



Reconciliation Action Plan

June 2023 – June 2024



RECONCILIATION
ACTION PLAN

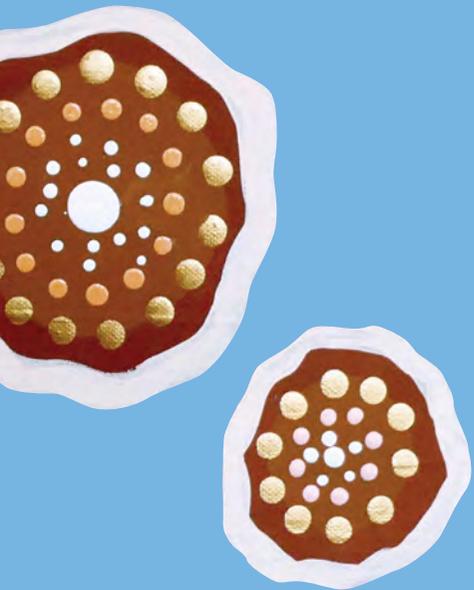
REFLECT

Dulili

adverb

TOGETHER

Although we come from different backgrounds, we all work together. Welcome to the inaugural edition of Dulili.



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation Titles Queensland acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea, and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



▽ Lamington National Park, Canungra QLD, Australia. Home to the Yugambah people, traditional custodians of Bundjalung country.

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FEATURE ARTWORK

Connect to Country

2022 | by **Shara Delaney** Quandamooka



This artwork represents the significant connection to water and land, for generations past, present, and future. The colours portray interactions which are informed by cultural values and perspectives of Country. This teaches us how to live with intimate relationships of honesty and respect with all elements of creation, including plants and animals which in turn, reflect the colour palette of Mother Earth.

The main circle symbolises community and people. A place to come together and share knowledge and provide support and services to the wider community.

The smaller circles represent the four Titles offices at the Gold Coast, Brisbane, Sunshine Coast and North Queensland.

Its home at Titles Queensland

Connect to Country was commissioned by our inaugural Chief Executive Officer, Liz Dann, to feature as the flagship art piece at our Queen Street premises.

It sits proudly in our Brisbane office foyer for all of our staff, customers and visitors to behold. Please make sure you take a moment to view it when you next visit this area.

ABOUT THE ARTIST

Shara is a Nunagal, Goenbal, Ngugi artist from Quandamooka Country (parts of Moreton Bay). The boundaries include Moreton Island (Mulgumpin), North Stradbroke Island (Minjerribah) as far as Tingalpa and down to the mouth of the Logan River. She combines her love for colour based on the colours of saltwater country, her family stories with contemporary perspectives of 'connection' and 'place', to create visually bold and uplifting imagery. Her style and symbols are her own interpretation on community, people or the land and sea. Circles can represent community, people, or significant places. The U symbols surrounding the circles represent people.

Storytelling is a big part of Aboriginal culture. Art is an old practice and one way of capturing knowledge for future generations. Art can revitalise culture that has been lost for many. It can bring awareness to protect sacred sites, cultural heritage areas such as bora rings, scar trees or middens. Aboriginal and Torres Strait Islander people have many different and distinct groups, each with their own customs and art practices.

A message from Reconciliation Australia



Reconciliation Australia welcomes Titles Queensland to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Titles Queensland joins a network of more than 1,100 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 Titles 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 Titles Queensland, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Titles Queensland

Titles Queensland manages the land and water titles registries for the state of Queensland. Our core purpose is maintaining the reliability and integrity of these registers, protecting people's most valuable assets. Our services are fundamental to the investment in Queensland and for safeguarding records for property owners and interest holders across our past, present, and future.

In 2020, the Queensland Government announced the state's titles registry services would transfer to the Queensland Future Fund, enabled by the Queensland Future Fund (Titles Registry) Act 2021. The entity of Titles Queensland was established in June 2021 and continues to offer the same products and services to our many customers and stakeholders as before, and maintains a firm commitment to service excellence, accuracy, and reliability.

Titles Queensland employs 144¹ staff across our Brisbane, Townsville, Gold Coast and Sunshine Coast offices. Our organisation is proudly made up of a diverse mix of team members from all walks of life and cultural backgrounds – including Aboriginal and/or Torres Strait Islander people.

Our Reconciliation Action Plan (RAP) seeks to explore pathways to welcome additional Aboriginal and/or Torres Strait Islander staff to our organisation.

¹ Known at time of production



VISION

A world-class, trusted provider of registry services and data insights

MISSION

We provide accurate, timely, reliable and secure registry services to government, businesses and consumers

PURPOSE

To maintain secure and accurate registry services that deliver confidence and certainty, contributing to the prosperity of Queensland

VALUES

ONE

One team – supporting each other and valuing our differences

PRIDE

Pride in our work, in our expertise and knowledge, in our people, and in Titles Queensland

RESPECT

Respect for our people, our customers, our history, and the service we provide

INTEGRITY

Ensuring the integrity of the register, and integrity in our dealings with each other and with our stakeholders

EXCELLENCE

Excellence through innovation, quality, responsiveness, reliability, consistency and attention to detail

A message from our Chairman



It gives me great delight to fully endorse Titles Queensland's Reflect RAP, the first of four vital steps in the RAP process to better understand and grow awareness of Aboriginal and Torres Strait Islander matters in Australia. Through this process we commit to strengthening relationships and understanding our sphere of influence with our valued stakeholders.

Cultural development at Titles Queensland is of paramount importance and in the short time since the organisation's establishment, I am encouraged to see we are raising important topics early and connecting our people with the discussion.

On behalf of Titles Queensland's Board, I extend a deep gratitude to our 12 strong team who have delivered our Reflect RAP. Well done team, you have all demonstrated great pride in this process – one of our corporate values.

I look forward to sharing the achievements and milestones of the program in the coming years.

John Humphrey

John Humphrey
Chairman



“ Cultural development at Titles Queensland is of paramount importance...”

A message from our CEO



Welcome to Dulili – Titles Queensland's Reflect RAP.

Dulili – the Indigenous word for together – perfectly summarises our view on the RAP process.

Together we grow our knowledge, together we start the conversations that have real impact.

Interestingly, it is named after one of our operational teams who chose the name when they formed in 2022, with full support from peers and senior leaders. It's small innovations like this that inspire knowledge, interest, awareness and understanding.

The organisation has taken the first steps forward on this journey resulting in some early impactful outcomes. I'm excited to see this story unfold and share it with you.

I join our Chairman in congratulating the RAP Working Group, and our entire staff group for being part of the conversation and journey to date.

It's a lasting legacy for our people and business.

I also welcome you to be part of our story.

Nikki Allder

Nikki Allder
Chief Executive Officer

“ Together we grow our knowledge, together we start the conversations that have real impact.”



Our RAP journey to date

Our purpose

The purpose of our Reflect RAP is supporting our organisation to scope meaningful and lasting relationships with First Nations stakeholders and organisations. Titles Queensland commits to finding valuable and innovative ways to work together with Reconciliation Australia to evolve our cultural identity and visibility. We are clear on our scope and sphere of influence to deliver on our reconciliation vision – through our RAP – and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders.

Our commitment

- Continuously educate our people about Aboriginal and Torres Strait Islander cultures
- Demonstrate our commitment to improving the journey towards reconciliation through our actions, attitudes, and operating environment – ensuring all staff, customers and stakeholders are respected and welcome.

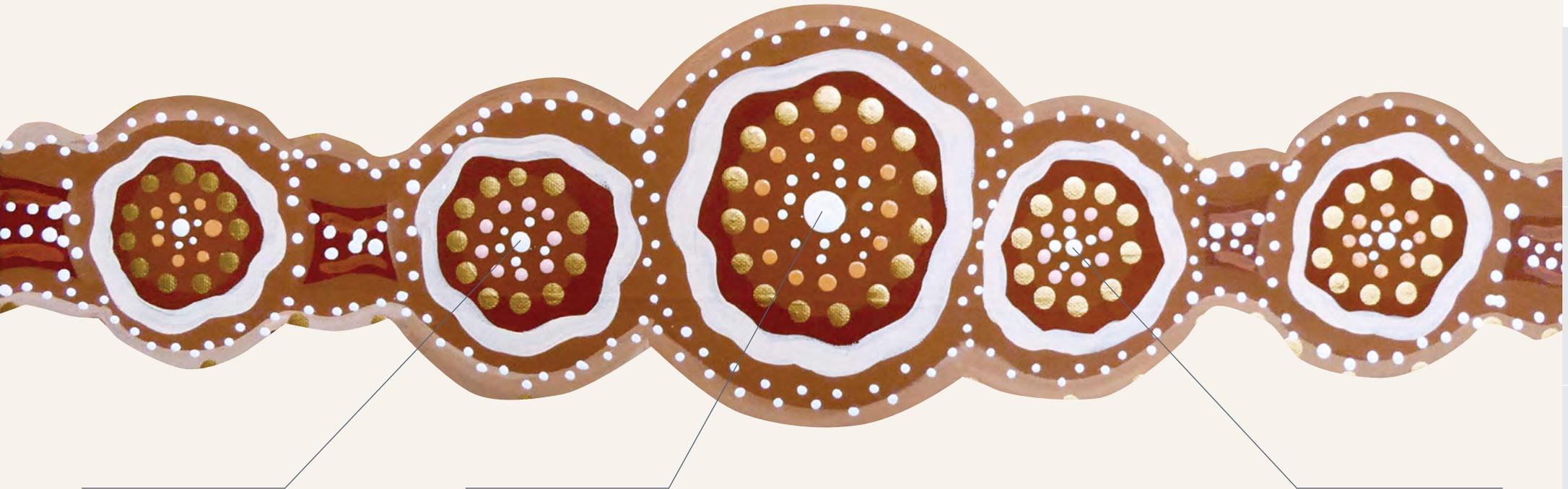
Our sphere of influence

Understanding the first step is vital in plotting the path forward. Our sphere of influence identified below will continue to grow inline with our understanding and engagement.

This data is based on the publicly available information from the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS). We acknowledge that there are some intricacies this map does not consider and undertake our best efforts to consider and be respectful of this detail.

aiatsis.gov.au/explore/map-indigenous-australia





2021

- **June:** Titles Queensland formed
- **July:** RAP process initiated by our inaugural Chair, Cameron Hall
- **August:** Call for membership – Titles Queensland RAP Working Group
- **October:** First meeting and establishment of our code of care
- **November:** First action – incorporate acknowledgement of country to our meetings and signature blocks

2022

- Increased awareness through celebration and learning about significant days across the Aboriginal and Torres Strait Islands calendar – NAIDOC week/Harmony Day/Reconciliation Week
- **February:** Connect to Country installed at our Brisbane office
- **April:** Elder, Songwoman and Law-woman of the Turrbal People – Maroochy Barambah officiates our official office opening
- **June:** RAP Working Group members attended the Reconciliation Australia annual conference
- **September:** RAP Working Group attendance at Yalari dinner and sponsorship agreement
- **December:** Indigenous Literacy Foundation (ILF) sponsorship – supporting Indigenous literacy

2023

- **March:** Conditional approval of Titles Queensland's Reflect RAP
- **May:** Final approval of Titles Queensland's Reflect RAP
- **June:** Launch our Reflect RAP

Our two large boardrooms are named for indigenous places.



Cooran
meaning tall in the
Kabi Kabi language



Wootha
meaning Red Cedar
Kabi Kabi language



Starting on the right foot

Our RAP Working Group formed in October 2021 and made a conscious effort to connect as individuals, cement our guiding principles, and develop the optimal method for our Reflect RAP journey. The group meets each month and follows a mix of structural governance and cultural learning to ensure a balanced view with our decision making. We are also fortunate to have a permanent external First Nations member join our meeting to provide additional perspectives, guidance, and support.

Small steps to start

The working group was successful with implementing early initiatives and organisational changes to ignite the internal conversations around Aboriginal and Torres Strait Islander cultures. Our key examples include:

- Incorporating an **Acknowledgement of Country** to our official and unofficial gatherings (including corporate use signature blocks echoing this message)
- **Sharing cultural dates of significance** amongst our staff group and strengthening our cultural conversations through shared interests – i.e coming together and celebrating culture through food
- **Welcoming Elder, Songwoman and Law-woman of the Turrbal People** – Maroochy Barambah to officiate a Welcome to Country at our Brisbane office opening >> *See image opposite*
- Establishing a **membership with Reconciliation Queensland**
- Advancing two key Sponsorship initiatives



Yalari: funding 2 x scholarships (for six years) for Queensland-based Aboriginal or Torres Strait Islander students



Indigenous Literacy Foundation: a single donation to support placing books in regional communities in honour of Indigenous Literacy Day.

It is our vision to progress these initiatives along with others outlined in our Reflect RAP, while continuously surveying our sphere of influence to ensure we remain true to our RAP purpose and commitment.



Our RAP artwork

Reconciliation Australia message & about Titles Queensland

Chairman message & CEO message

Our RAP journey to date

Our RAP Working Group & Executive Sponsor message

Our RAP Refresh plan: June 2023 - June 2024

BRISBANE OFFICE
Official Opening

▽ Songwoman and Law-woman of the Turrbal People – Maroochy Barambah

Our RAP Working Group

Nikki Allder
Chief Executive Officer

Rob Anderson
Manager, Operations

Shara Delaney
System Support Officer

Stephen Grice
Manager, Operations (GC)

Kendra Hammond
*Chief People Officer
Executive Sponsor*

David Husband
Manager, Operations (SC)

Tina Lavis
Team Coordinator (GC)

Narelle Leard
Office Coordinator

Andrew Niven
*Indigenous Partnership Manager
Queensland Investment Corporation*

Liam Ringelstein
*Chair
Manager – Marketing & Communications*

Catherine Smith
Land Officer (GC)

Camille Wheeler
Land Officer (TSV)

Cameron Hall
(Inaugural Chair)

We share our deep thanks to Cameron for his vision and support to implement the RAP at Titles Queensland.



A message from our Executive Sponsor



I am honoured to champion our Reflect RAP with our people, customers, and stakeholders.

I have experienced the impact a well-executed RAP has on the community its connected with.

It's the right place for our organisation to begin. By plotting the path to understand our sphere of influence and building valued and trusted relationships, we will embed strong foundations that our future will be built from.

I look forward to seeing where this journey takes Titles Queensland.

Kendra Hammond

Kendra Hammond
Chief People Officer

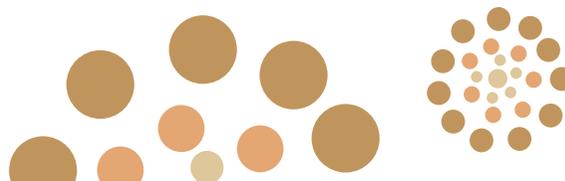


“It's the right place for our organisation to begin.”

Our Reflect RAP plan: June 2023 – June 2024



RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Research and understand best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Chief Executive Officer
	1.2 Identify and establish trusted relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2023	Office Coordinator
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our stakeholders	May 2023	Manager – Marketing & Communications
	2.2 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023	Chief Executive Officer
	2.3 RAP Working Group members to participate in an external NRW event	27 May- 3 June, 2023	Land Officer (TSV)
3 Promote reconciliation through our sphere of influence.	3.1 Communicate through our brand and values, our commitment to reconciliation to all staff.	March 2024	Manager – Marketing & Communications
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	Land Officer (GC)
	3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2023	Land Officer (GC)
	3.4 Create a website-based page to increase visibility and update stakeholders on our RAP journey / progress	June 2023	Manager – Marketing & Communications
	3.5 Introduce the RAP program as part of the Titles Queensland induction and onboarding process. Communicate an annual refresh statement for all staff.	January 2024	Chief People Officer
	3.6 Create a RAP branded lanyard for staff to select (demonstrating their cultural support).	July 2023	Manager – Marketing & Communications
4 Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	March 2024	Chief People Officer
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	Chief People Officer



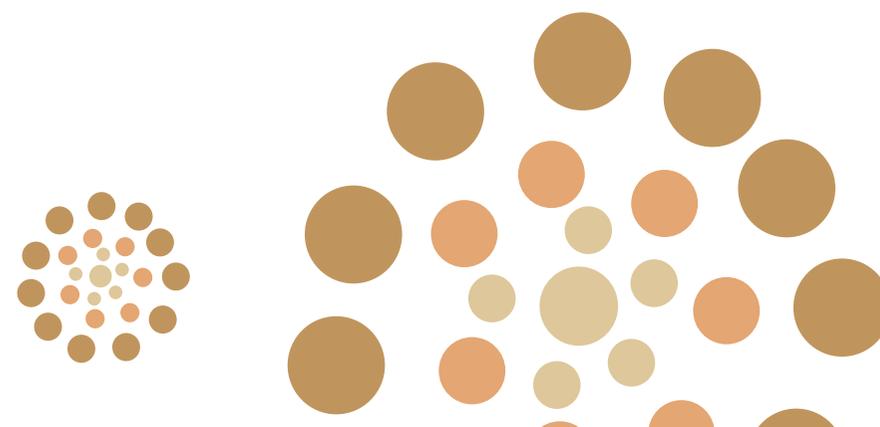


RESPECT			
Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	March 2024	Chief People Officer
	5.2 Conduct a review of cultural learning and development needs within our organisation.	January 2024	Chief People Officer
	5.3 Establish a cultural learning strategy and framework that ensures Titles Queensland builds cultural competency and fosters cultural safety for our staff.	March 2024	Chief People Officer
	5.4 Investigate, implement and deliver cultural awareness training to staff. <ul style="list-style-type: none"> Consideration be given to the program 'Building on the strengths of our stories' co-facilitated by the Department of Resources 'Futures' Team and renowned Indigenous Leader Leann Wilson, a Bidjara/Kara-Kara and South Sea Islander descendant 	July 2023	Office Coordinator
	5.5 Investigate the availability and relevance of other complementary cultural awareness initiatives to Titles Queensland such as: <ul style="list-style-type: none"> Black Card training Availability local cultural tours 	September 2023	Office Coordinator
	5.6 Develop and publish communications to our staff advising of the availability of Gallang Place as an Employee Assistance Program (EAP) to complement our existing partnership with Benestar.	March 2023	Manager – Marketing & Communications
	5.7 Add an intranet-based resources hub for staff, including: <ul style="list-style-type: none"> Learning resources, corporate material (signature blocks), contact details of First Nations suppliers (catering, etc) Events, significant dates and educational details Cultural awareness training expression opportunities. 	June 2023	Manager – Marketing & Communications
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas, including: <ul style="list-style-type: none"> Linking a resource of the Map of Australia with the different First Nations to the organisation SharePoint site and share with staff Sharing traditional names and meanings for Gold Coast, Brisbane, Sunshine Coast, Rockhampton and Townsville offices 	June 2024	Office Coordinator
	6.2 Develop and share an easy-to-use reference guide around the use of respectful and inclusive language and terminology	January 2024	Manager, Operations (SC)
	6.3 Increase workplace understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	March 2023	Manager – Marketing & Communications
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 Raise awareness and share information amongst our staff about the meaning and history of NAIDOC Week.	June 2023	System Support Officer
	7.2 Introduce our staff to NAIDOC Week by promoting participation at external events in our local area.	June 2023	Chief Executive Officer
	7.3 RAP Working Group to participate in external NAIDOC Week events to both show support and lead by example.	First week in July 2023	Manager, Operations (GC)
	7.4 Investigate other dates of significance for First Nations peoples and schedule into office calendar to raise awareness and celebrate important dates.	March 2023	Team Coordinator (GC)

Our Reflect RAP plan: June 2023 – June 2024

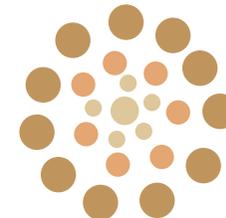


OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build an understanding of Titles Queensland's current staff who identify as Aboriginal and Torres Strait Islander people to inform future employment and professional development opportunities.	June 2023	Chief People Officer
	8.2 Investigate and identify the opportunities Titles Queensland offers for Aboriginal and Torres Strait Islander employment pathways.	March 2024	Chief People Officer
	8.3 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2024	Chief People Officer
	8.4 Develop policies around cultural leave/protocols and sorry business protocols, ensuring that these are shared with staff and stored on the organisation's HR intranet site.	March 2024	Chief People Officer
	8.5 Investigate adding a field in our online HR portal for a staff member to select to identify as Aboriginal and Torres Strait Islander.	January 2024	Chief People Officer
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2023	Office Coordinator
	9.2 Investigate how Titles Queensland can support First Nations businesses.	June 2023	Office Coordinator
	9.3 Investigate Supply Nation membership.	March 2023	Office Coordinator





GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain a RWG to govern RAP implementation.	<i>March 2024</i>	<i>Chief Executive Officer</i>
	10.2 Review and update a Terms of Reference for the RWG.	<i>March 2023</i>	<i>Chief Executive Officer</i>
	10.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	<i>March 2023</i>	<i>Chief Executive Officer</i>
11 Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	<i>June 2023</i>	<i>Chief People Officer</i>
	11.2 Engage senior leaders in the delivery of RAP commitments.	<i>June 2023</i>	<i>Chief People Officer</i>
	11.3 Maintain a senior leader to champion our RAP internally.	<i>June 2023</i>	<i>Chief Executive Officer</i>
	11.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	<i>June 2023</i>	<i>Chief Executive Officer</i>
12 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	12.1 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.	<i>June 2023</i>	<i>Manager – Marketing & Communications</i>
	12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	<i>August 2023</i>	<i>Manager – Marketing & Communications</i>
	12.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<i>September 2023</i>	<i>Manager – Marketing & Communications</i>
13 Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	<i>March 2024</i>	<i>Manager – Marketing & Communications</i>





Contact

Liam Ringelstein

Manager – Marketing & Communications

Chair – RAP Working Group

Enquire about our RAP

Email us via RAP@titlesqld.com.au

or to speak to a member of the Titles Queensland team,
please contact us via **(07) 3497 3479**, between 9am to 4pm,
Monday to Friday (excluding public holidays).

