

REFLECT RECONCILIATION ACTION PLAN

May 2025–November 2026



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ACKNOWLEDGEMENT

We acknowledge the Aboriginal and Torres Strait Islander peoples of the lands, skies, oceans and beaches where we deliver our Life Saving services. They are the First Custodians, and those same sands and waters where we patrol, learn, compete and serve have been cared for by them for millennia, and we recognise their connection with these places continue to this day.

We pay our respect to the Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples. We ask that their ancient wisdom and intrinsic knowledge guide us, as we embark on this journey of reconciliation, acknowledgement, partnership and shared understanding.



ARTWORK

The artwork used throughout this plan was commissioned by Surf Life Saving Queensland (SLSQ) and created by two young artists Chris Ketchup and Darius Lewin-Pearson, former students of Saint Teresa's College and award-holding Surf Life Savers.

"Together, we are excited to share our artistic journeys and cultural heritage through our work."

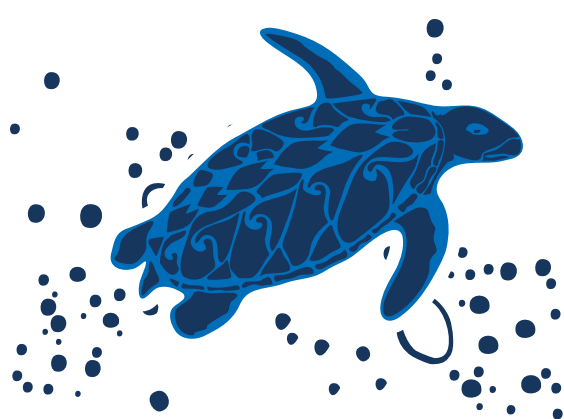
Chris and Darius



ABOUT THE ARTISTS

Chris is an emerging artist from **Palm Island** who has been actively involved in **Surf Lifesaving since 2023**. He proudly participated in the **First Nations "Welcome to Country"** dance troupe, performing at the **Indigenous Round, Fastest on Sand** in North Queensland in 2024. In 2024, Chris showcased his talent at the **Ingham Art Fair**, where he earned first place in the Year 12 category for his artwork. As a proud Aboriginal young man, Chris regularly shares his passion for Country and is deeply connected to his community, actively participating in cultural events.

Darius, from **Hammond Island in the Torres Strait**, has been a dedicated member of **Surf Lifesaving since 2022**. In 2024, he received the **Spirit of the Carnival award** at the Forrest Beach Surf Lifesaving Club. Like Chris, Darius was also part of the **First Nations "Welcome to Country"** dance troupe at the same event. As a Torres Strait Islander, he has a profound connection to the land and coastal environments, and he is passionate about expressing his culture through his artwork. Darius also performs traditional Torres Strait dances at significant events, including NAIDOC celebrations.



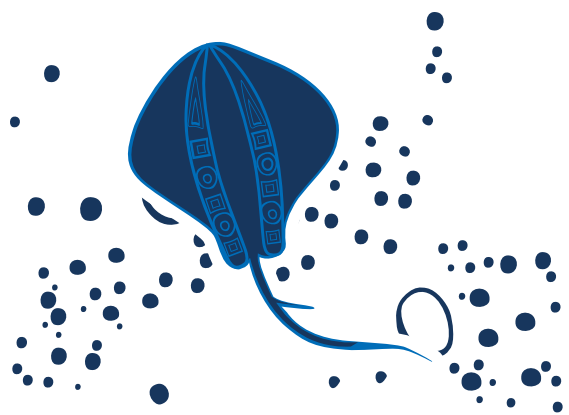
ABOUT THE ARTWORK:

This **artwork** symbolises the **unity of cultures and communities** in caring for the environment. **The yarning circle illustrates various communities** coming together to engage in sporting events while prioritising safety on Queensland's beaches. **The tidal rip** depicted in the piece showcases the daily movement of **fish** and **jellyfish** venturing out to sea to nourish **larger fish**, reflecting the interconnectedness of marine life.

The section representing **Torres Strait Islander** culture at the top **highlights the deeper waters** and **stronger currents that transport turtles, manta rays**—sacred to Torres Strait Islanders—and **squid** around the islands. **This emphasises the diverse habitats and ecosystems of Australian waters**, particularly in Queensland, which must be preserved.

Every symbol in the artwork is deeply rooted in the **traditions of Aboriginal and Torres Strait Islander peoples**. Chris and Darius's distinctive drawing styles, unique to Queensland's First Nations artists, have been passed down through generations. Through the guidance of their elders, they have learned the importance of caring for the land and water, and they embrace their role in educating others about the profound connection and responsibility they hold as First Nations people.





MESSAGE FROM THE PRESIDENT

Surf Life Saving Queensland is proud to embark on our Reflect Reconciliation Action Plan; an important step in our journey toward greater recognition, respect, and understanding with Aboriginal and Torres Strait Islander peoples and communities. We acknowledge that reconciliation is more than words—it requires listening, learning, and action.

Through this plan, we aim to strengthen relationships, create opportunities, and embed cultural understanding into the fabric of our organisation. We recognise the deep and enduring connection that First Nations peoples have with the lands, waters, and skies where we patrol, and we are committed to ensuring that their knowledge, voices, and leadership are both valued and welcomed within Surf Life Saving Queensland.

Gerard O'Brien

President of Surf Life Saving Queensland

MESSAGE FROM THE CEO

At Surf Life Saving Queensland, we recognise the importance of building a culture that values the contributions, histories, and perspectives of Aboriginal and Torres Strait Islander peoples. Our Reflect RAP is the foundation from which we will build stronger connections with First Nations communities, ensuring their voices and traditions are respected - both on and off the beach.

As CEO of Surf Life Saving Queensland and RAP Champion, I am committed to leading this work, and the subsequent actions with integrity and purpose. We will work at creating culturally safe spaces, providing real opportunities for Aboriginal and Torres Strait Islander peoples, members, staff, and partners to thrive within our organisation and beyond.

This RAP outlines the next steps of our journey. Together, we will shape a future of growth for our movement; one that is inclusive, equitable, and enriched by the contributions of First Nations peoples..

Dave Whimpey

CEO and RAP Champion of Surf Life Saving Queensland



STATEMENT FROM RECONCILIATION AUSTRALIA CEO

Reconciliation Australia welcomes Surf Life Saving Queensland to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Surf Life Saving Queensland joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Surf Life Saving Queensland to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Surf Life Saving Queensland, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

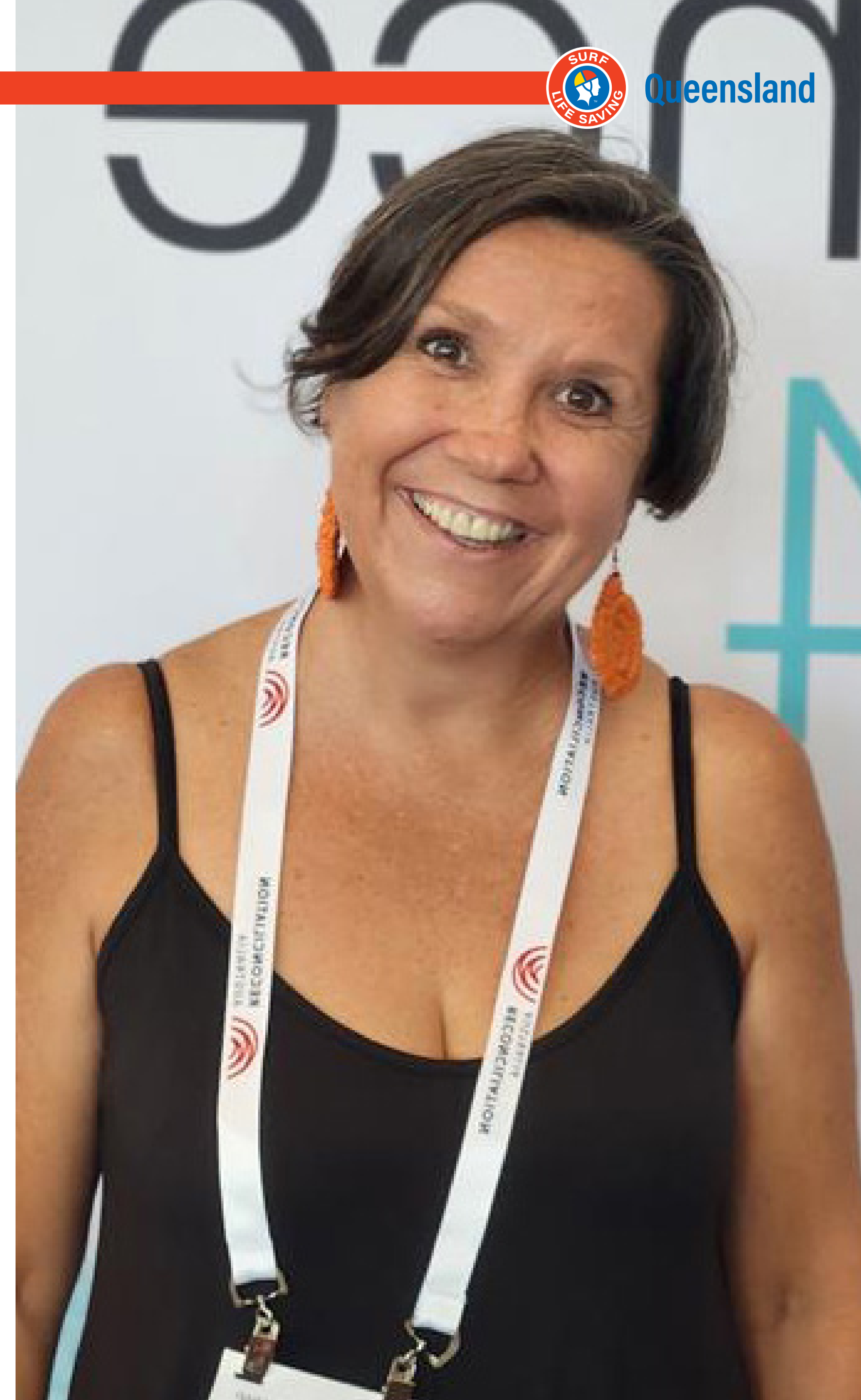
Reconciliation Australia (RA) CEO

MESSAGE FROM THE CHAIR OF THE RAP WORKING GROUP

Our RAP is a plan that, with conviction, will deliver real and tangible results, both for Surf Life Saving and First Nations peoples. It is an opportunity to stand together with Aboriginal and Torres Strait Islander peoples, and live and learn from one another. Let's build upon this plan, and grow as individuals, communities, clubs and as a movement.

Rachael Wynberg

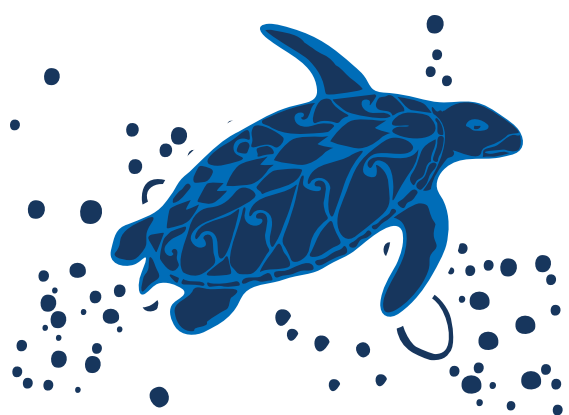
Chair, RAP Working Group of Surf Life Saving Queensland



SURF LIFE SAVING QUEENSLAND

Surf Life Saving Queensland (SLSQ) is dedicated to saving lives, building better communities and creating great Australians. Our core business is to ensure the safety and wellbeing of individuals on Queensland beaches through lifesaving service provisions, education, sport, beach and water safety advocacy and community leadership. To remain relevant and sustain our movement, we promote a welcoming culture and a sense of belonging for our members. By being diverse, inclusive, engaged, and proactive, our Surf Life Saving clubs will be pivotal in our sustainability efforts. As Queensland continues to rely on our services as an emergency organisation, we will play a crucial role in further protecting our communities 'beyond the beach.' As a volunteer led, professionally managed organisation, SLSQ employs staff members across a broad range of service areas. Currently, just over 1% of our paid employees identify as Aboriginal and/or Torres Strait Islander people. Within our volunteer base of approximately 36,000, across our 58 clubs, we currently have 0.5% of members who identify as Aboriginal and/or Torres Strait Islander people. We are dedicated to creating culturally safe and respectful pathways to increase representation of Aboriginal and Torres Strait Islander peoples through targeted recruitment, education, sport, and community engagement initiatives.

While we primarily operate within Queensland, our influence extends nationally and internationally as we engage with communities across the state, host national and international training and sporting events, and foster partnerships. We are active in delivering lifesaving services, educational programs, sporting events and community initiatives to a broad audience. SLSQ maintains several office locations throughout

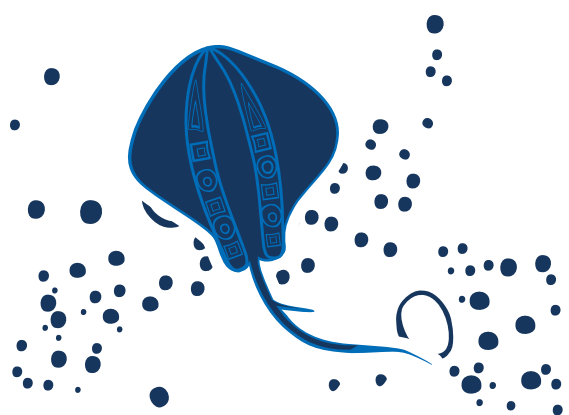


Queensland, including our State Centre in South Brisbane and regional offices in North Queensland (Smithfield), North Barrier (Townsville), Wide Bay Capricorn (Bundaberg), Sunshine Coast (Mooloolaba) and Gold Coast (Mermaid Beach, Burleigh West, Currumbin). We also have operations centres and helicopter bases on the Sunshine and Gold Coasts. Each of these offices plays a crucial role in coordinating our efforts and ensuring that we can effectively serve the diverse communities within our respective regions.



OUR RAP

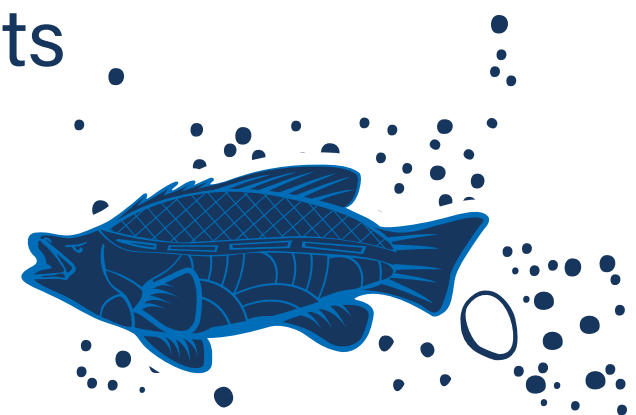
As an iconic entity and trusted brand, our vision is to see a strong and proud representation of Aboriginal and Torres Strait Islander peoples, cultures and histories valued and celebrated as part of the Surf Life Saving movement in Queensland; building great Australians, strong communities and cultural capabilities. Surf Life Saving Queensland's CEO serves as the Champion of our Reconciliation Action Plan. As our RAP Champion, Dave Whimpey is dedicated to leading our organisation's commitment to fostering meaningful inclusion, respect, and partnerships with Aboriginal and Torres Strait Islander peoples. Developing a Reconciliation Action Plan is integral to our **Diversity, Equity, and Inclusion Strategy 2024-2027**, which forms part of our organisational strategic plan. Our focus is on deliverable action; extending the powerful partnerships that already exist with First Nations peoples and organisations, our members, clubs and staff and creating new relationships with Aboriginal and Torres Strait Islander peoples and communities throughout Queensland. SLSQ, guided by the **As One Framework**, is committed to a unified approach that includes dedicated resources and strong governance to ensure the timely and consultative achievement of RAP deliverables. SLSQ recognises the valuable opportunities for growth and learning through increased membership and participation of Aboriginal and Torres Strait Islander peoples in our organisation, and the significant impact of their contributions. Our focus is on working with, not for, Aboriginal and Torres Strait Islander peoples to improve outcomes based on their needs.



OUR JOURNEY SO FAR

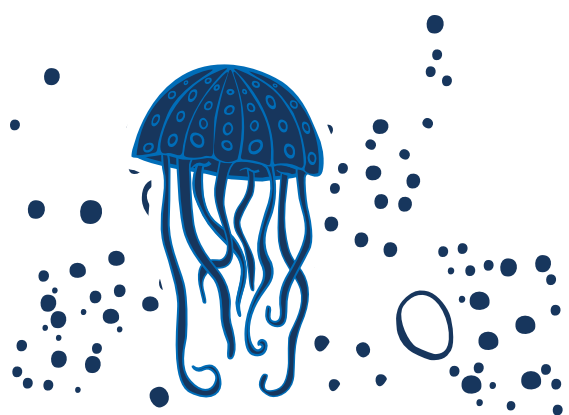
Our existing partnerships and activities, initiated through our organisational practices, branch activities, and club initiatives, include:

- Adoption of the As One Framework to guide acknowledgement, reconciliation and inclusion of Aboriginal and Torres Strait Islander peoples within our organisation and the communities we serve, including the development of a Reconciliation Action Plan (RAP).
- Recognising Aboriginal and Torres Strait Islander peoples as a priority community within the Diversity, Equity, and Inclusion Strategy 2024-2027.
- Staff and Volunteer education and cultural awareness training in relation to Acknowledgement of Country and Welcome to Country
- Partnerships with First Nations led organisations for community education programs
- Partnerships with First Nations led organisations for education service delivery and award acquisition leading to club membership and pathways including bronze medallion and first aid training and qualifications
- Endorsement, support, funding and resourcing for 'Raising of the Flags' where clubs were Welcomed onto Country for the start of season 24/25 by Traditional Custodians and the iconic red and yellow flags of Surf Life Saving raised with the Australian, Aboriginal and Torres Strait Islander Flag for the commencement of our patrol season.
- Recognition and acknowledgement of the Traditional Country on which we patrol with signage at clubs and patrol huts



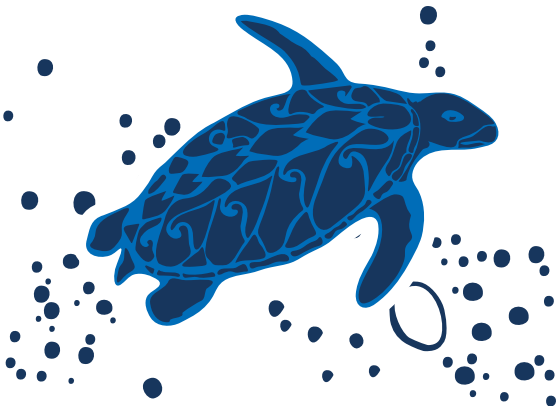
- Adoption of Acknowledgement of Country at commencement of major events such as meetings, conferences and sport
- Incorporation of First Nations artworks into uniforms and assets to foster a sense of respect and inclusion
- Research into First Nations Countries on which we operate and deliver our Life Saving services throughout Queensland
- Inaugural Indigenous Round beach event which saw 133 athletes from 5 major community groups in North Queensland, Surf Life Saving Clubs and individuals as well as families, community members, Surf Life Saving volunteers, officials and staff participating

We acknowledge the complexity and fluidity of custodianship and traditional boundaries among Aboriginal peoples. It must be noted that there is no single source of truth regarding Custodianship and traditional boundaries of Australian Aboriginal peoples – it is an ever-evolving landscape. The dynamic nature of cultural and territorial understandings emphasises the importance of continuous learning and consultation with Aboriginal communities which is part of our reconciliation journey.

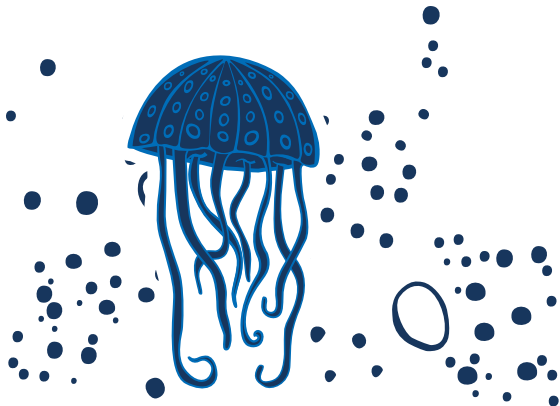


Fostering Genuine Relationships and Building Connections Across Country and Coast

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Demonstrated commitment by establishing and strengthening mutually beneficial partnerships and relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and document current partnerships, activities, and events that support First Nations involvement and share best practices and resources from these partnerships and activities with clubs and members	July 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Advocate for and support the participation of First Nations members and partner organisations at conferences, workshops, and leadership programs	December 2025	Lead: Diversity, Equity, Inclusion Manager Support: Head of Membership
	'RAP the Coast' to connect with Traditional Custodians, regional offices, branches and clubs across the 6 Queensland branches at forums, to discuss community needs and collaborate on initiatives and actions to be delivered and developed with our branches, clubs and Aboriginal and Torres Strait Islander peoples	August 2026	Lead: Consultant Support: Regional Managers
	Foster existing relationships to further develop actions, opportunities and programs – including Clontarf Foundation, Harbrow Mentoring, St Teresa's Catholic College (Abergowrie) and community partners	October 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant



Relationships			
Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in external NRW event across our state and branches where we operate and deliver services	May 2026	Lead: Reconciliation Action Plan Working Group Chair Support: DEI Manager
	<ul style="list-style-type: none">Reconciliation Australia's National Reconciliation Week resources and reconciliation materials will be shared and circulated through:Internal Staff UpdatesMember MailRecognition on outward facing Social Communications promoting theme of National Reconciliation Week, historical context, and directing to further information and how to become involved in SLSQs reconciliation journey on SLSQs DEI website page	May 2025 May 2026	Lead: Marketing and Media Manager Support: Head of Human Resources
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2025 May 2026	Lead: Chief Executive Officer Support: Board Chair
3. Promote and advance reconciliation within our sphere of influence by building partnership networks and demonstrating visible and impactful actions	We will communicate our commitment to reconciliation to members, staff and the communities we serve by celebrating and promoting the diversity of our membership through visibility in internal and external communication platforms including development of imagery and asset creation	April 2026	Lead: Marketing and Media Manager Support: Head of Membership
	Identify and document programs at the club and branch level in the First Nations Engagement Activity Register, capturing current initiatives and existing partnerships. This resource will be used to inform, educate, and showcase successful engagements, facilitating the sharing of knowledge and best practices that can be used for adaptation and adoption across other communities, clubs and branches	December 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant



Relationships			
Action	Deliverable	Timeline	Responsibility
	We will identify other external stakeholders and partner with First Nations led organisation to deliver tailored community, education and sports programs for Aboriginal and Torres Strait Islander peoples to build capabilities through training	April 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	May 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	We will participate in Reconciliation Australia conference and forums where possible to work with the RAP network	November 2025 November 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
4. Promote positive race relations by implementing systemic, sustainable solutions and proactive anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	July 2026	Lead: Diversity, Equity, Inclusion Manager Support: Head of Human Resources
	Conduct a review of relevant HR policies and procedures to identify existing anti-discrimination provisions, and future needs	October 2026	Lead: Head of Human Resources



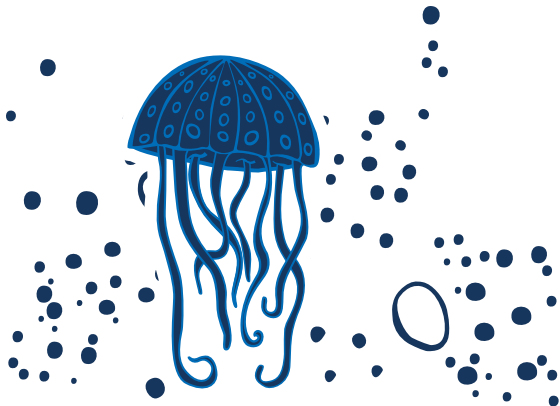
Demonstrating Respect through Recognition, Learning and Acknowledgement

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation and communities by promoting cultural sharing across the state	March 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Work with organisational leaders and organisers to include cultural awareness sessions, First Nations speakers and shared lived experiences of members within our leadership forums, conferences and activities	March 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Conduct a review of cultural learning needs within our organisation educational program framework for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights	July 2025	Lead: Regional Managers Support: Consultant
	Develop a business case for inclusion of a cultural awareness course on the existing educational platform working with a recognised Aboriginal and Torres Strait Islander led training provider	Jun 2026	Lead: Training and Education Manager Support: Diversity, Equity, Inclusion Manager
	Business case for inclusion of cultural awareness to be embedded into junior education	November 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant

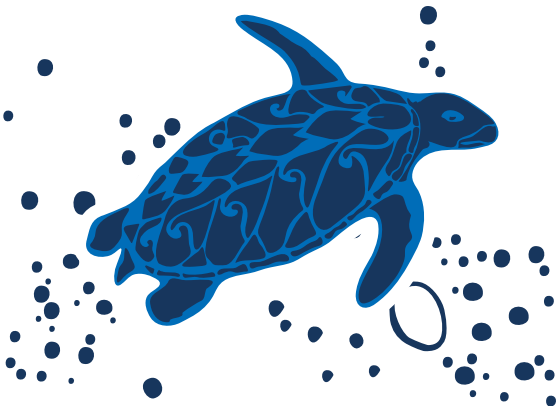


Respect

Action	Deliverable	Timeline	Responsibility
	Map out Traditional Custodians of the lands and waters within our organisation's operational area	July 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Build cultural capacity through cultural awareness programs delivered through our educational platform across junior and active memberships	December 2025	Lead: Diversity, Equity, Inclusion Manager and Regional Managers Support: Consultant
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Acknowledgement of the Traditional Custodians: Welcome to Country or Acknowledgement of Country for significant start of season events, major state sporting championships, and state conferences	October 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Raising of the Flags – red and yellow, Australian, Aboriginal and Torres Strait Islander – together, at start of season, to acknowledge the custodianship of the beaches, seas and waterways where we operate	October 2025 April 2026 October 2026	Lead: Regional Managers Support: Diversity, Equity, Inclusion Manager and Club Presidents
	Acknowledgement signage at our patrol huts to recognise Traditional Custodians and help inform visitors, community and members on whose Country we operate	October 2026	Lead: Diversity, Equity, Inclusion Manager Support: Club Captains
	Collaboration with Aboriginal artists to develop representative works that may be incorporated into offices, uniforms, assets and RAP, as a sign of respect and creating an inclusive environment Aboriginal and Torres Strait Islander peoples	June 2025	Lead: Head of Media and Marketing Support: Consultant
	Increase staff and members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	October 2025	Lead: Head of Marketing and Media Support: Consultant
	Education piece developed for inclusion in onboarding and professional development of staff and members including Acknowledgement of Country and Welcome to Country protocols	August 2026	Lead: Head of Human Resources Support: Diversity, Equity, Inclusion Manager

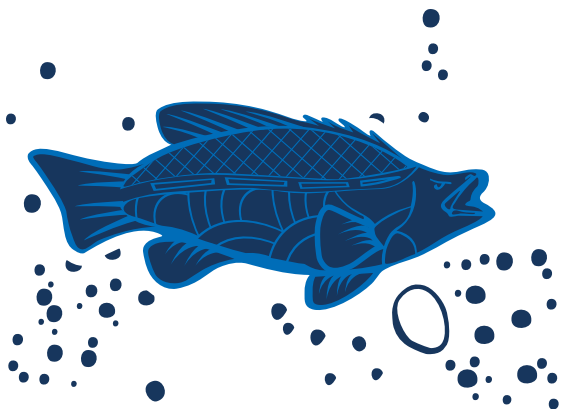


Respect			
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff and members about the meaning of NAIDOC Week using NAIDOC Week assets	June 2025 June 2026	Lead: Head of Marketing and Media Support: Consultant
	Encourage staff and members to participate in NAIDOC Week by promoting external events across the regions where our clubs, branches and offices operate: Community engagement days or <ul style="list-style-type: none">NAIDOC Week events and marches encouraging participation by SLSQ members as allies and community groups orCommunity engagement through participation and safety awareness activities at events	June 2026	Lead: Head of Human Resources Support: Consultant
	RAP Working Group to participate in an external NAIDOC Week event. Participation and involvement as a community group at Community events such as NAIDOC in the Park	July 2026	Lead: RWG Chair Support: Diversity, Equity, Inclusion Manager



Creating Opportunities for Growth and Development While Recognising Individual Contributions

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for increased Aboriginal and Torres Strait Islander employment within our organisation including research and best practices for recruitment, cultural competency within the organisation and onboarding processes	November 2026	Lead: Head of Human Resources Support: Diversity, Equity, Inclusion Manager
	Develop a cadetship program within the Lifeguard Service to support the recruitment, training, and career development of Identified Aboriginal and Torres Strait Islander peoples	November 2026	Lead: Chief Operating Officer Support: Head of Human Resources
	Develop employment opportunities within our Commercial and Operations Support services to support the recruitment, training, and career development of Identified Aboriginal and Torres Strait Islander peoples	November 2026	Lead: Chief Operating Officer Support: Head of Human Resources
	Encourage the inclusion of identified positions within SLSQ Board, Committees and Advisory Roles within the organisational structure to reflect the communities we serve	October 2026	Lead: Manager Secretarial Services Support: Diversity, Equity, Inclusion Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing and membership to inform future employment, engagement and professional development opportunities	August 2025	Lead: Head of Human Resources Support: Diversity, Equity, Inclusion Manager
	Invite identified Aboriginal and Torres Strait Islander members to participate in leadership and consultative roles, providing guidance and advice on recruitment, retention, and development opportunities through their lived experiences and addressing the needs of Aboriginal and Torres Strait Islander peoples to participate and thrive in Surf Life Saving	April 2026	Lead: Head of Human Resources and Head of Membership Support: Diversity, Equity, Inclusion Manager



Opportunities			
Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	November 2025	Lead: Chief Financial Officer Support: Consultant
	Investigate Supply Nation membership for procurement and service provision	November 2025	Lead: Chief Financial Officer Support: Consultant

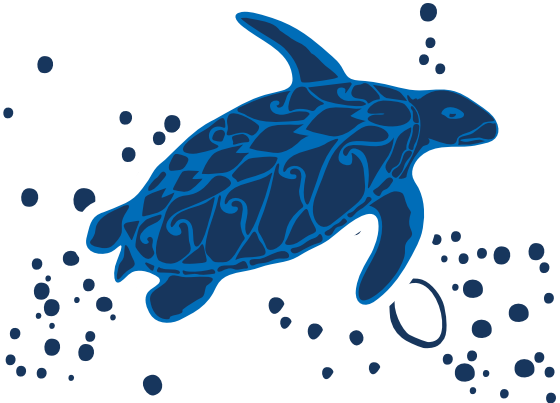


Upholding Accountability and Transparency Through Good RAP Governance

Governance			
Action	Deliverable	Timeline	Responsibility
10. Provide appropriate support for effective implementation of RAP commitments	Draft a terms of reference for the RWG	May 2025	Lead: Manager Secretarial Services Support: Consultant
	Invite Aboriginal and Torres Strait Islander peoples to be part of the RWG	May 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	SLSQ board, state council and executive leadership team to engage in the delivery of RAP commitments through endorsement and adoption SLSQ RAP and supporting the execution of deliverables	October 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Maintain a senior leader to champion our RAP internally	October 2026	Lead: Chief Executive Officer RAP Champion Support: RWG Chair
	SLSQ to allocate resources to support the organisation to implement and execute deliverables of the RAP	July 2025 February 2026	Lead: Diversity, Equity, Inclusion Manager Support: Chief Operating Officer

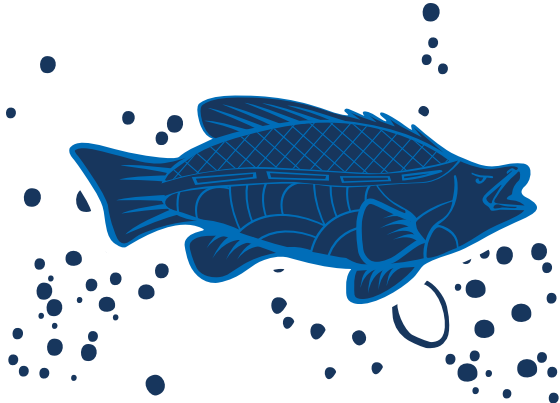


Governance			
Action	Deliverable	Timeline	Responsibility
11. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Report RAP progress against the strategic objectives of SLSQ	November 2025 June 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Quarterly Update - It's a RAP to report on programs, activities, initiatives and progress against SLSQ RAP deliverables to Board, Council, and ELT and RWG and to be included on the SLSQ Website for Member access.	June 2025 September 2025 December 2025 March 2026 June 2026 September 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Define appropriate systems and capability to track, measure and report on RAP commitments	December 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Provide monthly reports on RAP progress to the board of directors	Monthly	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	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	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August, Annually	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, Annually	Lead: Diversity, Equity, Inclusion Manager Support: Consultant



Governance

Action	Deliverable	Timeline	Responsibility
12. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP	June 2026	Lead: Diversity, Equity, Inclusion Manager Support: Consultant
	We will work with our Aboriginal and Torres Strait Islander partners and members for input in the development and delivery of our Reconciliation Action Plan to ensure it meets the needs of our communities through consultation including RAP the Coast	November 2025	Lead: Diversity, Equity, Inclusion Manager Support: Consultant



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Queensland