



Southern Queensland Landscapes Innovate Reconciliation Action Plan

January, 2026 – January, 2028



Preamble from the Chair

It is with deep respect that I present the Southern Queensland Landscapes Reconciliation Action Plan. As Chair, I am honoured to walk alongside Traditional Owners, First Nations peoples, our staff, partners, and the broader community in a journey that is both personal and collective - towards reconciliation, recognition, and renewed partnership across the landscapes we nurture together.

I acknowledge the Traditional Owners of all the lands on which we live and work and pay my respects to Elders past and present, and to all First Nations peoples. Their wisdom, resilience, and enduring relationship with Country inspire us to listen, learn, and act differently. This Reconciliation Action Plan (RAP) is our commitment to embedding that inspiration in our work.

At the heart of our landscapes are stories that stretch back millennia. The Southern Queensland region is a place of cultural significance, shaped by the knowledge, care, and custodianship of Aboriginal and Torres Strait Islander peoples for over sixty thousand years. Every part of the landscape is imbued with meaning and alive with connections - spiritual, ecological, and familial - that continue to guide us today.

Our Commitments

Reconciliation is not simply a word - it is a lived process that demands humility, openness, and sustained effort. Our RAP is shaped by the recognition that reconciliation cannot be realised by words alone. It requires action; action rooted in respect, guided by cultural understanding, and underpinned by authentic partnerships. We are committed to creating space for First Nations voices to lead, inform, and challenge our practices, ensuring that reconciliation is woven into our organisation.

The Southern Queensland Landscapes RAP articulates clear, measurable commitments. Each pillar is informed by meaningful engagement and ongoing consultation with First Nations communities, Elders, and knowledge holders.

- **Relationships:** We will deepen our partnerships with Traditional Owners, enabling genuine co-design and shared decision-making.
- **Respect:** We will celebrate the diversity of First Nations cultures and embed cultural respect in our day-to-day operations, ensuring our staff and stakeholders are culturally competent and aware.
- **Opportunities:** We are dedicated to creating pathways for more First Nations peoples within our organisation, through employment, procurement, and capacity-building initiatives. We will champion Aboriginal and Torres Strait Islander leadership in land management and create an environment where First Nations expertise is recognised and valued.
- **Governance:** We will ensure robust accountability and transparency in our RAP implementation, guided by regular reporting, reflection, and continuous improvement.

As Chair, I recognise that reconciliation is not a destination but an ongoing process. Each step forward is informed by the courage to listen deeply.

This is an invitation to all who care for the landscapes of Southern Queensland: let us walk this path together, with respect and humility. Let us work side by side to help our landscapes and our communities flourish, drawing upon the oldest living cultures on earth as we chart a future that is inclusive and sustainable.

On behalf of the Board and all members of Southern Queensland Landscapes, I am proud to present this Reconciliation Action Plan. Together, let us nurture Country, honour culture, and walk the path of reconciliation with open hearts and open minds.

Kimberley Swords, Chair

Southern Queensland Landscapes

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Southern Queensland Landscapes on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Southern Queensland Landscapes continues to be part of a strong network of more than 3,000 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 Southern Queensland Landscapes will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Southern Queensland Landscapes 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 Southern Queensland Landscapes 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, Southern Queensland Landscapes will ensure shared and cooperative success in the long-term.



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

Congratulations Southern Queensland Landscapes on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Southern Queensland Landscapes' vision for reconciliation is an Australia filled with both healthy country and people. An Australia that values First Nation cultures, knowledge and science to nurture flourishing landscapes and healthy communities. Reconciliation means that our strategic plan will always reflect our need for First Nations knowledge to support our vision for reconciliation by creating a culturally rich and diverse workplace. We will foster meaningful relationships with First Nations people to develop trust as a basis for knowledge sharing.

We believe that reconciliation is an Australia where both country and people thrive, underpinned by a deep respect for First Nations cultures, knowledge, and science. This vision recognises that the health of landscapes and communities is intrinsically linked to valuing and integrating First Nations perspectives and expertise.

Respect, trust and sharing knowledge will connect us all to our landscapes and help us understand our place in them. This is the foundation belief of the Flourishing Landscapes Healthy Communities Plan that the community has developed for Southern Queensland. The Flourishing Landscapes Plan provides Southern Queensland Landscapes with the focus to uphold the five dimensions of reconciliation in the context of our vision for reconciliation. The single focus of the actions dedicated to Relationships, Respect, Opportunities and Governance in this Plan is taken from Flourishing Landscapes Healthy Communities which says to achieve a healthy community First Peoples, Government, Community, and industry must value and protect natural and cultural systems by sharing knowledge to respect the Landscape as a living breathing entity.

By fostering these relationships and embedding First Nations knowledge into our operations, Southern Queensland Landscapes aims to create a legacy of reconciliation that supports healthy country and flourishing communities for generations to come.



Our business

Southern Queensland Landscapes is a not-for-profit membership-based organisation working with First Nations people and land managers caring for country. We have offices established in Charleville, Roma and Toowoomba and we arrange shared pop-up office spaces to suit staff locations, community needs and project activities. As of July 2025, within our team of 19, we currently employ 3 First Nations team members 1 of which is Torres Strait Islander.

Our region (illustrated in Figure 1: Geographic extent of the Southern QLD Landscapes operational area) covers 314,384 km² and contains the Queensland Murray-Darling and Bulloo catchments. The country is comprised of rich deep volcanic soils in the east (Darling Downs) through to the iconic red soil mulga country in the west.

The region's range of climates and soils allow a variety of cereal, pulse and fibre crops to be grown both dryland and irrigated including wheat, barley, oats and chickpeas in winter; sorghum, sunflower, maize and cotton in summer; horticultural crops (fruit and vegetables); and some viticulture. Other significant land uses include forestry and intensive animal production. The Region has significant pastures of native grass and improved pastures that support browsing and grazing by sheep, cattle, goats, and native animals. There are 109 State Forests (approximately 10,550 km² or 3.4% of the whole region) and 61 National Parks (approximately 7,700 km²) in the region.

Prior to settlement, country was taken care of and managed by Traditional Custodians from a diverse group of First Nations across Southern QLD. These groups worked to maintain healthy country through a deep respectful relationship rooted in traditional knowledge, spiritual beliefs and sustainable practices. The descendants from these nations today continue to care for Country based on knowledge passed down from ancestors.

Based on data from ABS 2021, the region is home to 297,688 people. Total First Nations population is 18,347 (this is highly likely to be underestimated) or 6% of the region's population (compared to 4.6% for the whole of Queensland).

As an organisation, we are actively working with the community to identify and address the emerging changes around us. Having a clearly defined identity, clarity of purpose and values that drive the right behaviours, will support us as we mature and continue to grow as an impactful organisation. This RAP sits alongside our constitution, Flourishing Landscapes plan and Strategic Plan as an important component of our identity. Together these plans document how we will work with First Nations People as we mature as an organisation and address emerging challenges and opportunities.

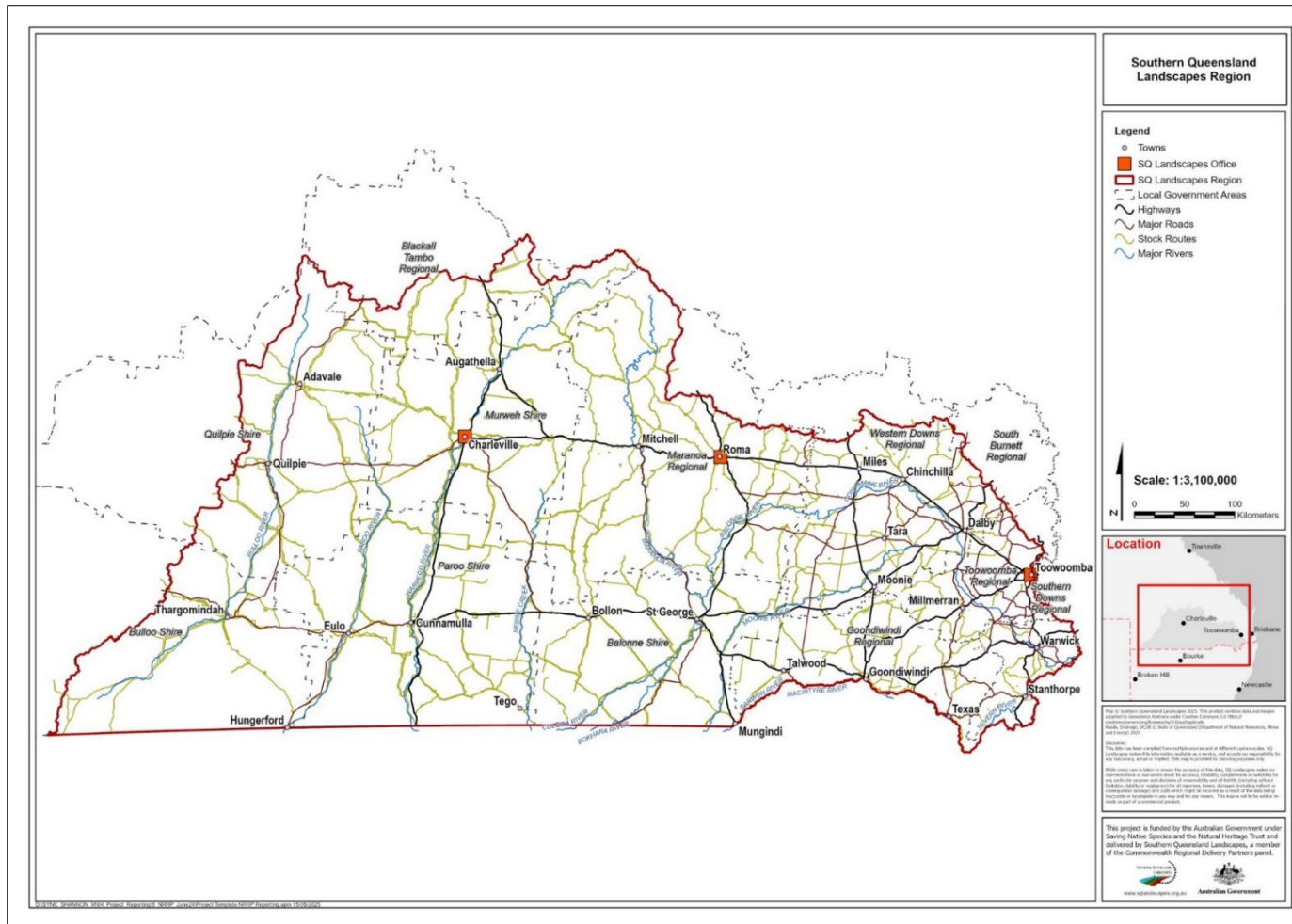


Figure 1: Geographic extent of the Southern QLD Landscapes operational area

We are dedicated to ensuring the region’s natural assets are sustainably managed through balancing the impacts of people and practice on place. Our approach involves respecting and including western and First Nations science and traditional knowledge and assessing the planning and management of our natural resources at a whole-of-catchment level. At Southern Queensland Landscapes we innovate, connect, and engage with First Nations people, land managers, community groups, government, industry groups, research institutes and others.

Our strategic priorities through to the end of 2026 are Sustainability & Responsiveness, Connection & Value and Influence & Impact. We intend for this RAP to inform the development of our next strategic plan.

Our RAP

Southern Queensland Landscapes acknowledges and firmly believes that the application of First Nation’s knowledge, science and culture are critical in the healing of Country and People as we all work together. This belief is embedded in our acknowledgement of Country and in the very name and vision of the region’s natural resource management plan, Flourishing Landscapes Healthy Communities. Our community has told us during conversations to develop the Flourishing Landscapes Plan that a combination of First Nation science and knowledge and other technologies is required to heal Country.

The best way to do this is to ensure First Nation People are respected and have the capacity to be involved in the design, delivery and review of projects in the spirit of free, prior and informed consent.

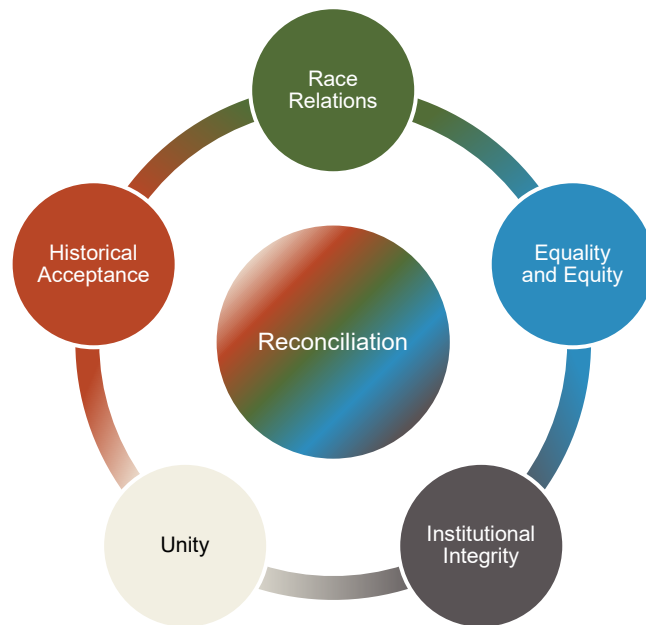


Figure 2: Five Dimensions of Reconciliation

The embedding of the five dimensions of reconciliation; race relations, equality and equity, institutional integrity, unity and historical acceptance provides the foundation for the appropriate and respectful sharing of knowledge and science. A RAP provides the action framework to activate these pillars to nurture respectful relationships. The understanding that comes with respect sparks the trust that is required to share knowledge and science appropriately as we work towards the shared aspirations articulated in the Flourishing Landscapes Plan.

Reconciliation also recognises the intrinsic value and reward that comes through sharing with one of the oldest and continuous cultures on earth. For an organisation whose mission is to deliver sustainable environmental outcomes that improve the lives of people in regional communities now and for the future, it is imperative we work together to understand how Country works based on thousands of years of lived experience.

This Reconciliation Plan provides the opportunity to publicly declare our goals for reconciliation and provide clear guidance for our internal and external stakeholders on how we wish to recognise the value and relevance of First Nations people in progressing our vision.

Southern Qld Landscapes' commitment to reconciliation will benefit from a RAP by providing an important foundational document for our organisation, alongside our constitution, and the Flourishing Landscapes Healthy Communities Plan. Together these documents provide critical input into our Strategic and Operational Plans.

Our RAP Working Group includes First Nations representatives who contribute invaluable insights and lived experience. Their presence guides us, ensuring that our initiatives are respectful, authentic, and impactful. This group offers strategic advice and cultural stewardship to ensure our RAP not only adheres to best practice standards but also resonates with the community's perspectives and values.

In a culturally diverse working group, we articulated our commitment to draw on our evolving reconciliation journey. Southern Qld Landscapes is forging a path that respects history while building a more inclusive future. This RAP will continue to guide us towards improved cultural competency, stronger community relationships and tangible, positive change.

Jayne Thorpe, Senior Manager Business Development from our leadership team, will actively champion the RAP and will ensure that reconciliation becomes embedded in both our strategic decision-making and daily operations. Jayne's leadership demonstrates a top-down commitment that paves the way for meaningful change and accountability across the organisation.

Our RAP Working Group Terms of Reference defines how the working group members are appointed:

- The Southern QLD Landscapes Leadership Team is responsible for inviting staff members to the Working Group.
- The RAP Working Group has the power to co-opt other staff as required but will generally consist of:
 - A designated Leadership Team member
 - 3 – 4 SQL staff members with an interest in SQL's RAP journey
 - At least one member identifying as First Nations

Our Reconciliation Journey

As we navigate this process, we have encountered challenges that have encouraged reflection and adaptation, reinforcing our commitment to authentic reconciliation. Working through these challenges has provided an opportunity for organisational growth through learning and understanding. We have a strong desire to progress and strengthen our relationship with First Nations people. Through this desire, we have committed to continuing our reconciliation journey. We have appreciated the consistency of the guidance material offered by Reconciliation Australia which allowed us to revisit, and relearn together, the purpose and appropriate process for developing a RAP. While acknowledging these challenges and learnings we are also able to recognise the progress made by the previous RAP.

Moving forward, we remain dedicated to achieving tangible outcomes that create sustainable change and enrich our own organisational culture. Our future reconciliation outcomes will build on our previous achievements such as:

- Enhanced staff knowledge and appreciation of First Nations Peoples' rich histories, diverse cultures, and valuable contributions through cultural awareness training and First Nations Art Exhibition sponsorship.
- Formally documented and incorporated culturally relevant perspectives into our processes, projects and workspaces through collaboration with First Nations contractors, suppliers, academia and specialists.
- Ensured that First Nations aspirations are highlighted in our Australian Government endorsed regional natural resource management plan called Flourishing Landscapes Healthy Communities.

River Blackfish

Southern QLD Landscapes worked with land managers over a period of two years on actions to reduce sedimentation and maintain optimal temperatures in streams where blackfish had been sighted. The River Blackfish (*Gadopsis marmoratus*) are a species experiencing a severe decline across Australia's Murray Darling Basin. They are highly vulnerable to localised extinction in QLD. Known locally as the Nikki Long Cod, this fish species lives on Githabul Country. As part of engaging the community to take action for Nikki Long Cod, Githabul people including an artist and community members were engaged to illustrate and communicate the significance of this fish species (see linked videos below). They were also able to bring cultural knowledge and perspectives to the technical panel for project decision making.



Feedback from First Nations people included the following statements:

“These waterways are extremely important to us First Nations Traditional Owners in this region. It is integral to our culture, be it fish or mussels, or reeds, or stones, they are all equally important”

“It has benefitted me greatly and our Indigenous community in regards to cultural flows and the blackfish's place in that.”

First Nations Art Competitions

As part of our RAP journey Southern QLD Landscapes proudly organised and hosted First Nations art competitions that showcased their creativity and cultural expression, sharing their unique perspectives through their artwork. Our inaugural competition highlighted the richness and diversity of First Nations cultures, offering a vital platform for artists to share their stories, traditions, and perspectives through various artistic media. The theme, “Heal Country,” was a call for artists to explore their connections to the land and express their visions for its renewal and preservation. Through this theme, artists were invited to reflect on the deep, ancestral ties between their people and the land. Each submission presented a unique perspective on what it means to heal both country and community, weaving together powerful expressions of resilience, identity and hope. Artists from diverse First Nations backgrounds contributed deeply personal pieces, embodying an interconnected healing of both people and place. Through sculpture, painting and more, they celebrated the land’s strength and underscored the urgent need for environmental and cultural restoration, reminding viewers that the health of their communities and the land are inseparably linked. This competition not only showcased artistic talent but also amplified voices calling for respect, care and stewardship for country.



For artist Melinda Luscombe, a Gomeroi woman, participating in the SQ Landscapes Art Competition was life changing. “When I first entered, I was incredibly nervous about sharing my art,” Melinda shared. “I didn’t feel it was good enough.” Her perspective changed dramatically when her painting was selected as the competition’s overall winner. “I felt so honoured and proud. Winning gave me a new level of confidence and opened doors I never thought possible. The competition is a fantastic platform to highlight the amazing talent of our First Nations artists.” Since then, Melinda’s

artistic journey has flourished. Multiple businesses have reached out to her for commissions, including Uni SQ, which prominently featured her artwork across their university. With newfound confidence, Melinda launched her own art business, which has quickly grown into a successful venture.



Cultural and Ecological Burns

First Nation-led fire management, healing country, breaking down barriers

Organised and facilitated by Southern Queensland Landscapes, through a series of knowledge sharing events, First Nations-led fire management has been significantly enhanced across southern Queensland. Delivered by First Nations who hold knowledge of the traditional practice, these workshops provide a platform for Elders, knowledge holders, graziers and young people to share, document and participate in traditional fire practices such as cultural burning. Participants gain knowledge of the history and traditional use of fire in the landscape and the positive benefits this has for plant and animal biodiversity, as well as about the LORE of fire and the importance of reading what country is telling us.

Transfer of Knowledge

Knowledge sharing events that focus on First Nation-led fire management have helped to build Southern Qld Landscapes' relationship with First Nations people. A recent event was held in partnership with Kooma people on Murra Murra Station east of Cunnamulla. Attended by both Elders and youth, the event gave many participants their first opportunity to participate in a cultural burn offering a meaningful way to reconnect with culture and country.

To find out more about the Kooma knowledge sharing event see videos linked below, filmed on location on Murra Murra Station



Breaking down barriers

Beyond knowledge sharing, these events act as a bridge fostering reconciliation between Traditional Owners and land managers. Many graziers are becoming more interested in adopting traditional fire practices to enhance grazing pastures and overall ecosystem health. A notable example is a cultural burn demonstration that was done in collaboration with Fire Lore and the Mardigan people. Southern Qld Landscapes were able to work with the Mardigan people to negotiate access to 100 hectares of degraded mulga country northwest of Eulo. The local grazier was interested in potential benefits and approved the cultural burn to go ahead. Since the initial workshop and improvements to pasture and biodiversity the relationship between the grazier and Mardigan people has developed dramatically. The Mardigan people continue to return each season to that same property to implement fire as a land management tool to heal country.

By supporting these events, Southern Qld Landscapes is helping to build cultural capacity within communities, while ensuring that cultural knowledge remains the intellectual property of Traditional Owners and their communities. Other knowledge sharing events have also been held in Charleville with support of the Bidjara people and in Mitchell with the Gunggari people.



Relationships

Southern Queensland Landscapes has a strong desire to work with all people in southern Queensland to nurture healthy landscapes. We focus on nurturing the relationship people have with nature and promoting awareness of First Nations' relationships with the cultural landscapes in which we all live. We recognise that First Nations People have an ongoing spiritual relationship with Country as a result of their active role as custodians over thousands of years, this long-term role has generated significant knowledge. By acknowledging the relationship First Nations have with landscapes, we can build stronger, more harmonious collaborations that are conducive to sharing this science and knowledge. Through these collaborations, we can truly celebrate our diversity based on our mutual respect for each other and the natural and cultural assets of our region.

Understanding the organisation's contributions to the cultural, environmental, economic and social outcomes for First Nations Peoples will assist Southern Qld Landscapes to better work with Traditional Custodians for a sustainable future. We will do this by striving to enhance and support First Nations aspirations through our mutual love of the land. This forms the basis for building strong relationships while together acknowledging and addressing any barriers that may currently exist or may arise in the future.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	<ul style="list-style-type: none">Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2026	Senior Manager Programs
	<ul style="list-style-type: none">Continue to update and implement an engagement plan (First Nations Participation Plan) to work with First Nations Peoples, stakeholders and organisations.	January, April, July, August (Annually)	Senior Manager Programs
2. Build relationships through celebrating	<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	30 April (Annually)	Senior Manager Business Development

National Reconciliation Week (NRW).	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2026	Senior Manager Finance and Corporate Services
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> *Include the RAP content in new staff inductions including their roles in its delivery within 2 weeks of their start date. 	January, June (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> *Publish the RAP on the company website and ensure members and others are linked. 	January 2026	Senior Manager Finance and Corporate Services
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	January 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	January 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	January 2027	Chief Executive Officer

	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	January 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Promote the value and benefits to encourage participation in external First Nation events through our company networks. 	April (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> *Promote the 5 dimensions of reconciliation to SQL staff and others at relevant event dates. 	February, March, May, July, August (Annually)	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continue to review policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Continue to review, implement, and communicate our anti-discrimination policy. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Continue to engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	January 2027	Chief Executive Officer



Respect

Southern Queensland Landscapes aspires to look after country effectively through understanding the diversity of knowledge held by cultural knowledge holders. We know that this can only be done through a foundation of mutual respect for both country and each other.

We recognise the value of First Nation knowledge in supporting the achievement of the community's goals that are captured in the natural resource management plan for Southern Queensland. This plan reflects First Nations aspirations in its name; the Flourishing Landscapes Healthy Communities Plan, as it respects the clear message from First Nations people that healthy country is essential for healthy communities. This is a pathway that current and future generations must walk together as we strengthen and expand our respect for each other and strive towards self-determination for all individuals and communities in our region.

Southern Qld Landscapes will learn from and share knowledge with First Nations knowledge holders to achieve these outcomes based on respect for our diversity and our common aspiration for flourishing landscapes and healthy communities.

Respect for our diverse cultures and communities will continually be imbedded in our organisational policies as we learn from each other to build the foundation for a healthy and flourishing workplace.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge	<ul style="list-style-type: none">*Identify opportunities to work with traditional knowledge holders, as well as formal Native Title and Cultural Heritage prescribed bodies, for project delivery.	April (Annually)	Senior Manager Programs
	<ul style="list-style-type: none">Conduct a review of cultural learning needs within our organisation.	June (Annually)	Chief Executive Officer

and rights through cultural learning.	<ul style="list-style-type: none"> In consultation with First Nations People, develop, implement and communicate a cultural learning strategy for our staff. 	January 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Ensure the company's website content is culturally appropriate. 	February (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	January 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	January 2027	Chief Executive Officer
	<ul style="list-style-type: none"> *Conduct at least one knowledge sharing event each year and to support reconciliation between Traditional Owners and land managers. 	July (annually)	Chief Executive Officer
6. Demonstrate respect to First Nations peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	January – June (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	September 2026	Chief Executive Officer
	<ul style="list-style-type: none"> *Ensure all project design and on Country work by the company respects cultural protocols, cultural heritage and involves the relevant First Nation regardless of delivery agency. 	April (Annually)	Senior Manager Programs

	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	April (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	April (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> • *Continue to demonstrate respect to First Nations people by observing cultural protocols where possible in project delivery work. 	April (Annually)	Senior Manager Programs
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	July (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> • *Promote the value and benefits to encourage participation in external NAIDOC events through our company networks. 	June (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> • Continue to update and review HR Policies and procedures to support staff participation in NAIDOC Week. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> • Promote and encourage participation in external NAIDOC events to all staff. 	June (Annually)	Chief Executive Officer



Opportunities

Southern Queensland Landscapes will learn and work alongside First Nations in the region, and beyond, for they hold knowledge and science important for nurturing landscapes and communities. Supporting connection and walking together on Country provides an important opportunity to share this knowledge and science and achieve our shared aspirations for the future.

We respect and acknowledge First Nations intellectual property rights and desire to see economic benefits to First Nations businesses and communities. One way we support this is by contracting relevant First Nations businesses for the value that they add to our service delivery.

Southern Queensland Landscapes will continue to promote opportunities for employment, procurement, professional development and retention for First Nations people. Our organisation will maintain a welcoming and rewarding environment where all staff can share a diversity of values, knowledge and experiences to achieve individual and organisational goals.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development	<ul style="list-style-type: none"> *Build understanding of current First Nation staffing to inform future employment and professional development opportunities. 	March 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Increase the percentage of First Nations staff employed in our workforce. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Engage with First Nations staff to consult on our recruitment, retention and professional development strategy. 	March 2026	Chief Executive Officer

	<ul style="list-style-type: none"> Develop and implement a First Nation recruitment, retention and professional development strategy. 	June 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach First Nation stakeholders. 	April (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to maintain support for First Nation participation in our workplace. 	December 2027	Chief Executive Officer
9. Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement a First Nations procurement strategy. 	September 2026	Senior Manager Finance and Corporate Services
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	December 2027	Chief Executive Officer
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff. 	September 2026	Senior Manager Finance and Corporate Services
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. 	September 2026	Senior Manager Finance and Corporate Services
	<ul style="list-style-type: none"> Continue to develop commercial relationships with First Nations businesses. 	April (Annually)	Chief Executive Officer



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain First Nations representation on the RWG. 	January, March, June, September, December (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> *Launch the new SQ Landscapes RAP 	February 2026	Chief Executive Officer
	<ul style="list-style-type: none"> Annual revision of Terms of Reference for the RWG. 	February (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March, June, September, December (Annually)	Senior Manager Business Development
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	March 2026	Senior Manager Business Development
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	March 2026	Senior Manager Business Development
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	February 2026	Senior Manager Business Development

	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	January 2026	Chief Executive Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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 (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	September (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March, June, September, December (Annually)	Senior Manager Business Development
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	October (Annually)	Chief Executive Officer
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	February 2026	Senior Manager Business Development
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	January 2028	Senior Manager Business Development
	13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2027

Contact details

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