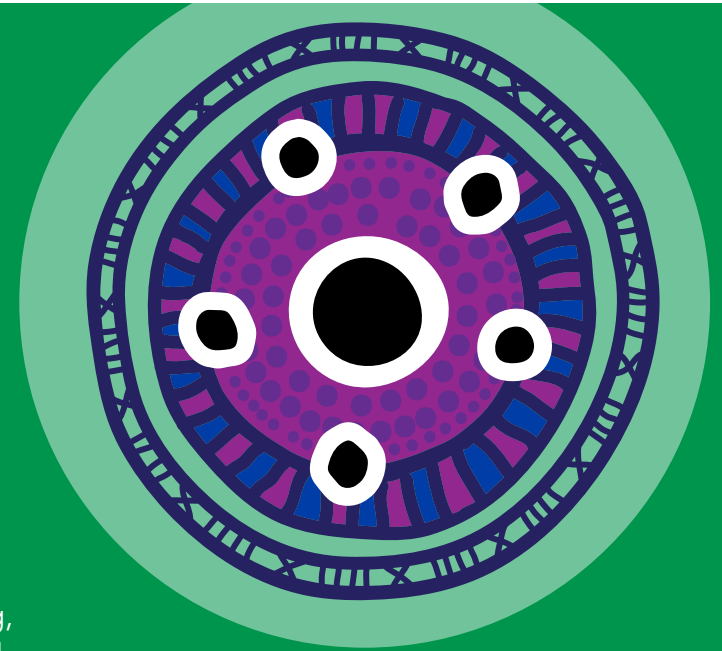


Council is committed to strengthening relationships with Aboriginal and Torres Strait Islander communities to ensure that all people feel safe and engaged in the future of the city.

Our Innovate RAP

RESPECT

At the heart of our vision for reconciliation is the need for greater understanding of, and respect for, Aboriginal and Torres Strait Islander peoples, histories and cultures, both within Council and across communities. Brisbane City Council is committed to developing knowledge, understanding, truth-telling and respect for Aboriginal and Torres Strait Islander peoples and cultures. Through educating and engaging our employees, acknowledging cultural protocols and celebrating culture, we will develop a stronger, more inclusive city together.



Focus areas

- Engage Council employees in cultural awareness raising and implementation of cultural protocols.
- Educate, acknowledge and celebrate cultures toward understanding and respect.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and truth-telling.	22. Conduct a review of cultural learning needs within Council.	December 2022	Strategic Talent Management Manager, Human Resources
	23. Consult with Aboriginal and Torres Strait Islander communities on opportunities to strengthen cultural learning strategies.	June 2023	Strategic Talent Management Manager, Human Resources
	24. Amend, implement, and communicate Council's cultural learning strategy document for our staff.	December 2023	Strategic Talent Management Manager, Human Resources
	25. Continue to provide Council's Aboriginal Cultural Competency Training Package to all employees.	December 2023	Strategic Talent Management Manager, Human Resources
	26. Provide opportunities for RAP Steering Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	April 2024	Strategic Talent Management Manager, Human Resources
	27. Increase awareness of Aboriginal and Torres Strait Islander cultures by sharing information through four internal communication activities per year.	December 2022, 2023	One Council One Mob Community of Inclusion Chair, Strategic Talent Management and Internal Communications Officer, Human Resources
	28. Partner with Aboriginal and Torres Strait Islander organisations to deliver at least four community projects annually that build understanding, value and recognition of Aboriginal and Torres Strait Islander cultures and history, including National Sorry Day, Mabo Day, National Reconciliation Week, Coming of the Light and NAIDOC Week events. Explore opportunities to also stream these events online.	August 2022, 2023	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
29. Update the Council website with an Acknowledgement of Country, additional information regarding local community groups, and further information regarding the Aboriginal and Torres Strait Islander history of key Brisbane sites, such as Boundary Street. Provide this information on or near the spaces that the history relates to.	September 2023	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities	
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing appropriate cultural protocols.	30. Update cultural protocol documents, for Welcome to Country, Acknowledgement of Country, smoking ceremonies and Aboriginal and Torres Strait Islander dates of significance within Council.	July 2023	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
	31. Increase employees' understanding of the purpose and significance behind cultural protocols, including Welcome to Country, Acknowledgement of Country and smoking ceremonies, through education and resources in Council.	August 2023	Community Development Coordinator Indigenous, Connected Communities
	32. Develop a cultural protocols document, that includes protocols that may be relevant to Council's Aboriginal and/or Torres Strait Islander employees and community members.	July 2023	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	33. Develop appropriate cultural protocols for the commencement of: <ul style="list-style-type: none"> • full public Council meetings • all RAP Steering Group meetings • Council-led formal events with the Lord Mayor • opening of new Council facilities • Citizenship ceremonies. 	December 2022	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
	34. Develop a policy and procedure for the display of Aboriginal and Torres Strait Islander flags at Council owned and managed assets.	September 2023	Manager, Program Planning and Integration, City Standards
	35. Ensure an Acknowledgment of Country is included in significant external Council publications where appropriate.	September 2023	Manager, City Communication
	36. Develop engagement protocols and educate compliance-based investigation officers to consider Sorry Business to ensure cultural significance has been considered.	December 2023	Principal Officer Investigations and Capability, Compliance and Regulatory Services
	37. Develop a guide to assist organisations that engage with Council to better understand and implement cultural protocols and distribute this guide to all organisations that receive funding for delivering festivals and events.	July 2023	Creative Communities Manager, Connected Communities
	38. Develop and implement culturally appropriate processes and policies for all Cemeteries' employees regarding burial practices, and potential designated sites for Aboriginal and Torres Strait Islander services.	December 2022	Team Manager, Strategic Projects and Business Improvement - Brisbane City Cemeteries, Community Facilities
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	39. RAP Steering Group to facilitate Council participation in external NAIDOC Week events annually.	July 2023, 2024	Chair, RAP Steering Group
	40. Promote HR policies and procedures to inform leaders and employees on available cultural leave options to participate in NAIDOC Week.	June 2023, 2024	RAP Champion
	41. Promote and encourage participation in external NAIDOC Week events to all employees.	July 2023, 2024	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
	42. Partner with Aboriginal and Torres Strait Islander communities to deliver at least three NAIDOC events annually, including the Lord Mayor's NAIDOC Week Civic Reception.	July 2023, 2024	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	43. Promote NAIDOC events on Council's website and through social media channels.	May 2023, 2024	Team Leader Aboriginal & Torres Strait Islander Team, Connected Communities
	44. Promote NAIDOC events through the Lord Mayor's Youth Advisory Council to ensure young people at more than 50 schools have opportunities to participate.	May 2023, 2024	Youth Development Team Leader, Connected Communities
Build respect for Aboriginal and Torres Strait Islander communities by using Council's spaces to share art and culture.	45. Provide opportunities through library programs for Aboriginal and Torres Strait Islander communities to share stories, art, culture, truth-telling and language, including the engagement of Aboriginal and Torres Strait Islander authors and the promotion of First Nations reading lists to commemorate significant dates.	December 2022, 2023	Coordinator Community Liaison, Library Services
	46. Promote respect and celebrate Aboriginal and Torres Strait Islander cultures by displaying Aboriginal and Torres Strait Islander artwork on at least one Council bus per year.	December 2022, 2023	Creative Communities Manager, Connected Communities and Transport for Brisbane
	47. Provide opportunities annually through Council-supported art programs and festivals for Aboriginal and Torres Strait Islander communities to share stories, art, culture and language.	December 2022, 2023	Creative Communities Manager, Connected Communities
	48. Increase the number of images in Council documents and webpages to be representative of Aboriginal and Torres Strait Islander communities.	July 2023	Manager, City Communication
	49. Invite Traditional Custodian groups to explore the possibility of providing advice on the Aboriginal cultural significance and history of major parks and suburbs. Ensure this information is also available on Council's website.	June 2023	Manager, Natural Environment, Water and Sustainability
	50. Review and publicise cultural history trails and tours.	June 2023	Manager, Natural Environment, Water and Sustainability
	51. Review public artworks and information in Brisbane City Hall, King George Square and the CBD so that future works strengthen acknowledgment of Brisbane's Aboriginal cultural history.	December 2023	City and Community Halls Manager, Community Facilities
	52. In partnership with Traditional Custodian groups, develop an understanding of the location of culturally significant trees, waterways, natural sites and bushland, and establish culturally appropriate management protocols and procedures for these.	December 2023	Manager, Natural Environment, Water and Sustainability
53. Identify opportunities to continue planting traditional plants and trees and promote their uses throughout local parks.	April 2024	Manager, Natural Environment, Water and Sustainability	





At the heart of our vision for reconciliation is the need for greater understanding of, and respect for, Aboriginal and Torres Strait Islander peoples and cultures, both within Council and across communities.

Our Innovate RAP

OPPORTUNITIES

Council is committed to creating employment and development opportunities for Aboriginal and Torres Strait Islander peoples within Council and to also work in partnership with external groups to create and develop sustainable opportunities for Aboriginal and Torres Strait Islander managed businesses. Council is also committed to working with Aboriginal and Torres Strait Islander communities to increase economic development opportunities that are critical to advancing social well-being and enhancing life opportunities for all residents.



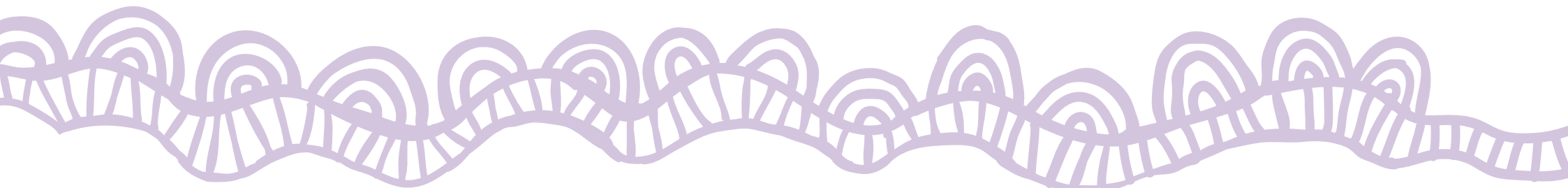
Focus areas

- Increase opportunities for Aboriginal and Torres Strait Islanders to participate in healthy futures.
- Improve employment outcomes for Aboriginal and Torres Strait Islanders so that Council's workforce is representative of the community.
- Advance opportunities for Aboriginal and Torres Strait Islander managed businesses to be sustainable.
- Increase representation of Aboriginal and Torres Strait Islander peoples in decision making and leadership roles.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	54. Build understanding of current Aboriginal and Torres Strait Islander employee needs to inform future employment intakes and professional development opportunities.	December 2022	Strategic Talent Management Manager and One Council One Mob Community of Inclusion Chair, Human Resources
	55. Engage with Aboriginal and Torres Strait Islander employees to update and deliver Council's retention and professional development strategies and opportunities.	June 2023	Strategic Talent Management Manager, Human Resources
	56. Review and trial recruitment methods to remove barriers to Aboriginal and Torres Strait Islander participation in Council's workplace.	December 2023	Strategic Talent Management Manager, Human Resources
	57. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022, 2023	Strategic Talent Management Manager, Human Resources
	58. Increase the number of Aboriginal and Torres Strait Islander employees employed in Council's workforce.	April 2024	Strategic Talent Management Manager, Human Resources
	59. Promote existing internal mentoring programs for experienced employees to provide support for new Aboriginal and Torres Strait Islander Council employees.	September 2022	Strategic Talent Management Manager, Human Resources
Investigate opportunities to provide capacity building support to Aboriginal and Torres Strait Islander businesses and community organisations.	60. Promote availability of Council spaces and facilities to support Aboriginal and Torres Strait Islander community and business activities.	June 2023	Community Venues Project Manager, Community Facilities
	61. Support Aboriginal and Torres Strait Islander community organisations with a connection to Brisbane, to apply for Council funding to deliver economic or social outcomes.	December 2022, 2023	Grants Team Leader, Connected Communities

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	62. Review and update practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander managed businesses.	December 2022	Procurement Governance Manager, Strategic Procurement Office
	63. Develop and implement an Aboriginal and Torres Strait Islander Enterprise procurement strategy.	June 2023	Procurement Governance Manager, Strategic Procurement Office
	64. Provide Council teams with increased access to Aboriginal and Torres Strait Islander business listings.	June 2023	Procurement Governance Manager, Strategic Procurement Office
	65. Strengthen and expand commercial relationships with Aboriginal and Torres Strait Islander managed businesses, celebrating Black excellence and supporting businesses to understand Council procurement processes.	December 2023	Partnering and Innovation Manager, Strategic Procurement Office
	66. Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander managed businesses to employees.	December 2023	Partnering and Innovation Manager, Strategic Procurement Office
	67. Partner with Aboriginal and Torres Strait Islander conservation and land management groups to care for Country, restore bushlands and explore opportunities for new sites that can promote Indigenous plants and their benefits.	December 2022	Manager, Natural Environment, Water and Sustainability
	68. Explore opportunities for Cultural Stewardship that supports Aboriginal and Torres Strait Islander managed businesses that provide practices that offset carbon emissions.	December 2022	Water, Energy and Environment Systems Manager, Natural Environment, Water and Sustainability
Identify and promote opportunities to expand Aboriginal and Torres Strait Islander participation in healthy futures.	69. Encourage Aboriginal and Torres Strait Islander activity providers to deliver Active and Healthy program activities and promote the program to local communities to increase participation.	December 2022, 2023	Healthy Communities Team Leader, Connected Communities
	70. Support sport and recreational clubs to consider their reconciliation journey and opportunities to further engage with Aboriginal and Torres Strait Islander communities.	December 2022, 2023	Healthy and Vibrant Communities Manager, Connected Communities

Action	Deliverable	Timeline	Responsibility
Identify and promote opportunities to expand Aboriginal and Torres Strait Islander participation in healthy futures.	71. Partner with local community organisations to promote National Immunisation Schedules to community members.	June 2023	Healthy Communities Team Leader, Connected Communities
	72. Partner with Aboriginal and Torres Strait Islander communities, including past and present First Nations elite athletes to explore opportunities to contribute to the planning and delivery of the Brisbane 2032 Olympic and Paralympic Games.	September 2023	Strategy and Project Coordination Manager, Brisbane 2032 Host City Office
Increase representation of Aboriginal and Torres Strait Islander peoples in decision making and leadership roles.	73. Provide opportunities for Aboriginal and Torres Strait Islander community members, and Council employees to assist with their representation on corporate and community boards and advisory panels.	September 2023	Social Inclusion Strategy Manager, Connected Communities
Identify and promote opportunities to expand Aboriginal and Torres Strait Islander cultural tourism.	74. In partnership with Brisbane Economic Development Agency, the Queensland Tourism Industry Council and Aboriginal and Torres Strait Islander communities, identify opportunities to expand cultural tourism in Brisbane and promote opportunities to participate in business networks and trade summits.	June 2023	General Manager Tourism, Business & Major Events, Brisbane Economic Development Agency via Economic Development
	75. Promote availability of Council business support and capacity building programs and initiatives to support Aboriginal and Torres Strait Islander communities and business activities.	June 2023	Manager, Economic Development

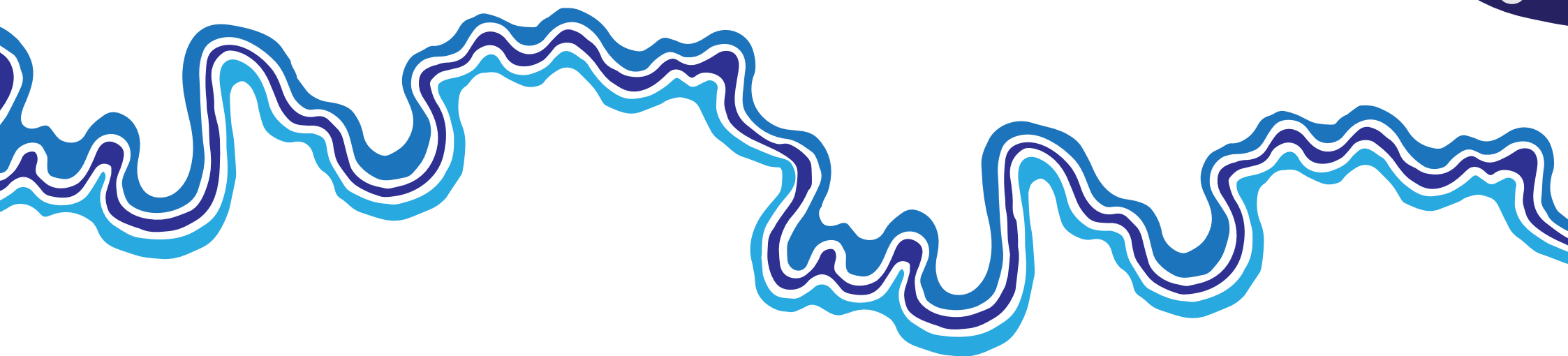
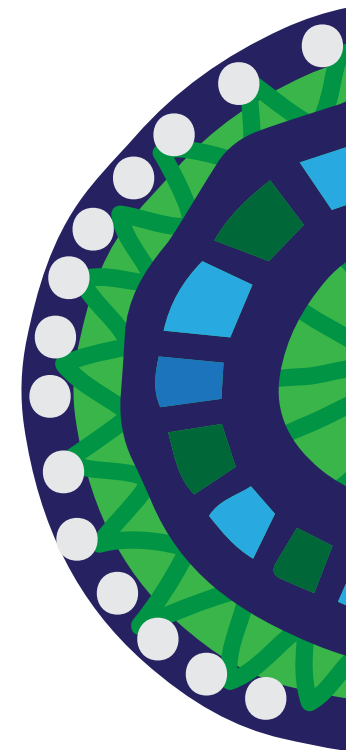




GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Steering Group (RSG) to drive governance of the RAP.	76. Maintain Aboriginal and Torres Strait Islander representation on the RSG, including connections with Council's Communities of Inclusion.	August 2022, 2023	Social Inclusion Strategy Manager, Connected Communities
	77. Develop and adopt a Terms of Reference for the RSG.	August 2022	Social Inclusion Strategy Manager, Connected Communities
	78. Meet at least four times per year to drive and monitor RAP implementation.	August, October 2022, January, April, July, October 2023, January, April 2024	Social Inclusion Strategy Manager, Connected Communities
Provide appropriate support for effective implementation of RAP commitments.	79. Appoint and maintain an internal RAP Champion from senior management.	August 2022	Chair, RAP Steering Group
	80. Define and advocate for resource needs for RAP implementation.	August 2022	RAP Champion
	81. Engage Council's senior leaders and other employees, as well as Aboriginal and Torres Strait Islander residents in the delivery of RAP commitments.	August 2022, 2023	Social Inclusion Strategy Manager, Connected Communities
	82. Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2022	Chair, RAP Steering Group
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	83. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Social Inclusion Strategy Manager, Connected Communities
	84. 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	Social Inclusion Strategy Manager, Connected Communities
	85. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2022, 2023	Social Inclusion Strategy Manager, Connected Communities
	86. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2024	Social Inclusion Strategy Manager, Connected Communities
	87. Report RAP progress to all employees, Council's Communities of Inclusion and senior leaders twice a year.	August, February 2022, 2023	Social Inclusion Strategy Manager, Connected Communities
	88. Publicly report our RAP achievements, challenges and learnings, annually.	August 2023, 2024	Social Inclusion Strategy Manager, Connected Communities

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	89. Participate in Reconciliation Australia's biennial Workplace RAP Barometer and encourage employees to participate.	August 2022, 2024	Social Inclusion Strategy Manager, Connected Communities
Continue our reconciliation journey by developing our next RAP.	90. Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	Social Inclusion Strategy Manager, Connected Communities





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