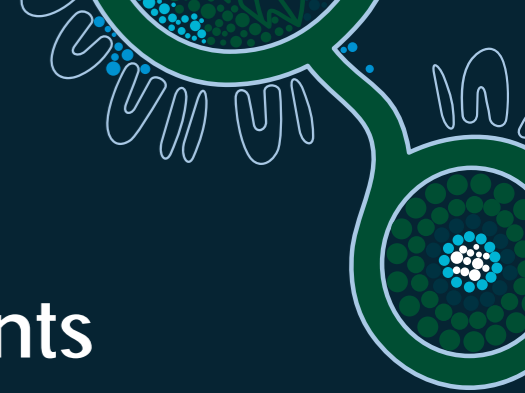


Healthy Land & Water
Innovate
Reconciliation Action Plan

November 2024 - November 2026





Foreword

Reaffirming our commitment

“As we present our second Innovate Reconciliation Action Plan, we reaffirm our commitment to reconciliation with a renewed sense of purpose. This plan marks a pivotal moment for Healthy Land & Water, emphasizing deeper accountability, transparency, and a collective advocacy to inspire and engage every member of our organisation.



In journeying forward on our path of reconciliation we seek to develop strong partnerships with First Nations peoples, that embrace our unique traditional knowledges that have long sustained Country, intertwining them with the modern scientific opportunities before us. Together, we will transform our vision of reconciliation into a living, celebrated reality of caring for Country.

As a proud Quandamooka man, I draw from the strength of my ancestors and the wisdom of my Elders to protect our Mother Earth, achieving culturally respectful and inclusive outcomes. This is our time to shine, to lead, and to ensure a lasting legacy of unity and respect that will benefit our children’s children.”

Cameron Costello

Quandamooka Man,
Healthy Land & Water
Board Member

Contents

Acknowledgement of Country	2
Our artwork	3
Our region	5
Our business	7
Our vision for reconciliation	12
Working better together	13
Our Innovate RAP	15
Journey of Reconciliation	17
Stories from our journey	21
Our committees	25
Actions	
Relationships	27
Respect	31
Opportunities	35
Governance	41



Our RAP champion

“We can, and must, do much more to ensure that reconciliation becomes embedded into business-as-usual across all aspects of Healthy Land & Water operations. This means fostering a deeper understanding and respect for First Nations cultures, ensuring inclusive decision-making processes on all levels, and prioritising partnerships that empower Traditional Owners, allowing us to walk together to create meaningful, lasting change.”

Julie McLellan

Chief Executive Officer
Healthy Land & Water



Message from Reconciliation Australia CEO

Reconciliation Australia commends Healthy Land & Water 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Healthy Land & Water 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 Healthy Land & Water will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Healthy Land & Water 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 Healthy Land & Water 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, Healthy Land & Water Limited will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Healthy Land & Water's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Healthy Land & Water on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



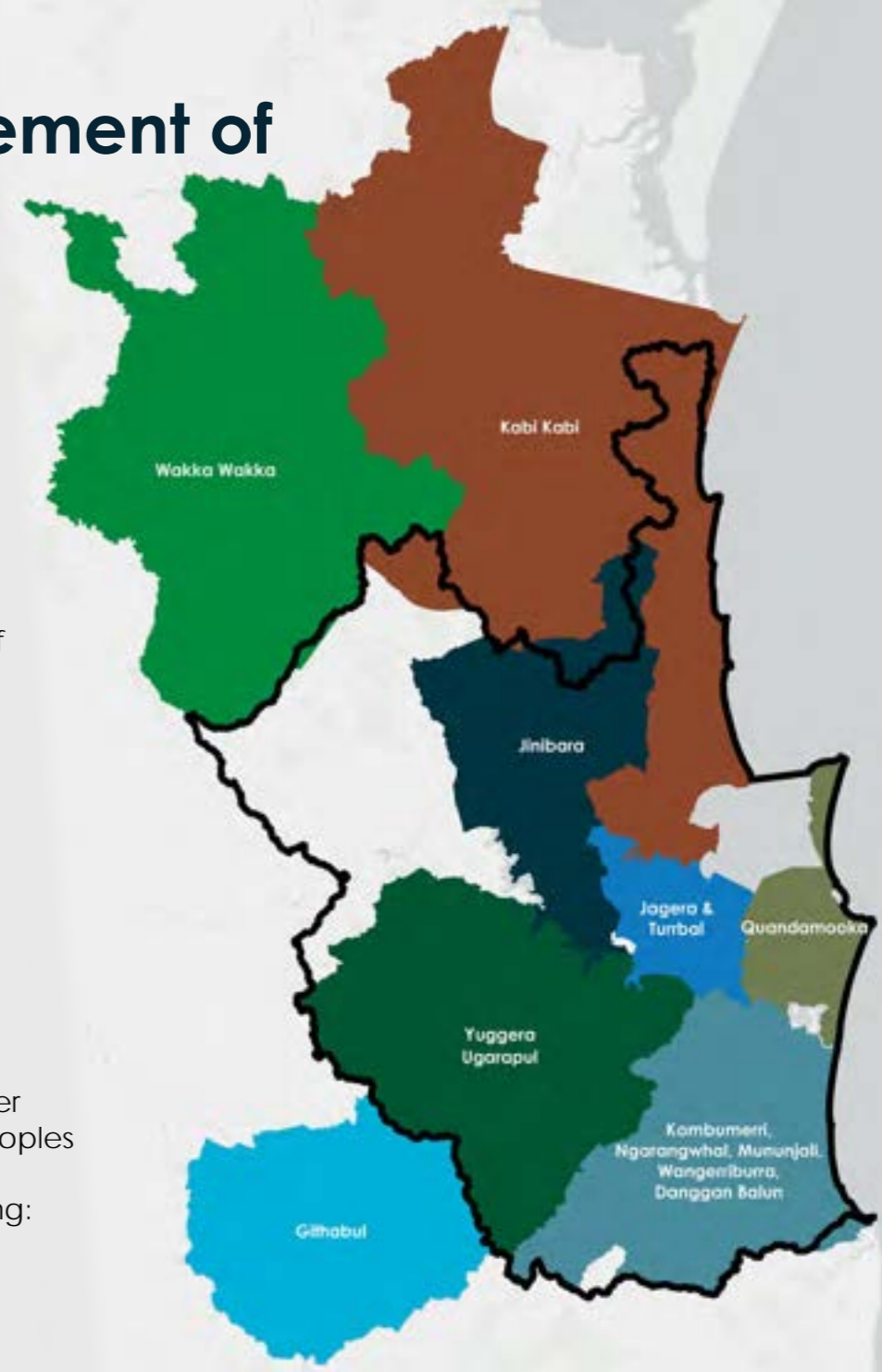
Acknowledgement of Country

We acknowledge that the place we now live in has been nurtured by Australia's First Nations peoples for tens of thousands of years. We believe the spiritual, cultural and physical consciousness gained through this custodianship is vital to maintaining the future of our region.

We are grateful that we are able to share this land. We express our sorrow for the price of that sharing and our hope that we can move towards a place of equity, equality and partnership together.

Our region encompasses a number of Traditional Owner groups and First Nations peoples who share a pivotal role in Caring for Country, including:

- Kabi Kabi.
- Jinibara.
- Wakka Wakka.
- Yuggera Ugarapul.
- Turrbal.
- Quandamooka.
- Jagera.
- Kombumerri.
- Githabul.
- Ngarangwhal.
- Mununjali.
- Wangerriburra.
- Danggan Balun.



Further, Healthy Land & Water has working relationships with Traditional Owner groups and organisations outside of the SEQ region, including:

- Bigambul.
- Darumbal.
- Bidjara People.
- Iman People.
- Port Curtis Coral Coast Trust representing the Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda People.

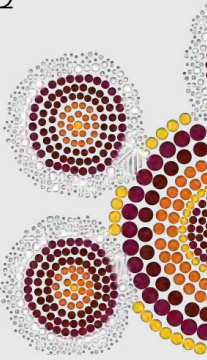




Photo of Nicole R-H & Daniel E supplied by Healthy Land & Water.

Waterways and connection to land

The intricate relationship between water and land is deeply rooted in our cultures, histories, and ecosystems.

Throughout history, civilisations have flourished near bodies of water, harnessing their power for transportation, agriculture, and trade. Rivers, lakes, and oceans have provided nourishment, served as routes for exploration, and shaped the development of societies. Beyond its practical uses, water holds immense cultural and spiritual significance for many communities. First Nations cultures have long recognised the sacredness of water and its vital role in traditions and ceremonies.

Water is seen as a giver of life and a symbol of purification, connecting people to their ancestral lands and fostering a sense of belonging. The health of our waterways is directly linked to the health of the land. Wetlands, estuaries, and rivers provide crucial

habitats for diverse plant and animal species, contributing to biodiversity and ecological balance. They also play a vital role in regulating water cycles, filtering pollutants, and mitigating the impacts of climate change.

By fostering a deep connection to the land and water, we can cultivate a sense of stewardship and responsibility towards our natural resources. This involves promoting conservation efforts, supporting local communities that rely on water-based livelihoods, and advocating for policies that prioritise the well-being of both land and water.

Embracing the beautiful water animals such as the turtles, stingrays and the mangroves running along our rivers providing food and homes for our water-based animals. The sky animals such as the eagle flying over the land and waters preying for food, the wallabies footprints leaves the trail of life's journey on the sunburned land.



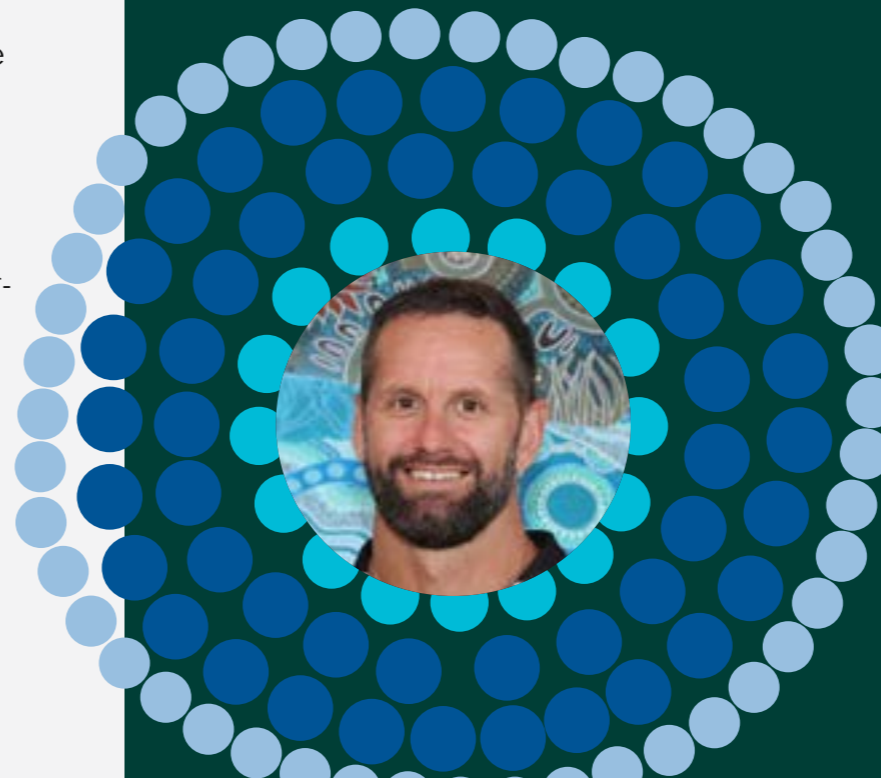
About the artist

Daniel Evans is a proud Gamilaroi man from Coonabarabran, who has been living and working on Kombumerri and Bunjalung Country for over 25 years. In that time, he has developed strong ties with Kombumerri mob.

Mr Evans established his business Walkabout Warriors Art in 2017, which represents his three main passions of fitness, mentoring and Aboriginal art. Walkabout Warriors Art has a national focus with an aim of reaching from the smallest communities in our remote and rural areas, to large urban and metropolitan centres.

As a proud Aboriginal man Daniel's paintings tell stories based on his journey through life. He developed his skills as an artist through the community and through social media.

Daniel's portfolio includes canvas art, sports jerseys, shoes, surfboards and guitars. Daniel is a passionate mental health advocate on behalf of people living with mental health illness. He is committed to his work and understands the importance of goal setting and not losing sight of what is achievable.





“South East Queensland is graced with amazing natural landscapes, from the bay, islands and coastline to the rainforest, rivers, valleys and mountains. A phenomenal diversity of native plants and wildlife rely on these deeply important places, as do all of us who live here. It is our responsibility to care for this region together, following in the footsteps of thousands of years of culture.”

Tom Lally

Assistant Team Lead,
Land Restoration

South East Queensland's local government areas:

- Brisbane City.
- Redland City.
- Logan City.
- Ipswich City.
- Gold Coast City.
- Scenic Rim.
- Lockyer Valley.
- Toowoomba (eastern foothills).
- South Burnett.
- Somerset.
- Moreton Bay.
- Sunshine Coast.
- Noosa.
- Gympie.

The SEQ catchment area that we operate in roughly aligns with that defined in the Queensland Government's *SEQ Regional Plan (Shaping SEQ) 2023*.

Our region

Healthy Land & Water is the official natural resource management organisation for South East Queensland, based in Brisbane. It is one of a network of 54 NRM regions, which cover every inch of Australia.



South East Queensland attracts people from around the world due to its climate, liveability, economic opportunities, quality education, biodiversity, natural assets, and affordable living.

It is home to around 3.5 million people and is expected to grow by a further 2 million people in the next 25 years.

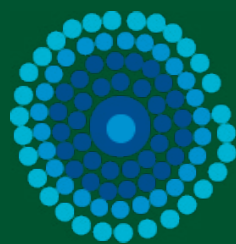
The Healthy Land & Water office is in Brisbane, with our staff working throughout the South East Queensland region and beyond. Our work programs extend north to Noosa, south to the Queensland/New South Wales border and west to the base of the Toowoomba range. Our eastern boundary captures the beautiful waters and islands of Moreton Bay as well as the Gold Coast and Sunshine Coast.

While this growth is exciting, it brings with it some inherent challenges in managing the region to ensure all demands on resources are balanced and sustainable. This will ensure that South East Queensland will continue to be a frontrunner as a desirable region where people love to live, learn, work, play, invest, and visit.

Our business

Healthy Land & Water is the go-to official environmental body for South East Queensland, dedicated to improving and protecting South East Queensland's environment.

Each year we **build the health, resilience and liveability of our beautiful and biodiverse region**, and beyond by:



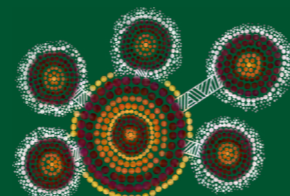
Delivering hundreds of on-ground projects and monitoring the health of the region.



Providing advice for decision-makers to protect and improve our environs.



Directing action and investment to where it is most needed.



Connecting people into synergistic partnerships to help broaden capacity and capabilities.

For 25 years we have been delivering innovative and science-based solutions to challenges affecting the environment. We take pride in our work, investing in and leading initiatives to build prosperity, liveability and sustainability in our region.

We are proud of our reputation as leaders in the natural resource management sector. We recognise that the best environmental outcomes are not achieved solely with scientific data. Rather from the layering of many streams of knowledge and understanding, including First Nations traditional knowledges and practices, community insights and experience and world-leading science.

At the heart of our success is our ability to leverage our strong and growing network of partners and stakeholders – bringing synergistic collaborations together to deliver results. With such an extensive network, we are keenly aware of the significant role we play in educating and informing others about the environment, as well as the importance of cultural heritage in our region, and the need for their preservation.

Underpinned by actions in this RAP, we seek to further strengthen our relationships with the First Nations peoples and communities in the region, building trust and respect, learning from their collective wisdom, and empowering us all to work together to care for Country.

Growing workforce

Our workforce and capacity are growing with around 75 staff, almost doubling in the past three years, and reflecting the significant growth within the region.

Our first RAP outlined our commitment to proactively employing First Nations employees into our growing organisation. We currently have two employees who identify as Aboriginal and/or Torres Strait Islander people (2.7% of our total workforce). The percentage population of Aboriginal and/or Torres Strait Islander peoples relative to Queensland's overall population is 4.6% according to the ABS 2021 Census. We seek to reflect this representation within our organisation.

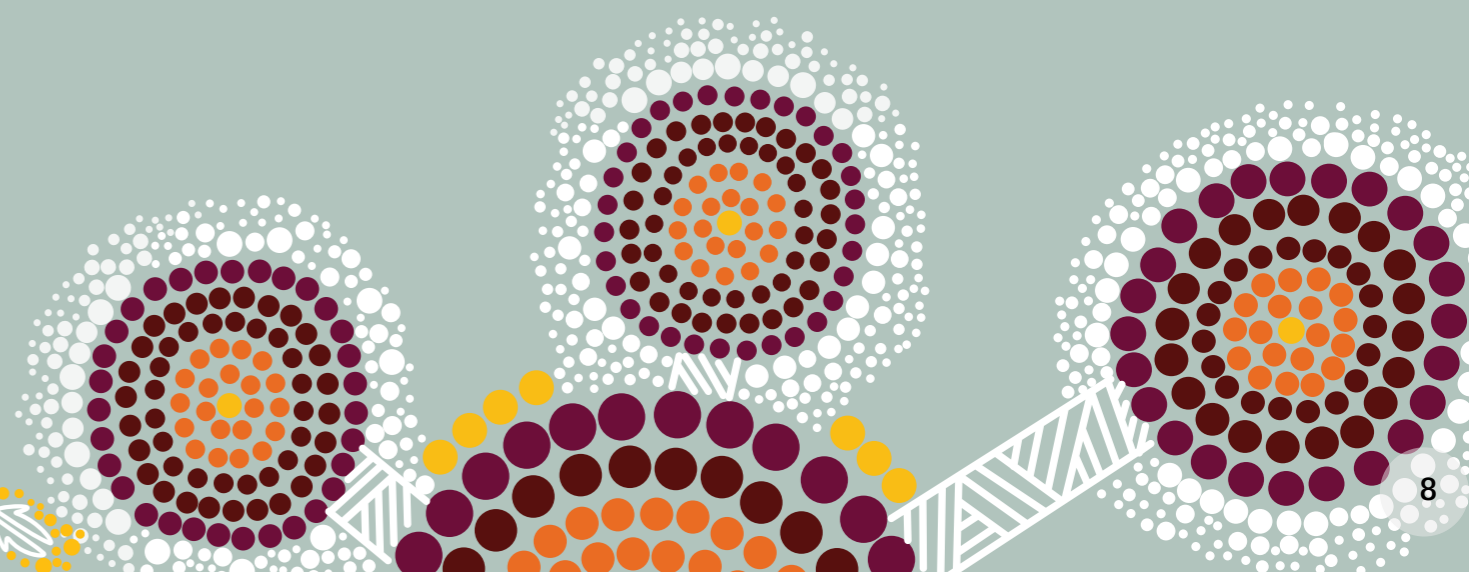
Our aim is to double the number of First Nations employees, or better, as we deliver this second RAP, providing opportunities in all areas of the business. In doing so, we are committed to ensuring we provide a culturally safe work environment, that facilitates staff retention and growth.

Our vision

A Healthy Land & Water that is recognised regionally and globally for our innovative pathways that deliver positive environmental benefits.

Our mission

Lead the change that will deliver an environment for future generations to thrive.



Our values



We synthesize and apply cutting edge science to develop innovative solutions that protect, restore and build the resilience of our natural environment.



We act with integrity to build a regional community that values and cares for its natural assets.



We work together and with others to value and care for our natural assets.



We are passionate and care for our environment and our community, and commit to ensure the health, safety and wellbeing of our people.



We act with courage to build a regional community that values and cares for its natural assets.

Stories from our journey First Nations values and actions to improve natural hazard management

Healthy Land & Water, supported by Natural Heritage Trust funding and managed by the Australian Government Department of Climate Change, Energy, the Environment and Water, collaborated with First Nations partners to develop the *Biodiversity and Agricultural Natural Capital Assets Emergency Preparedness Response Plan*. The project aimed to create more cohesive management and improve responses to natural hazard events, particularly through a First Nations lens.

This effort included a workshop at Redland IndigiScape to integrate First Nations' values and actions into natural hazard management. The event fostered discussions on improving management practices and deepened understanding of First Nations perspectives, values, aspirations, and roles in natural hazard management. This collaboration has laid the groundwork for better integration and more resilient management of biodiversity and agricultural assets in SEQ.



Photo supplied by Healthy Land & Water.





Our priorities

- 1 Direct investment into South East Queensland's environmental future.
- 2 Deliver transformative environmental and community change.
- 3 Create connections between people, place and culture.

Our work in protecting and improving the environment spans many connected elements making up a healthy region's ecosystem.

This includes:

First Nations – Recognition of Traditional Owners as natural resource managers is one of the guiding principles of the SEQ Natural Resource Management Plan. Traditional Owner knowledge and values have maintained the region for millennia. The active engagement and collaboration with Aboriginal and Torres Strait Islander peoples in community planning and decision-making is essential.

Nature conservation – Sustaining the rich biodiversity to preserve the provision of all ecosystem services, including the conservation of rich and diverse habitats throughout SEQ.

Healthy land – The condition, area, and extent of arable and grazing lands to support the society and economy of the region.

Healthy water – Water resources and riparian areas that provide ecosystem services, supporting livelihoods and lifestyles.

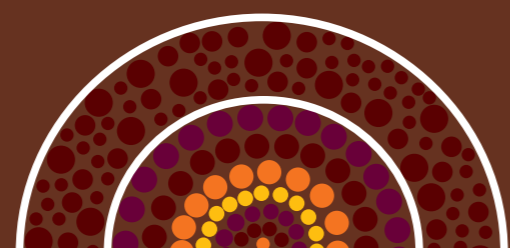
Local landscapes – The unique landscapes of the region help to define the region's character and people's sense of well-being and belonging.

Coasts and marine – Coastal areas and marine waters that are vital to our way of life in SEQ, forming the basis for our lifestyle as well as tourism and commercial fishing industries.

Community – Enhancing and maintaining the capacity and ability of the community to engage in planning, implementation, and monitoring of local actions to achieve regional targets.

Sustainable urban design – Creating relationships between the natural environment, urban form and structure, economic and institutional processes, and social livelihood.

Air and atmosphere – The atmosphere, air and climate play a key role in the health of the natural system. Maintaining and enhancing the region's air quality is a key element when considering future land-use options and transport modifications.



Our vision for reconciliation

Healthy Land & Water collaborates with First Nations peoples to care for Country in respectful partnerships – creating innovative pathways that interweave traditional knowledges and contemporary practices, to deliver a healthy environment for now and generations to come.

Healthy Land & Water recognises our shared history throughout the SEQ region and the impacts of wrong doings on Aboriginal and Torres Strait Islander peoples. We are committed to moving forward with honesty, openness and the spirit of reconciliation. We acknowledge the importance of education to provide greater understanding and acceptance, and we work to empower First Nations communities through opportunities in natural resource management. We value Aboriginal and Torres Strait Islander cultures and heritage and take pride in our shared values and identity as Australians.

"In looking after our region's environment and natural resource management, we want to make sure that the living cultures, stories and histories of Aboriginal and Torres Strait Islander peoples in our region are embedded and celebrated by all Australians as part of our national story."



Stephen Robertson

Healthy Land & Water Chair

Working together better

Now with the benefit of a greater understanding developed during our first RAP, our second Innovate RAP is focused on strengthening our approach to reconciliation.

Some of our key considerations and learnings in **creating a more culturally safe and genuinely supportive work environment** are:

1 Adapting to better embed First Nations Priorities

Achieving meaningful representation can be challenging in any organisation. Moving forward, we will ensure that implementation of our RAP is embedded in the objectives and key results (OKRs) of each division, making it easy to execute and monitor, ensuring its success.



Consistent and comprehensive engagement with all Traditional Owners and Aboriginal and Torres Strait Islander groups to understand their aspirations, capabilities and priorities for natural resource management in the region.

Building our First Nations workforce to facilitate representation of First Nations voices in all aspects of our business.

Reframing First Nations priorities in a business-wide context, from governance bodies through to each operational area.

2 Fostering a culturally safe workplace



We have gained a deeper understanding of what constitutes a culturally safe workplace. Moving forward, we will continue to apply these insights in practice.

Continuously working on creating a more culturally safe work environment that is the springboard for building a robust First Nations workforce, supporting capacity building, empowerment and retention of employees.

We will continue to build our cultural competency through fit-for-purpose training programs, building our understanding of our shared histories in Queensland and Australia.

We expand our understanding of Traditional knowledge and perspectives, through opportunities such as a Yarning Day and lecture series with Traditional Owners in the region. Providing staff with an awareness of, and respect for, deep-seated protocols in relationships with First Nations Custodians, and how we engage with those protocols.

3 Enriching natural resource management



We learned that honouring and framing our data with treasured generational wisdom leads to better outcomes for all. Moving forward, we are committed to respecting and protecting knowledge sovereignty.

Building our knowledge and understanding of First Nations peoples and their traditional custodianship of Country.

Providing proper respect to Traditional knowledges, understanding that it is not ours to take but to be given by Traditional Owners, who retain the right to grant or withdraw access.

4 Enhancing accountability and ownership for real change



We learned that meaningful change needs stronger accountability and ownership beyond checking boxes. Moving forward, we will take a more holistic approach and establish a robust strategy to ensure company-wide engagement and responsibility.

While our previous RAP provided oversight and accountability, we recognise that it did not necessarily lead to integration. The intent is to ensure the RAP is woven throughout the organisation's projects and work programs as standard points of consideration.

We are working to ensure the RAP is embedded into all our strategic and operational plans, with reconciliation delivered as a top-of-mind priority for all.

5 Nurturing genuine partnerships



We learned that treating First Nations groups as contractors of knowledge for projects hinders the development of genuine partnerships. Moving forward, we will focus on engaging respectfully in two-way relationships regardless of project scope.

Shift focus from sporadic, project-based engagement to consistent, long-term efforts, recognising that solid relationships are built on sustained commitment.

Recognising that we must nurture individual relationships with each First Nations group to earn trust, acknowledging that mistrust is the historical precedence established in this region and throughout our country.

Our team continues to enhance our cultural competency to ensure effective respectful and considerate interactions with the Traditional Custodians of Country.

Our Innovate Reconciliation Action Plan

Our *Reconciliation Action Plan* (RAP) outlines the proactive steps Healthy Land & Water is committed to in advancing reconciliation and working collaboratively with Aboriginal and Torres Strait Islander peoples in South East Queensland.

Creating purposeful and lasting change

- Expanding and embedding equitable, trusted relationships with all Traditional Owners and Aboriginal and Torres Strait Islander communities and organisations across the region.
- Rolling out meaningful engagement strategies and actions to empower Aboriginal and Torres Strait Islander peoples in natural resource management.
- Engage staff in reconciliation, including more focussed cultural learning.
- Grow our First Nations workforce across all aspects of the organisation.

Strengthening and broadening our work

Healthy Land & Water recognises that each Traditional Owner group and community in our region are as unique as the landscapes they care for and call home. As such we acknowledge that our journey to build and embed relationships with mob across the region, is a journey of many steps.

Committed to building genuine relationships, partnerships and learnings, at the start of our journey, our approach has been limited, with a strong focus on Quandamooka and the Moreton Bay region.

Now with the benefit of having greater understanding developed during our inaugural Innovate RAP, our second RAP will build on these learnings to form relationships and reconciliation actions with the region's many First Nations groups.

Healthy Land & Water recognises the important role we must play throughout the region, understanding and sharing the perspectives of all First Nations peoples with our network of partners and stakeholders. We are committed to embracing the responsibilities of an advocate, highlighting the importance of traditional knowledges, including cultural heritage values, and the need for preservation and protection. Through our work we endeavour to facilitate change in how people operate on, and interact with, Country throughout the region.

Inherently part of our strategy

Our approach to reconciliation as outlined in this RAP, expands upon the strategic framework established by the Healthy Land & Water Strategic Plan. Specifically, our continuing journey of reconciliation aligns to:

- Strategic Priority 2 – Delivering transformative environmental and community change, by means of creating value, connecting people and facilitating opportunities for targeted, innovative and impactful on-ground work programs that improve the environment and empower communities.
- Strategic Priority 3 – Creating connections between people, place and culture. Utilising our networks of stakeholders, our strength is re-enforced by bringing together strong, multi-faceted partnerships. In doing so, we have meaningful partnerships with First Nations peoples as custodians of Country establishing innovative approaches to natural resource management.

Furthermore, the RAP aligns with Healthy Land & Water's Environment, Social and Governance (ESG) Policy by means of the Social and Governance pillars, establishing a strong organisation ethos. In delivery of the RAP, we will give life to the ESG Strategy's goal of prioritising engagement with Aboriginal and Torres Strait Islander communities and organisations, providing for meaningful investment through collaboration and inclusion.

Our Journey



SEQ Catchment Members Association Inc.

This community forum represents perspectives from across the region, including the membership of 14 Aboriginal and Torres Strait Islander organisations.

Indigenous Engagement Action Plan
Healthy Land & Water commissioned Professor Darryl Low Choy to create an Indigenous Engagement Action Plan, resulting in several key initiatives.

Healthy Land & Water Strategic Plan
Traditional Owners and Aboriginal and Torres Strait Islander peoples are integral to the Healthy Land & Water Strategic Plan, focussing on community engagement, collaboration, and involvement in key projects.

Reconciliation Action Plan – Innovate
Inaugural RAP launched with consultation.

Appointment of a First Nations Board Director

Our Constitution amended to facilitate appointment of Cameron Costello.

First Nations peoples employment target
Healthy Land & Water Employment Policy updated to include target for First Nations employees, and establish the EOI process for First Nations peoples.

Introduced cultural competency through AIATSIS training

To upskill and educate staff on Australia's history and Cultures.

Implemented Cultural Heritage Protection Policy

2009



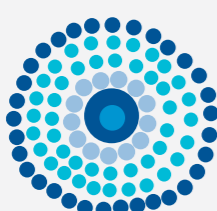
2017



2017 cont.



2015



Memorandum Of Understanding (MoU) Between Healthy Land & Water and QYAC (Quandamooka Yoolooburrabee Aboriginal Corporation)

Healthy Land & Water and QYAC, the prescribed body corporate responsible for managing the Native Title affairs of the Quandamooka Peoples, developed and signed this MoU in 2015 to codify the strong relationship between the two organisations.

National Landcare Program - Indigenous engagement and capacity building

Under the previous National Landcare Program (2015–2018), Healthy Land & Water completed the following:

Engaged community groups, Aboriginal and Torres Strait Islander peoples, and landholders through Local Level Grants to protect Matters of National Environmental Significance.

Improved awareness of natural resource management in South East Queensland, including engagement with Traditional Owners.

Offered training to land managers, increasing participation of Aboriginal and Torres Strait Islander peoples in natural resource management.

Traditional Owners are incorporated into the organisation's promise: We work with and bring together landholders, Traditional Owners, community groups, industry and government to improve the health of our land, water and biodiversity.

2021



2018



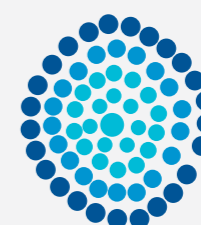
Indigenous Engagement Strategy Committee established.

Renewed National Landcare Program
Increased Aboriginal and Torres Strait Islander peoples employment in Healthy Land & Water to 4%.

Healthy Land & Water Strategic Plan – Strength Defined
Focussing on First Nations empowerment.

Established a new ESG Procurement Strategy
Focus on First Nations business procurement as standard practice at Healthy Land & Water, including membership with Supply Nation.

2022



Engaging new First Nations employees

Engaged Indigenous Advancement Lead and Cultural Heritage Officer, expanding our First Nations workforce to guide our journey of reconciliation and respectful collaboration.

Expanded Healthy Land & Water Employment Policy

To improve visibility of First Nations candidates and given primary consideration when we fill vacancies.

Supply Nation made the default procurement channel

To ensure First Nations businesses are given primary consideration in all aspects of our business procurement.

Reinstated New RAP Working Group

Including staff from every department of Healthy Land & Water to ensure our staff's voices are heard and collective decisions are embraced by all.

Established the Cultural Broker role

Through the Healthy Land & Water Indigenous Participation Plan as a key deliverable of the Regional Delivery Partners program, overseen by the Department of Climate Change, Energy, the Environment and Water.

Hosting a First Nations Board Observer

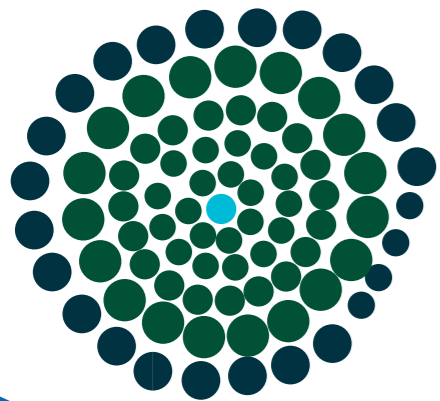
The Healthy Land & Water Board hosts a First Nations Board Observer to boost First Nations representation on NFP and corporate boards through the Committee for Brisbane and CareerTrackers program.

Delivery of fit-for-purpose cultural capability training

With a focus on expanding our workforces' understanding of First Nations peoples' histories and contemporary matters specific to SEQ.

New Healthy Land & Water Reconciliation artwork

Engaged Gamilaroi artist, Daniel Evans who produced the reconciliation artwork, "Waterways and Connection to Land", reflecting our work at Healthy Land & Water.



2023



2024



"Through lore, we have a responsibility to care for Country and each other, following in the footsteps of our ancestors. By walking together and learning from one another, we can be truly empowered. Collectively, we create greater strength and better outcomes than if we were to continue on separate paths."

Nicole Rawson-Harris

Indigenous Advancement Lead,
RAP Working Group Co-Chair



"At Healthy Land & Water, reconciliation is not tacked on to our agenda, it's woven into the fabric of our approach to nurturing relationships and delivering projects to care for Country. Reconciliation is a shared responsibility, and together, I imagine a future that has respectfully and purposefully weaved in the aspirations and knowledge of First Nations people to everything we do."

Andrew O'Neill

Chief Science & Sustainability Officer,
RAP Working Group Co-Chair

Stories from our Reconciliation journey

Cultural heritage at the forefront



Photo of Samille L-H supplied by Healthy Land & Water.

Our partnership with Kabi Kabi Peoples was instrumental in our project along the Caboolture River. Funded by Unitywater, the project aims to rehabilitate 2.4 km of eroded shoreline and re-establish native vegetation along this cultural heritage area which has seen so much of the Kabi Kabi history unfolding.

To safeguard cultural heritage finds, a Kabi Kabi representative was actively involved on-site, overseeing earthworks. Their expert knowledge and advice are continuously crucial during the earthworks, ensuring thorough monitoring and safe handling of any significant discoveries.

To ensure cultural sensitivity, respect and connection to the First Nations' history of the area, cultural heritage training was provided to all project participants, with induction sessions held for visitors and attendees.

Although no artifacts or sites have been discovered during the project to date, the ongoing collaboration with the Kabi Kabi Peoples has been invaluable. This partnership underscores our commitment to respectful engagement and the preservation of First Nations' heritage and culture.

Strengthening partnerships with Traditional Owners

In 2011, the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) was established to advocate for the Quandamooka people, whose lands include Minjerribah (North Stradbroke Island), Mulgumpin (Moreton Island), and Moreton Bay. These areas hold significant cultural and ecological value.

A significant step in solidifying and strengthening their relationship with Healthy Land & Water was the signing of a Memorandum of Understanding (MoU), the first of its kind in Queensland between First Nations peoples and a natural resource management organisation.

The MoU solidified Healthy Land & Water's commitment to support QYAC with various land and water management projects.

These included programs to control feral pests like foxes and cats, the development of a fire management strategy for Minjerribah, and providing scientific and technical support for land and sea management.

This partnership greatly impacts Healthy Land & Water by enriching and enhancing our cultural understanding and capacity. The collaboration continues to evolve, helping us better grasp Traditional Owners' aspirations in managing Country and identifying how to support their realisation.



Selina Barton

Reviving the flame of resilience with the Githabul People

In Main Range and Emu Vale (Waringh Waringh), Healthy Land & Water is working with the Githabul People to empower their community and strengthen their connection to the land

The Githabul People, Traditional Owners of Main Range National Park, view fire as crucial for landscape management. Healthy Land & Water worked closely with them to develop a Township Fire Management Strategy to protect areas of significance, increase their land management capacity and aid in the recovery of the local community after the 2019-2020 bushfires. The resulting strategy combines contemporary and traditional knowledge, guiding Emu Vale in effective burning practices and ensuring resilience against future bushfires.

The project achieved several milestones. Githabul members completed accredited courses in weed and fire management, qualifying them for paid land management work. They identified and surveyed areas for fire mitigation, engaged with local landowners to raise awareness of their role, and participated in wildlife monitoring of species like the eastern bristlebird.

This collaboration has preserved significant cultural sites and established a foundation for deeper partnerships.



Photo of anonymous student supplied by Kilcoy State High School.

Bush food garden for the community

The Kilcoy community group and Jinibara People Aboriginal Corporation welcomed in the new site of the Kilcoy State High School bush food community garden.

The development of this project was an opportunity to recognise and celebrate the importance of the Jinibara People as part of the rich history of the Kilcoy region.

This project is a collaborative effort of the local community group, Jinibara People Aboriginal Corporation, Healthy Land & Water, and the local high school. Students from the Kilcoy State High School agriculture program along with teachers, Liz Carter and Karen Martin carefully planted selected bushfood plants in the new garden.

This was the first of many future activities that celebrate and enhance the connection to Country and the Jinibara Peoples in the Kilcoy region.

Renewing connections with the Yuggera Ugarapul People along Laidley Creek

Healthy Land & Water has been working on restoration efforts along Laidley Creek for many years. The discovery of two suspected scar trees reignited a partnership with the Yuggera Ugarapul People, the area's custodians and Native Title applicants. These potential cultural sites were found in previously revegetated sections of the creekbank where maintenance work was underway to support native vegetation.

As best practice, our team invited Yuggera Ugarapul representatives to assess the planned work site at Mulgowie. Their expertise confirmed one of the suspected trees as a scar tree, which was then recorded in the Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts database. Collaboration with the landholder and adjustments to the vegetation management plan ensured its protection.

Through respectful negotiation, we agreed on culturally sensitive methods for conducting works requiring soil disturbance in the next stage of projects in this landscape.

This engagement led to the adoption of more robust cultural heritage procedures and changed our approach to soil disturbance projects. This initiative not only preserved a significant cultural site but also fostered deeper collaboration with the Yuggera Ugarapul People and established what we could do better together in future works.



Photo of Tommy Coghill supplied by Healthy Land & Water.

Connection to Yuggera Country

In the spirit of acknowledging and sharing the connection to the Yuggera language group, Traditional Owner Tommy Coghill, descendant of Message Stick Carrier Charlie of Moreton, was invited to share a Welcome to Country at a range of Healthy Land & Water hosted events.

Through his ancestors' stories, Tommy took all participants on a journey steeped in tradition and connection to the custodians of the land and waters.



Photo supplied by Healthy Land & Water.



Photo of Githabul Rangers supplied by Healthy Land & Water.

Indigenous Engagement Strategy Committee (IESC)

Strategic oversight, guidance, alignment

Our IESC is a Board Committee, which has been convening since 2018. Membership on the Committee includes:

- First Nations Board Director (Chair).
- The Board Chairman.
- A nominated Board Director and external persons with relevant experience.
- Healthy Land & Water CEO.
- Representative(s) of Traditional Owners who have been recognised through a Native Title determination outcome.

The key purpose of the IESC is to:

- Provide strategic guidance and oversight of the organisation's *Reconciliation Action Plan*.
- Provide oversight of the company's implementation of the Queensland Natural Resource Management Aboriginal and Torres Strait Islander Participation Principles of Practice.
- Provide oversight of partnership agreements with Traditional Owner groups to work towards enhancement of internal work practices and facilitate higher First Nations engagement (e.g. Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) – HLW Memorandum of Understanding).
- To review and monitor implementation of First Nations initiatives.
- To provide support and advice to the delivery programs.
- To provide advice on the company funding model.

It is proposed that membership of the committee will be reviewed and expanded to provide more comprehensive representation of all Traditional Owner groups throughout SEQ, ensuring greater involvement, more meaningful partnerships and a truer voice for First Nations peoples in the region.



RAP Working Group

Direction, input, reporting on delivery

The RAP Working Group, which was reinstated in late 2023, has been integral in guiding and developing the direction of this RAP. This group is now responsible for implementing, monitoring and reporting on delivery of the RAP at an operational level.

All business units and project teams are represented on the Working Group, ensuring a truly organisation-wide commitment to reconciliation.

It is co-chaired by the Indigenous Advancement Lead and Chief Science and Sustainability Officer.

Focus on First Nations representation on the Working Group

The representation of Aboriginal and/or Torres Strait Islander staff at Healthy Land & Water is to be maintained by ensuring that First Nations employees are provided the opportunity to sit on the Working Group. Three staff identifying as Aboriginal sat on the Working Group during the development of the RAP, including the Indigenous Advancement Lead co-chair.

Reporting on delivery

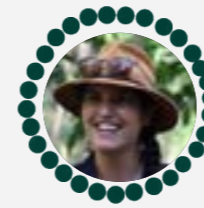
The Working Group will report on delivery to the IESC and Board via the CEO and Indigenous Advancement Lead.



"Engagement with Aboriginal and Torres Strait Islander peoples requires an ongoing commitment that is founded on trust and relationship building. Aboriginal and Torres Strait Islander peoples are born into a community, grow and learn as a community and thrive as a whole community throughout their lives. It is imperative to nurture this community spirit, keeping it alive and strong for generations to come."

Hayley Shields

Indigenous Engagement Officer



"I'm excited for this RAP to solidify my work with First Nations groups, empowering their leadership and respectfully integrating Traditional Knowledge into fire planning and landscape management."

Diana Partridge

Assistant Team Lead,
Fire Ecology



"Like First Nations cultures and knowledges which are dynamic-evolving constantly over time – in each of its incarnations, the RAP creates a path toward transformation; an opportunity to build partnerships, binding history and innovation to strive for a learning space where environmental protection, social justice and Voice meet."

Gabriela Shuster

Senior Scientist



"Working on Country is a wonderful part of the field work I do and I am lucky to learn from the First Nations peoples who have cared for Country for tens of thousands of years. Building relationships with First Nations peoples and working alongside them is key for continuing reconciliation action."

Indigo Kuss-Patterson

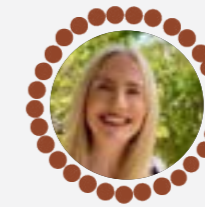
Senior Scientist



"I have learned firsthand the importance of engaging, respecting, and working in collaboration with First Nations peoples when delivering events, as this approach not only enhances cultural connection but fosters a deeper understanding among participants."

Natalie Taylor

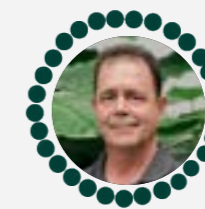
Events Officer



"I'm deeply grateful to be part of the RAP Working Group at Healthy Land & Water. It's a privilege and responsibility to contribute to initiatives fostering understanding, respect, and partnerships with First Nations peoples."

Michelle Spadina-Watson

Quality and Compliance
Lead



"I am excited to be part of this group, fostering and driving the message of reconciliation, gaining a personal understanding and helping deliver broader community advancement."

Ray Nelson

Business Manager

Thanks to former RAP working group members Lilly Boler-Johnson, Patrick Malone, and Rachael Nasplezes for their valuable contributions.



Relationships

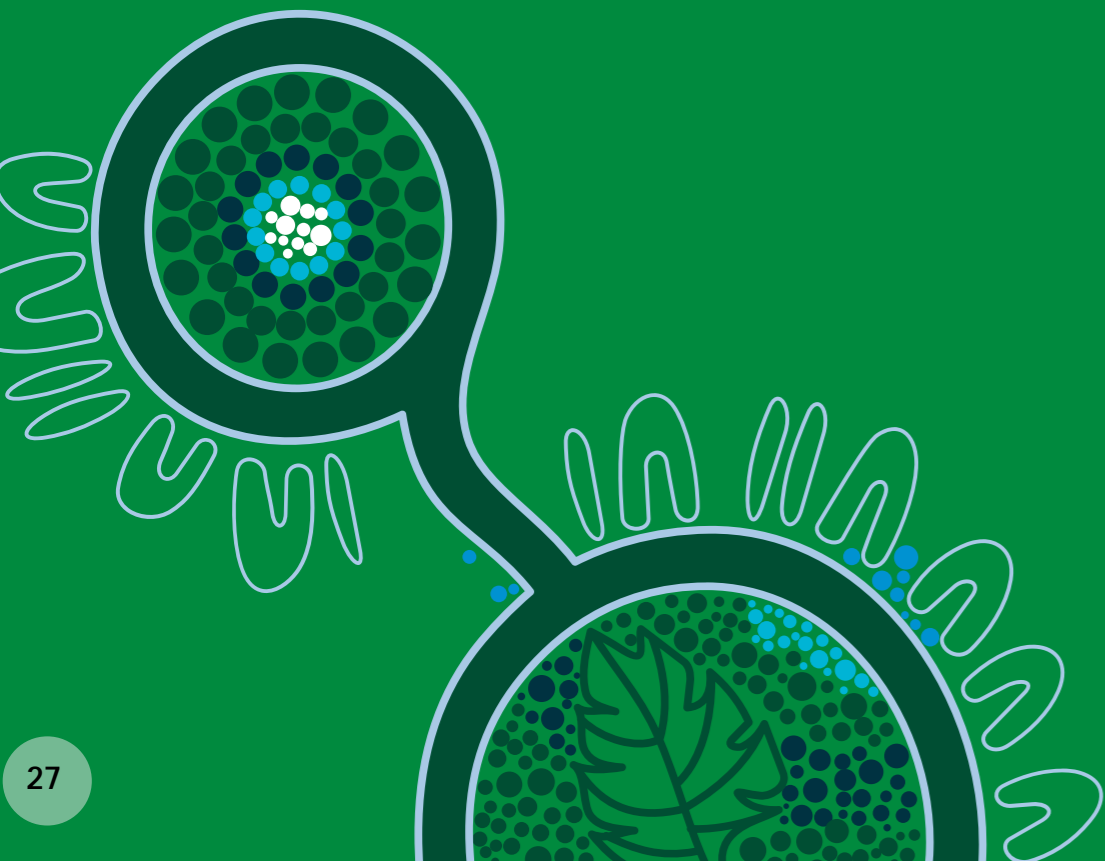


Strong relationships are crucial to achieving good environmental outcomes. This ethos has been the foundation of Healthy Land & Water’s approach for natural resource management in the South East Queensland region for a quarter of a century.

Healthy Land & Water and its predecessor bodies have strived to foster relationships with Aboriginal and Torres Strait Islander peoples over the past two decades. We recognise that as the original and true custodians of Country with millennia of proven sustainable management, Traditional Owners have much to teach us in providing for healthy ecosystems that in turn have nurtured and supported communities throughout the region.

Strong relationships between Aboriginal and Torres Strait Islander Peoples and all Australians are fundamental to promoting reconciliation, social justice and a more inclusive and equitable society.

In delivering this new Innovate RAP Healthy Land & Water is committed to further expanding and embedding equitable relationships with all Traditional Owners and communities throughout the SEQ region by means of dialogue and meaningful actions, creating purposeful and lasting change and ensuring sustainable natural resource management.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 In collaboration with Traditional Owners and First Nations peoples in the South East Queensland region, develop an Engagement Framework, to guide Healthy Land & Water staff when engaging with First Nations peoples, ensuring cultural appropriateness, consistency and equity.	June 2025	Lead: Indigenous Advancement Lead Supported by: Chief Science and Sustainability Officer and Indigenous Engagement Officer
	1.2 Work with Traditional Owners to develop bespoke guiding principles and guidelines for engagement with each of the Traditional Owner groups in the South East Queensland region to reflect specific aspirations, priorities and capacity.	October 2025	Lead: Indigenous Advancement Lead Supported by: Indigenous Engagement Officer and Team Leaders
	1.3 Review and update the current Memorandum of Understanding with Quandamooka Yoolooburrabee Aboriginal Corporation to reflect the evolving relationship, with the intent of strengthening the partnership agreement.	December 2025	Lead: Partnerships Manager and Indigenous Advancement Lead Supported by: Indigenous Engagement Officer
	1.4 Facilitate ongoing opportunities to share information with Traditional Owners in South East Queensland, regarding science, research and natural resource management opportunities, by means of such mechanisms as the establishment of a Yarning Day, to be delivered on an annual basis.	October 2025, 2026	Lead: Indigenous Advancement Lead, and Events Officer Supported by: Chief Science and Sustainability Officer
	1.5 Conduct quarterly meetings with Traditional Owners and local Aboriginal and Torres Strait Islander organisations in the SEQ region to ascertain and understand: Land and sea management aspirations. Opportunities for partnership. Research and monitoring priorities. Capacity to undertake program initiatives.	February, May, August, November 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Executive Manager, Delivery and Team Leader Project Management Office
	1.6 Review, and update engagement guidelines and procedures to assist Healthy Land & Water staff engage with Traditional Owners, and Aboriginal and/or Torres Strait Islander organisations.	June 2026	Lead: Indigenous Advancement Lead and Indigenous Engagement Officer Supported by: Chief Science and Sustainability Officer, and Executive Manager Delivery



Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week.	2.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all Healthy Land & Water staff.	April – June 2025, 2026	Lead: Team Leader Marketing and Communications Supported by: Indigenous Advancement Lead
	2.2 Communicate National Reconciliation Week activities and events to all staff, including those hosted by Reconciliation Queensland and other First Nations organisations.	May 2025, 2026	Lead: Team Leader Marketing and Communications Supported by: Indigenous Advancement Lead
	2.3 RAP Working Group members to participate in an external National Reconciliation Week event each year.	27 May – June 3, 2025, 2026	Lead: RAP Working Group Co-Chairs Supported by: Events Officer
	2.4 Encourage and support all Healthy Land & Water staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May – 3 June 2025, 2026	Lead: Chief Executive Officer Supported by: Team Leader Marketing and Communications
	2.5 Organise a minimum of two (2) internal events for Healthy Land & Water to celebrate National Reconciliation Week each year.	27 May – 3 June 2025, 2026	Lead: Events Officer Supported by: Indigenous Advancement Lead and Indigenous Engagement Officer
	2.6 Register our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May 2025, 2026	Lead: Team Leader Marketing and Communications Supported by: Indigenous Advancement Lead
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation publicly, including: <ul style="list-style-type: none"> • Social media platforms. • Newsletter/visual opportunities such as TVs in common area. • Ensure a minimum of six (6) external communication opportunities – highlighting First Nations activities/actions. • Utilise NRM Communities of Practice. • Other newsletters – such as those of partner organisations e.g. Urban Utilities. 	October 2025, 2026	Lead: Team Leader Marketing and Communications Supported by: Chief Customer Officer
	3.2 Establish and deliver opportunities to positively influence our external stakeholders, including education programs for landholders highlighting the significance of cultural heritage and the need for protection to help drive reconciliation outcomes.	January 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead

Action	Deliverable	Timeline	Responsibility
	3.3 Collaborate with RAP organisations and other like-minded organisations in the natural resource management sector, to develop innovative approaches to advance reconciliation.	October 2026	Lead: Indigenous Advancement Lead Supported by: NRM Queensland Indigenous Community of Practice
	3.4 Include an overview of the Healthy Land & Water RAP as part of staff induction processes.	February 2025	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	3.5 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2026	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	4. Promote positive relations through anti-discrimination strategies.	4.1 Conduct a review of internal policies and procedures to identify existing anti-discrimination provisions and future needs. Review existing Healthy Land & Water 1014 POL Bullying, Harassment, Anti-Discrimination & EEO Policy to determine currency and update as required to reflect future requirements and ensure compliance with State and Commonwealth legislation.	December 2024
4.2 Circulate, implement, and communicate the updated 1014-POL Bullying, Harassment, Anti-Discrimination & EEO Policy for Healthy Land & Water.		December 2024	Lead: Executive Manager, People and Culture Supported by: Payroll & Analytics Officer
4.3 Engage with Aboriginal and Torres Strait Islander staff, the Indigenous Engagement Strategy Committee, and/or Aboriginal and Torres Strait Islander advisors to consult on our 1014-POL Bullying, Harassment, Anti-discrimination & EEO Policy.		November 2024	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
4.4 Identify and implement education and awareness training for all Healthy Land & Water senior leaders, staff, and subcontractors on racism and unconscious bias, including their impacts.		June 2025	Lead: Executive Manager, People and Culture Supported by: Payroll & Analytics Officer



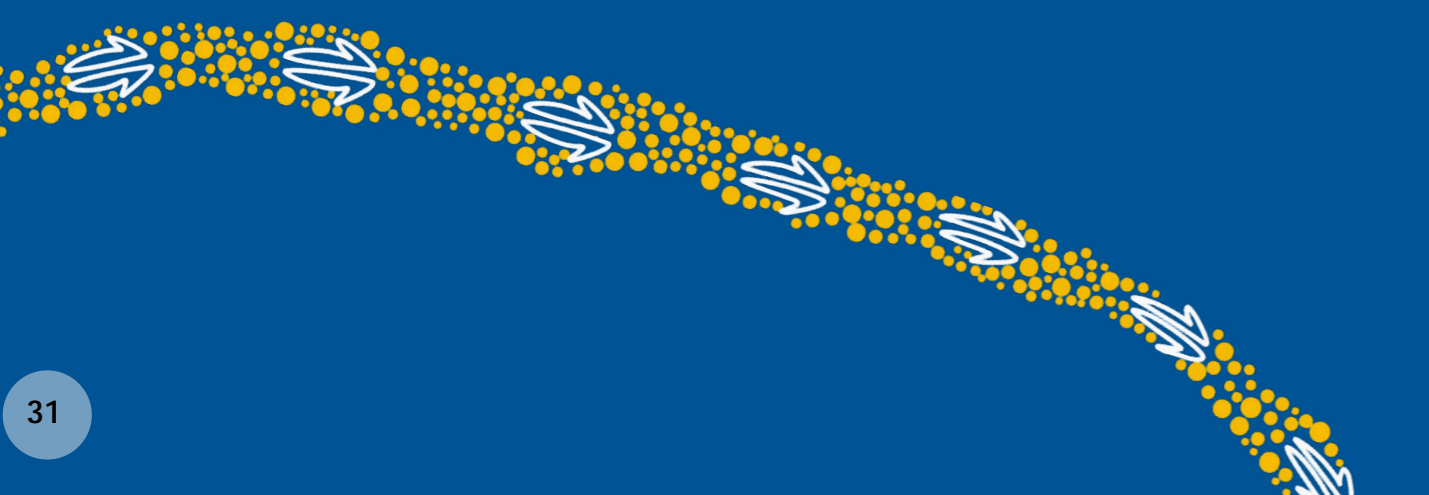
Respect



Healthy Land & Water recognises and respects that Aboriginal and Torres Strait Islander peoples are the first and true custodians of our Country. We acknowledge the essential role First Nations peoples have in caring for Country, sharing traditional knowledge, cultural practices and passing down of histories and languages.

We acknowledge the importance of recognising our shared history and the need to move forward in respectful partnerships. Education is key to establishing respect and trust, as the building blocks of solid and meaningful relationships. By expanding the cultural awareness and competency of our workforce, we endeavour to establish a greater understanding of each other’s past, present and aspirations.

Intrinsic to Aboriginal and Torres Strait Islander cultures are customs and protocols that guide behaviours and practices. We have great respect for and seek to observe these practices as part of our day-to-day business as a mark of our esteem for Traditional Owners and First Nations peoples throughout the region and their custodianship of Country, cultural practices and histories of the region for over 60,000 years.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct an annual review of the cultural learning needs of Healthy Land & Water staff with the findings informing the update and expansion of this learning.	June 2025, 2026	Lead: Indigenous Advancement Lead Supported by: Chief Science and Sustainability Officer
	5.2 Consult with the Indigenous Engagement Strategy Committee and/or Aboriginal and Torres Strait Islander advisors on the development and delivery of cultural learning initiatives for Healthy Land & Water staff.	November 2025, 2026	Lead: Chief Executive Officer Supported by: Indigenous Advancement Lead
	5.3 In addition to the delivery of the AIATSIS Core Cultural Training program, provide tailored cultural training at Healthy Land & Water that is fit-for-purpose with a focus on the South East Queensland region, further developing cultural competency within the Healthy Land & Water workforce.	September 2025, 2026	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	5.4 Provide opportunities for RAP Working Group members, Healthy Land & Water staff and members of Healthy Land & Water governance committees, to participate in formal and structured cultural learning, that extend beyond the AIATSIS training and tailored cultural capability training.	July 2025, 2026	Lead: Chief Executive Officer Supported by: Executive Manager, People and Culture
	5.5 Investigate and establish a seminar program at Healthy Land & Water, inviting local Aboriginal and/or Torres Strait Islander guest presenters to share stories, knowledge and perspectives.	May and October 2025, 2026	Lead: Events Officer Supported by: Indigenous Advancement Lead and Team Lead, Marketing and Communications
	5.6 Establish a calendar of events, in consultation with staff, recording cultural learning and engagement opportunities available to Healthy Land & Water staff throughout the calendar year.	November 2025, 2026	Lead: Events Officer Supported by: Indigenous Engagement Officer



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country and engagement, informing Healthy Land & Water staff of the purpose and significance behind cultural protocols, and procedures to ensure adherence.	May 2025	Lead: Indigenous Advancement Lead Supported by: Team Lead, Marketing and Communications
	6.2 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events throughout the calendar year such as the annual staff retreat, National Reconciliation Week and NAIDOC week celebrations.	September 2025, 2026	Lead: Executive Manager, People and Culture Supported by: Events Officer
	6.3 Include an Acknowledgement of Country or other appropriate protocols at the commencement of all staff meetings and events.	September 2025, 2026	Lead: Chief Executive Officer Supported by: Events Officer
	6.4 Ensure that Country is acknowledged in the delivery of Healthy Land & Water work programs, where appropriate, including education and promotional materials.	October 2025, 2026	Lead: Team Lead, Marketing and Communications Supported by: Indigenous Advancement Lead
	6.5 Install Acknowledgement of Country signage at the new Healthy Land & Water office, formally recognising the Country on which our office is located.	February 2025	Lead: Executive Manager, People and Culture Supported by: Events Officer
7. Build Respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group members and senior staff to participate in at least one external NAIDOC Week event.	July 2025, 2026	Lead: Chief Executive Officer Supported by: RAP Working Group Co-Chairs
	7.2 Facilitate the participation of all staff, particularly Aboriginal and Torres Strait Islander staff, in NAIDOC Week, specifically by means of Cultural Leave provisions as part of the Healthy Land & Water Leave Policy.	July 2025, 2026	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	7.3 Host at least one Healthy Land & Water event for staff to celebrate NAIDOC event.	July 2025, 2026	Lead: Chief Executive Officer Supported by: Events Officer
	7.4 Promote and encourage participation in external NAIDOC events to all staff.	July 2025, 2026	Lead: Chief Executive Officer Supported by: RAP Working Group Co-Chairs

Action	Deliverable	Timeline	Responsibility
8. Promote and celebrate cultural and natural resource management initiatives undertaken by Aboriginal and Torres Strait Islander peoples in the SEQ region.	8.1 Building on the Cultural Resources Management Indicators, investigate options to effectively communicate and celebrate First Nations land and water stewardship across the region as an integral element of the Stewardship Report.	October 2026	Lead: Team Leader Knowledge Research Supported by: Principal Scientist, Knowledge Research
	8.2 Promote and celebrate First Nations land and water management initiatives through Healthy Land & Water communications, and internal and external mechanisms including staff learning opportunities, where appropriate.	December 2025, 2026	Lead: Team Lead Knowledge Research Supported by: Principal Scientist, Knowledge Research, Team Lead Marketing and Communications



Opportunities



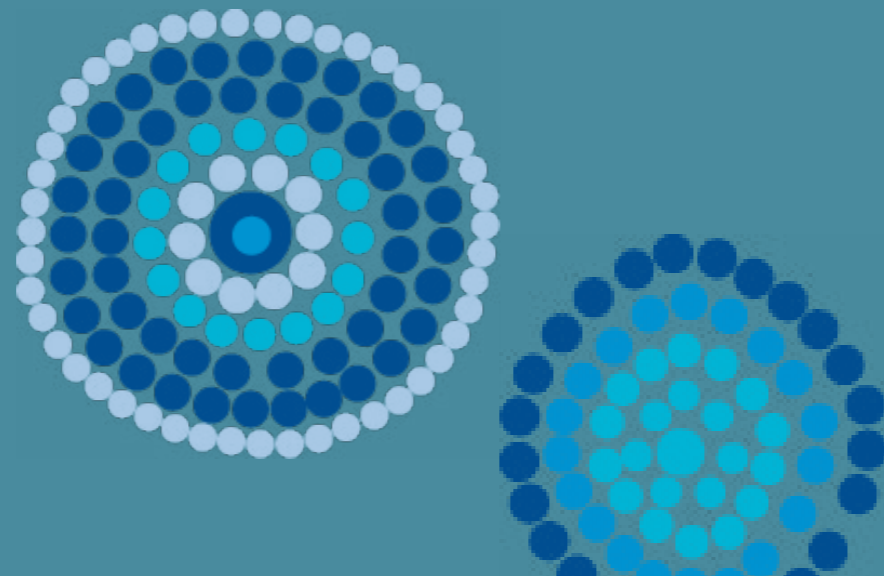
Healthy Land & Water is committed to providing opportunities to empower Aboriginal and Torres Strait Islander peoples, organisations and communities as an essential step towards reconciliation. We recognise the importance of fostering diversity and inclusivity, enriching perspectives and promoting a culture of respect and understanding.

Supporting opportunities for Aboriginal and Torres Strait Islander peoples demonstrates a commitment to reconciliation and social responsibility, contributing to healing past injustices, providing for social and economic advancement and building positive relationships with First Nations peoples.

Healthy Land & Water understands that First Nations perspectives and traditional knowledge brings unique insights and innovative solutions to challenges, enhancing our knowledge base, as well as expanding our problem-solving capacity. Through the Innovate RAP, Healthy Land & Water aims to integrate the knowledge, values and perspectives of Aboriginal and Torres Strait Islander peoples, ensuring enhanced environmental and social outcomes.

Investing in First Nations peoples and organisations stimulates economic development in Aboriginal and Torres Strait Islander communities, creating jobs, supporting local businesses, helping to break the cycles of poverty and disadvantage and contributing to overall well-being and prosperity.

The integration of opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities into our operations and initiatives not only benefits First Nations stakeholders but also contributes to our success, reputation and social impact.



Action	Deliverable	Timeline	Responsibility
9. Establish and instigate opportunities for Aboriginal and Torres Strait Islander peoples to be involved in all aspects of natural resource management in the SEQ region.	9.1 Establish opportunities for the representation of First Nations peoples on all Healthy Land & Water governance bodies, facilitating the input and expertise of Aboriginal and/or Torres Strait Islander peoples considerations and traditional knowledges. This includes, but is not limited to, the Science Committee and Risk and Audit Committee.	July 2026	Lead: Chief Science and Sustainability Officer Supported by: Strategic Science Manager, Business Manager
	9.2 Review and update the Indigenous Participation Plan in consultation with Traditional Owners throughout the SEQ region.	October 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead and Senior Scientist, Knowledge Research
	9.3 Capture the interests and aspirations of First Nations peoples through the Commonwealth Government's Regional Delivery Partnership program, including by not limited to the: <ul style="list-style-type: none"> Natural Resource Management Plan. Community Participation Plan. Emergency Preparedness Response Plan. 	October 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead and Senior Scientist, Knowledge Research
	9.4 Maintain a strong commitment to engage with Aboriginal and Torres Strait Islander peoples, to be embedded into the Healthy Land & Water Strategic Plan, facilitating active and ongoing participation in natural resource management planning and delivery.	July 2025, 2026	Lead: Chief Executive Officer Supported by: Team Leader Marketing and Communications
	9.5 Engage with Traditional Owners to ascertain their aspirations for Country in the South East Queensland region and work collaboratively to co-design work programs to care for Country, including sourcing funding opportunities.	July and December 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Project Teams
	9.6 Consider and integrate the aspirations of First Nations peoples, establishing partnerships for all stages of project planning, management and delivery for Healthy Land & Water work programs conducted on Country	July 2025, 2026	Lead: Team Lead, Project Management Office Supported by: Indigenous Engagement Officer
	9.7 Update Go-No-Go provisions to include new RAP connections and considerations, ensuring that the interests of First Nations peoples are addressed in preliminary stages for all Healthy Land & Water projects	June 2025	Lead: Chief Customer Officer Supported by: Executive Manager, Project Delivery
	9.8 Investigate creating a data hub capturing Healthy Land & Water scientific data, as well as cultural knowledge and information where appropriate, which can be accessed by, and shared with, Traditional Owner groups and Aboriginal and Torres Strait Islander organisations.	December 2025	Lead: Team Leader, Knowledge Research Supported by: Project Teams



Action	Deliverable	Timeline	Responsibility
	9.9 Empower First Nations peoples to lead natural resource management and environmental initiatives in the region, by: <ul style="list-style-type: none"> Working in partnership. Providing support. Sourcing funding opportunities. Assisting to establish operational plans. Delivering on-ground works. 	November 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Project Teams
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment and retention.	10.1 Develop a framework to inform future employment and professional development opportunities in all aspects of operations at Healthy Land & Water. Eliminate any potential and real barriers to the employment and retention of Aboriginal and Torres Strait Islander peoples.	June 2025	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	10.2 Ascertain mechanisms for growing the Aboriginal and Torres Strait Islander workforce across all business units at Healthy Land & Water, including ensuring staff retention and professional development opportunities. Update and implement the Aboriginal and Torres Strait Islander Employment Policy, with reference to the Healthy Land & Water Career Development Policy, addressing retention and professional development mechanisms for First Nations staff.	July 2025	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	10.3 Engage with the Indigenous Engagement Strategy Committee, seeking advice and recommendations on employment and career development opportunities for Aboriginal and Torres Strait Islander peoples.	December 2024	Lead: Chief Executive Officer Supported by: Indigenous Advancement Lead
	10.4 Advertise Healthy Land & Water employment opportunities to effectively reach Aboriginal and Torres Strait Islander stakeholders, including the utilisation of First Nations print and social media platforms, First Nations recruitment agencies and/or direct communication with Aboriginal and Torres Strait Islander organisations.	July 2025 and 2026	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	10.5 Explore and establish opportunities to deliver First Nations targeted mentoring programs for Aboriginal and/or Torres Strait Islander staff.	March 2025	Lead: Executive Manager, People and Culture Supported by: Indigenous Advancement Lead
	10.6 Ensure that broader opportunities and policies are culturally appropriate and safe for Aboriginal and Torres Strait Islander peoples in the absence of targeted First Nations opportunities.	October 2026	Lead: Executive Manager, People and Culture Supported by: Quality and Compliance Lead
	10.7 Review employment policies and procedures targeted to our First Nations workforce to ascertain efficacy and appropriateness.	July 2026	Lead: Executive Manager, People and Culture Supported by: Payroll and Analytics Officer

Action	Deliverable	Timeline	Responsibility
11. Increase employment pathways for Aboriginal and Torres Strait Islander peoples in the natural resource management sector by means of supporting and establishing scholarships, and internships programs.	11.1 Investigate opportunities to develop and implement a Healthy Land & Water Indigenous Scholarship program, internships and work placements, in the fields of science, conservation and natural resource management, with local tertiary institutions and government programs.	August 2025	Lead: Indigenous Advancement Lead and Strategic Science Manger Supported by: Chief Customer Officer and Indigenous Engagement Officer
	11.2 Liaise, and establish relationships, with tertiary institutions in the region to showcase a career in the natural resource management sector and pathways to enter the workforce, including participating in open days and career expos.	July 2026	Lead: Indigenous Engagement Officer Supported by: Team Leader Marketing and Communications and Events Officer
	11.3 Identify and provide financial donations to existing support networks available for young Aboriginal and/or Torres Strait Islander peoples studying and/or working in Brisbane.	October 2025 and 2026	Lead: Chief Science and Sustainability Officer Supported by: Chief Financial Officer
	11.4 Design and implement a culturally appropriate internship program for Aboriginal and/or Torres Strait Islander students, in consultation with the IESC, creating opportunities for work experience in the natural resource management and environment sectors.	October 2025	Lead: Strategic Science Manger Supported by: Executive Manager, People and Culture
12. Further enhance employment pathways and professional development for Aboriginal and Torres Strait Islander officers by means of work placement opportunities.	12.1 Liaise with fellow natural resource management organisations both within Queensland and Australia-wide, with the aim of establishing a program for Aboriginal and/or Torres Strait Islander officers to undertake work placement program within the framework of fellow NRMs, providing opportunities to further build and enhance capabilities and skill sets.	August 2025	Lead: Chief Executive Officer Supported by: Indigenous Advancement Lead
	12.2 In partnership with Traditional Owners, enhance connections between Traditional Owner groups including networking and skill exchange programs, to build capacity such as project management and leadership skills and explore strategies to empower developing Traditional Owner groups.	October 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead
	12.3 In consultation with Traditional Owner groups, develop a work placement program for Aboriginal and Torres Strait Islander Land and Sea Rangers and Healthy Land & Water, with the aim of providing opportunities to build capacity and capabilities as well as benefit Healthy Land & Water staff with knowledge exchange.	January 2026	Lead: Indigenous Advancement Lead Supported by: Indigenous Engagement Officer



Action	Deliverable	Timeline	Responsibility
	12.4 Identify opportunities to support the Queensland Indigenous Land and Sea Ranger Program, liaising with the Queensland Department of Environment, Science and Innovation (DESI) to involve groups who are building their capacity.	December 2025	Lead: Indigenous Engagement Officer Supported by: Project Teams, and Indigenous Advancement Lead
13. Ensure proper recognition of the value of Aboriginal and Torres Strait Islander traditional knowledge and contribution to natural resource management through the provision of appropriate compensation.	13.1 Develop and implement a First Nations Payment Framework to guide the fair, equitable and appropriate payment for engagement and collaboration with Traditional Owners in natural resource management and program delivery throughout the SEQ region.	February 2025	Lead: Indigenous Advancement Lead Supported by: Executive Manager, People and Culture
	13.2 Review the payment policy and guidelines on an annual basis to ensure currency and appropriateness and consistency.	October 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead
	13.3 Identify and access funding opportunities to ensure appropriate payment structures.	July 2025, 2026	Lead: Indigenous Engagement Officer Supported by: Indigenous Advancement Lead
	13.4 Consider and implement the First Nations Payment Framework in the development of project plans for all relevant Healthy Land & Water work programs.	July 2025, 2026	Lead: Executive Manager, Delivery, Supported by: Project Teams and Indigenous Engagement Officer
14. Further increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	14.1 Review and update the Healthy Land & Water Aboriginal and Torres Strait Islander Procurement Policy to ensure alignment with the Queensland and federal government policies and context within the Healthy Land & Water ESG Procurement Policy.	June 2025	Lead: Procurement Coordinator Supported by: Indigenous Advancement Lead
	14.2 Maintain Supply Nation membership.	July 2025, 2026	Lead: Procurement Coordinator Supported by: Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
	14.3 Further develop and ensure ongoing communication of procurement opportunities to Healthy Land & Water staff, for goods and services provided by Aboriginal and/or Torres Strait Islander businesses.	July 2025, 2026	Lead: Procurement Coordinator Supported by: Team Leader, Project Management Office
	14.4 Expand and grow commercial relationships with Aboriginal and Torres Strait Islander businesses, ensuring that procurement practices remove any potential barriers to productive working relationships.	September 2025, 2026	Lead: Procurement Coordinator Supported by: Indigenous Engagement Officer
	14.5 Identify barriers to the establishment and viability of First Nations businesses, such as skill gaps. Establish mechanisms to support and build capacity for Aboriginal and Torres Strait Islander NRM providers, including exploring a partnership approach with other contractors or funders in the sector.	July 2025, 2026	Lead: Procurement Coordinator Supported by: Indigenous Engagement Officer

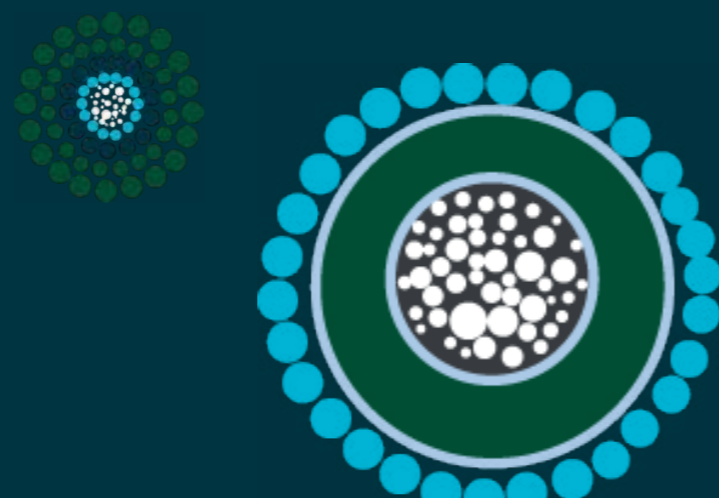


Governance



Healthy Land & Water is committed to establishing opportunities for empowerment and advancement in collaboration with First Nations peoples, in alignment with the Healthy Land & Water Strategic Plan, Strategic Priority 3 which aims to create connections between people, place, and culture.

Additionally, the focus on empowering First Nations peoples aligns with the Social and the Governance pillars of Healthy Land & Water's Environment, Social and Governance (ESG) Strategy, establishing a strong organisation ethos. The ESG Strategy prioritises engagement with Aboriginal and Torres Strait Islander communities and organisations, as well as broader stakeholder collaboration and community engagement in the delivery of positive environmental and social outcomes. Furthermore, this pillar aligns with the ESG subtopics of Indigenous engagement; community engagement and investment; stakeholder collaboration and diversity and inclusion.



Action	Deliverable	Timeline	Responsibility
15. Maintain an effective RAP Working Group to drive governance of the RAP.	15.1 Review membership of the RAP Working Group to ensure currency, representation of all Healthy Land & Water business units, and ongoing Aboriginal and/or Torres Strait Islander employee representation.	February 2025, 2026	Lead: Indigenous Advancement Lead Supported by: Chief Science and Sustainability Officer
	15.2 Review and update the RAP Working Group Terms of Reference to ensure they appropriately frame the Group's role and responsibilities as the Healthy Land & Water journey of reconciliation progresses.	February 2025, 2026	Lead: Indigenous Advancement Lead Supported by: Chief Science and Sustainability Officer
	15.3 Establish a schedule of meetings, that provides for at least six meetings per year, to drive and monitor RAP implementation.	February 2025, 2026	Lead: Indigenous Advancement Lead Supported by: Executive Assistant to the CEO
16. Maintain the Healthy Land & Water Indigenous Engagement Strategy Committee (IESC) with a mandate to advise and assist with the delivery, monitoring and communication of First Nations initiatives.	16.1 Review membership of the IESC to ensure the comprehensive and appropriate representation of Traditional Owner groups throughout the SEQ region, incorporating persons with appropriate cultural competency, community support and other relevant skills.	December 2024, 2025	Lead: Healthy Land & Water Board Supported by: Chief Executive Officer
	16.2 Review the IESC Terms of Reference biennially to ensure currency and relevance.	April 2025	Lead: Business Manager Supported by: Indigenous Advancement Lead
	16.3 Deliver an annual schedule of meetings, ensuring that the IESC meet at least four times per year.	December 2024, 2025	Lead: Business Manager Supported by: Indigenous Advancement Lead
17. Provide appropriate support for effective implementation of RAP commitments.	17.1 Engage our Board, IESC, Executive Leadership and Healthy Land & Water staff in the delivery of RAP commitments.	February 2025, 2026	Lead: Chief Executive Officer Supported by: Chief Science and Sustainability Officer
	17.2 Define and maintain appropriate systems to monitor, measure and report on RAP commitments – ensuring greater internal understanding and continuity of the status of engagement, to facilitate the progress of RAP commitments.	March 2025	Lead: Indigenous Advancement Lead Supported by: Team Leader, Project Management Office
	17.3 Define resource needs to facilitate implementation of the Innovate RAP, and source funding opportunities.	June 2025, 2026	Lead: Executive Manager, People and Culture, Supported by: Chief Financial Officer



Action	Deliverable	Timeline	Responsibility
	17.4 Maintain the Chief Executive Officer as the internal Healthy Land & Water RAP Champion.	November 2025	Lead: Indigenous Advancement Lead Supported by: Chief Science and Sustainability Officer
18. Establish accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	18.1 Publicly report on Healthy Land & Water's RAP achievements, challenges and learnings in the Healthy Land & Water Annual Report and on the hlw.org.au website.	November 2025, 2026	Lead: Team Leader Marketing and Communications Supported by: Chief Customer Officer
	18.2 Deliver regular internal reports at Healthy Land & Water All Staff meetings, highlighting progress, achievements, challenges and learnings.	February, May, August, November 2025, 2026	Lead: Executive Manager, People and Culture, Supported by: Indigenous Advancement Lead
	18.3 Report RAP progress to Healthy Land & Water Governance and Executive Leadership quarterly, at a minimum.	February, May, August, November 2025, 2026	Lead: Chief Executive Officer Supported by: Executive Manager, People and Culture
	18.4 Maintain a relationship with Reconciliation Australia and ensure Healthy Land & Water primary and secondary contact details are up to date.	June 2025, 2026	Lead: Indigenous Advancement Lead Supported by: Executive Manager, People and Culture
	18.5 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026	
	18.6 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	
	18.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	
	18.8 Submit a traffic light report to Reconciliation Australia at the conclusion of the Innovate RAP.	November 2026	
19. Continue our journey of reconciliation at Healthy Land & Water with the development of a Stretch RAP.	19.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Lead: Indigenous Advancement Lead Supported by: Executive Manager, People and Culture

Stories from our journey Now more than ever

Now more than ever, we strive to strengthen our partnerships with First Nations peoples to care for Country, creating innovative pathways that interweave traditional knowledge and contemporary practices for our environment.

National Reconciliation Week was enshrined with great conversations and activities the entire organisation participated in. We kicked off with an insightful talk and welcome to Country by Traditional Owner Tommy Coghill, descendant of Message Stick Carrier Charlie of Moreton, who spoke of his and his ancestor's connection to the land in which we gather and work. During the week, we spent a solid few hours weaving with the lovely Aunty Jeannine and her daughter Peta, hearing stories about the fibres and the traditions of weaving on this land. We also had a pledge wall, for promises made to be more compassionate and curious about First Nations peoples present and past, now more than ever.

Healthy Land & Water's Reconciliation journey continues in our day-to-day operations in taking care of Country. We have much to learn from the Traditional Owners of this land in which we work, and we're excited about our formalised and informal collaborative efforts.



Photo of staff member Hannah S supplied by Healthy Land & Water

For any enquiries about our RAP, please contact Ali McNiven
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