



Reconciliation
ACTION PLAN
INNOVATE RAP

Reconciliation Action Plan 2016–2018

June 2015

urbis

Urbis acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of all lands on which we do business and we pay our respects to Elders, past and present.

We acknowledge the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.

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Karen Milward Consulting Services
and the Urbis RAP Working Group.

Message of commitment from our Managing Director

Urbis values commitment, integrity, forward thinking and responsibility. With these core ideals in mind, we are pleased to have established our Innovate Reconciliation Action Plan (RAP) to demonstrate our strong commitment to reconciliation with Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities.

We recognise that our journey forward to achieve our Innovate RAP objectives must be based on respectful and collaborative working partnerships with Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities and we understand the mutual and lasting benefits of learning more about Aboriginal and Torres Strait Islander cultures, values, traditions, customs and beliefs as well as ensuring our staff have the opportunity to participate in reconciliation activities that relate to our business areas.

As Australia's leading advisory firm specialising in shaping cities and communities, Urbis has a unique contribution to make in helping Aboriginal and Torres Strait Islander peoples. Urbis supports the development of national and state mechanisms in relation to strategic and statutory land use planning that effectively promote economic independence for Aboriginal peoples through appropriate provisions relating to the use and development of Aboriginal lands. We make these public commitments to demonstrate our desire to achieve meaningful change internally and in our sphere of our influence.

“For over 50 years Urbis has committed its expertise to shaping great outcomes for cities and communities. We recognise the critical importance of place and community to Aboriginal and Torres Strait Islander communities and we are invigorated to bring our expertise to support improved outcomes in these areas. This RAP is a statement of our commitment to effectively contribute to achievement of Reconciliation objectives.”

John Wynne
Managing Director



Our organisation

Urbis is a professional consulting firm operating throughout Australia and overseas, specialising in shaping great cities and communities. Urbis applies its expertise and knowledge in the built, economic and social environments to create superior value for clients and to achieve exceptional outcomes.

Urbis operates at the forefront of urban and societal change and provides multi-disciplinary capability through recruiting and retaining the most talented people providing collaborative professional services founded on deep research and knowledge.

Urbis works on integrated or standalone assignments, providing research, analysis and advice upon which major social, commercial and environmental decisions are made. Urbis provides specialist expertise in:

- Urban planning
- Property investment and development advice
- Property valuation, taxation and rating advice
- Urban design, master planning and landscape Architecture
- Property economics
- Consumer and market research
- Heritage and indigenous cultural advice
- Social research and social planning
- Public policy review and advice
- Economic advice
- Telecommunication infrastructure

Urbis works with private sector clients as well as

federal, state and local governments, across a variety of projects. The projects range from CBD through to Greenfield developments. We are highly experienced in driving the process, identifying key factors to be addressed, establishing critical paths, managing interdisciplinary teams, providing quality advice, managing the often divergent views of various parties, and developing strategies to manage and address the positions of key parties.

Urbis employs over 400 people either on a full or part basis working in offices based in Brisbane, Melbourne, Perth and Sydney. Currently, no Aboriginal or Torres Strait Islander peoples are employed at Urbis.

What we will work towards

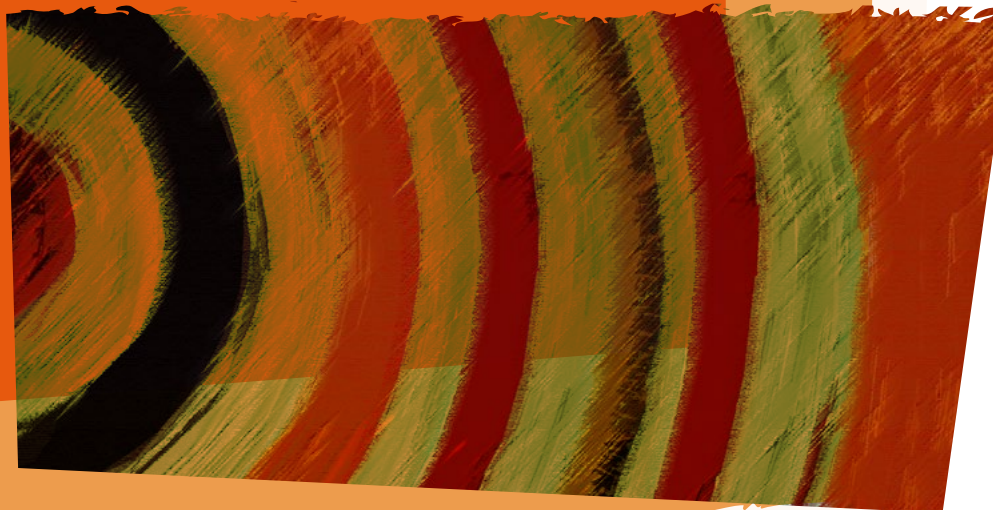
In developing our **Innovate RAP**, Urbis commits to completing the actions within this RAP from 2016 to 2018 to ensure we are well positioned to develop and pilot actions aimed at strengthening our relationships with Aboriginal and Torres Strait Islander peoples, businesses and organisations, including:

- We will strengthen Urbis's understanding of the issues of importance to Aboriginal and Torres Strait Islander people, organisations, businesses and communities through a well-structured and informed Aboriginal and Torres Strait Islander Cultural Awareness Program.
- We will review our internship program to ensure that it is more culturally inclusive and responsive in meeting the needs of Aboriginal and Torres Strait Islander students studying various disciplines that are relevant to Urbis business and its clients.
- We are committed to bring Urbis's capabilities to the improvement of national, state and local planning frameworks assisting Aboriginal land based organisations and Councils to enhance the economic, social and physical opportunities associated with Aboriginal owned lands.
- We will seek engagement opportunities with traditional owners/custodian groups about the history of the land where Urbis is working with its clients. This includes meeting with local Elders and community leaders to hear the stories to better inform us on the importance of connection to country.
- This Innovate RAP will allow our firm to focus on building relationships internally and externally, and raise awareness with our clients and stakeholders to ensure there is shared understanding and ownership of our Reconciliation Action Plan within our firm. Development of our future Reconciliation Action Plans will involve consultation with staff across our firm including Aboriginal and Torres Strait Islander stakeholders to achieve our vision for reconciliation.

Our vision for Reconciliation

Our vision for Reconciliation is to be actively involved in supporting meaningful and lasting change within our firm and in the environments in which we provide our services.

We will respect and acknowledge the unique connection that Aboriginal and Torres Strait Islander peoples have to the land and build genuine and long lasting respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and businesses that aim to strengthen our business and reputation.



What is a RAP?

The Reconciliation Action Plan (RAP) is about organisations from every sector turning good intentions into real actions and rising to the challenge of reconciling Australia.

A RAP is a business plan that uses a holistic approach to create meaningful relationships, enhanced respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

RAPs provide a format for exploring how reconciliation can advance organisational objectives, by formalising contributions through clear actions and realistic targets, as well as identifying lessons learnt. While each RAP includes specific required actions and targets, organisations also shape their own in relation to their core business, sphere of influence, resources etc. This results in a creative blend of objectives throughout relationships, respect and opportunities sections of a RAP.

More information on RAPs can be found at:

www.reconciliation.org.au

Our Reconciliation Action Plan

Our Reconciliation Action Plan was developed by our RAP Working group chaired by the Managing Director, John Wynne with representation by senior staff across all Urbis business areas nationally, who are all committed to working towards positive reconciliation outcomes for Aboriginal and Torres Strait Islander people, organisations and businesses.

We engaged Aboriginal consultant, **Karen Milward**, who has a close working relationship with Urbis spanning 10 years to ensure that we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander people and their communities.

This was achieved through consultation with staff across all of the Urbis business areas who have provided innovative ideas for inclusion in our RAP. Representation on our RAP Working Group will be sought from Aboriginal and Torres Strait Islander interested organisations, businesses and community leaders to actively participate in and guide the development and implementation of actions in our Innovate Reconciliation Action Plan.





Our past and current activities in the Aboriginal and Torres Strait Islander community

Urbis has a long working history with Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities aimed at strengthening the relationship between Urbis and the business sector including:

- **Training:** Urbis staff have undertaken online and workshop-based training in Indigenous cultural awareness, and consulting with Indigenous Australians.
- **Collaboration:** Urbis staff regularly collaborate with Aboriginal consultants on research projects.
- **Research and advice:** Urbis has conducted projects across the country involving Aboriginal and/or Torres Strait Islander individuals and communities.
- **Recruitment:** Urbis has worked with Career Trackers to support placements for Aboriginal and/or Torres Strait Islander students, and has hosted students in the Sydney, Melbourne, and Brisbane offices.
- **Projects:** Urbis has been involved with a wide range of projects involving Aboriginal and Torres Strait Islander places and communities.

Relationships

We will explore ways for greater connection with Aboriginal and Torres Strait Islander people, community leaders, businesses and community organisations by strengthening our relationships with Aboriginal and Torres Strait Islander communities through mutually beneficial engagement in areas where we do business.

Action

Develop respectful and strong relationships with Aboriginal and Torres Strait Islander community leaders, organisations and Peak Bodies through:

- Participation in the Urbis RAP Working Group.
- Invitations to participate in selected Urbis and client events and activities.
- Developing Urbis RAP cultural protocols.
- Hosting meetings with traditional owners and community leaders to understand local connection to country and place with the aim of informing major relevant projects.
- Hosting a network meeting with Aboriginal architects and Urbis planners and designers.

January
ongoing

Target

1. The RAP Working Group will have Aboriginal and/or Torres Strait Islander representation who are actively involved in the implementation of the RAP.
2. Active participation by the Aboriginal and Torres Strait Islander community in RAP events and activities.
3. Cultural protocols are in place.
4. Aboriginal and Torres Strait Islander organisations are more informed and engaged in Urbis business areas nationally.
5. Urbis staff are more informed about Aboriginal and Torres Strait Islander cultural heritage and connection to place.

Responsibility
RAP Working Group

Action

Urbis RAP champions and one Urbis Ambassador for Aboriginal and Torres Strait Islander issues will actively promote and implement our RAP.

January
ongoing

Target

1. Urbis champions and Ambassador are actively promoting the RAP nationally and at the local level.

Responsibility
RAP Working Group

Action

Develop an engagement strategy with Aboriginal and Torres Strait Islander community leaders in Universities and TAFEs.

March

Target

1. University and TAFE Engagement strategy developed.

Responsibility
RAP Working Group

Relationships

Continued

Action

Include awareness on our Reconciliation commitment in staff induction processes.

March

Target

1. Induction Program includes reference to the RAP.

Responsibility
Human Resources

Action

Identify Urbis Aboriginal and Torres Strait Islander community partners, organisations, businesses and peak bodies relevant to our business at the national level and develop cultural engagement protocols.

March

Target

1. Mapping of relevant Aboriginal and Torres Strait Islander community partners, organisations, businesses and peak bodies is undertaken and Urbis is actively engaged with the community

Responsibility
RAP Working Group

Action

Actively promote and participate in Reconciliation Week and NAIDOC Week activities and events.

May & July
(Yearly)

Target

1. Urbis hosts events and activities in Reconciliation and NAIDOC weeks.

Responsibility
All Business Areas

Action

Improve staff understanding of Aboriginal and Torres Strait Islander history and culture through the implementation of an Aboriginal Cultural Awareness Training Program, including participation in:

- Promotion of cultural awareness at Urbis conferences.
- Providing RAP information on the intranet.
- Face-to-face training sessions delivered by local Aboriginal and/or Torres Strait Islander trainers.
- Inviting Elders and community leaders to attend 'lunch box' sessions to share local stories about the local areas Urbis is located and does business
- Site tours by Traditional Owners/ Custodians, including walking tours and cultural walks along local rivers and areas.
- Promote awareness of Aboriginal issues and projects Urbis is working on with the community.
- Subscriptions to the Koori Mail and other significant media which is displayed in Urbis meeting rooms.

June ongoing

Target

1. Selected staff in each office have participated in the Urbis Aboriginal Cultural Awareness Training program.
2. Improved understanding and awareness by our staff of issues of importance to Aboriginal and Torres Strait Islander peoples, organisations businesses and communities at the local level.
3. A database of Aboriginal and Torres Strait Islander training providers is accessible to our staff and clients.

Responsibility
Business Services,
Human Resources and
RAP Working Group

Action

Develop Aboriginal and Torres Strait Islander cultural protocols and guidelines for our staff to improve our working relationships with the community and provide this guidance to our clients where appropriate.

June

Target

1. Increased understanding by staff about Aboriginal and Torres Strait Islander protocols and guidelines when providing advice to clients about cultural specifications in tenders and Aboriginal and Torres Strait Islander involvement in Urbis business projects.

Responsibility
RAP Working Group

Action

We will support selected Urbis staff to strengthen existing and develop new relationships with Aboriginal and Torres Strait Islander communities and organisations through providing relevant opportunities for engagement, secondment, mentoring, coaching, volunteer opportunities and enhancing professional development.

By 2018

Target

1. Developed and positive relationships with Aboriginal and Torres Strait Islander people and communities.

Responsibility
All Business Areas

Action

We will share our RAP learnings and work undertaken with Aboriginal and Torres Strait Islander people, organisations, businesses and communities with and selected staff, partners, clients and the Aboriginal and Torres Strait Islander community.

Ongoing

Target

1. Increased awareness and understanding of our RAP learnings with all Urbis stakeholders.

Responsibility
RAP Working Group

Respect

We will support opportunities to better understand and respect Aboriginal and Torres Strait Islander peoples, their history, culture, values, beliefs, cultural practices and particularly their connection to land and place in Australia.

Action

Display the Aboriginal flag and Torres Strait Island flag at the reception areas of Urbis offices.

Jan ongoing

Target

1. The Aboriginal flag and Torres Strait Island flag is displayed at all Urbis offices.

Responsibility
Business Services

Action

Urbis will meet with the building owners where each Urbis office is located to encourage agreement for display of the Aboriginal flag and Torres Strait Island flag in the downstairs foyer areas.

Jan ongoing

Target

1. Foyer areas display the Aboriginal flag and Torres Strait Island flag where Urbis offices are located..

Responsibility
Business Services

Jan ongoing

Target

1. Urbis events and conferences will demonstrate respect for Aboriginal and Torres Strait Islander culture.
2. Staff participate in key activities and events celebrated by the Aboriginal and Torres Strait Islander community.
3. Acknowledgement and Welcome to Country protocols and guidelines are included in relevant speeches and provided to Urbis staff and shared on the Urbis website.

Responsibility
RAP Working Group

Action

Demonstrate respect for Aboriginal and Torres Strait by:

- Including Acknowledgement of Country at selected major staff and stakeholder events and where appropriate invite Traditional Elders to provide a Welcome to Country.
- Developing a register of Traditional Owners/Custodian Elders who can be invited to perform a Welcome to Country.
- Develop briefings for staff on the cultural protocols for Acknowledgements and Welcomes and its importance to Urbis.
- Provide awareness to staff about the 'welcome to country' mobile phone application.
- Celebrating Aboriginal and Torres Strait Islander culture and heritage when appropriate.

Action

Display Acknowledgement Plaques identifying the Traditional Owners/Custodians of the local area at each Urbis office.

March ongoing

Target

1. Visitors and employees of each Urbis office will know who the Traditional Owners/Custodians are in each Urbis office location

Responsibility
Business Services

• Action

Display a Statement of Acknowledgement of Traditional Owners and Custodians on the Urbis website and on our email signatures.

March ongoing

Target

1. Increased awareness of Urbis Acknowledgement of Traditional Owners/Custodians' by visitors to the Urbis website

Responsibility
Business Areas

• Action

The Urbis website has a specific reference to information on the RAP.

March ongoing

Target

1. Urbis clients and staff have an increased understanding about current Aboriginal and Torres Strait Islander issues, initiatives, events and activities.

Responsibility
Business Services

• Action

Urbis will promote and display Aboriginal and Torres Strait Islander artwork/s in Urbis offices and:

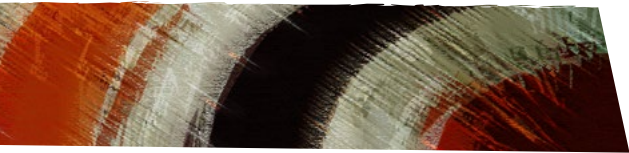
- Develop a policy/guideline on the purchase and display of these artwork/s.
- Develop imagery guidelines in consultation with the RAP Working Group on the correct use of Aboriginal imagery and artworks in public spaces, buildings, graphic design areas, etc.

June ongoing

Target

1. Increased awareness, appreciation of and promotion of Aboriginal and Torres Strait Islander art and culture.
2. Clear understanding by our staff and clients of the use of Aboriginal imagery and artwork/s.

Responsibility
RAP Working Group



Opportunities

We will support Aboriginal and Torres Strait Islander people, organisations, businesses and communities and through active support and involvement in issues relevant to the areas of expertise at Urbis.

Aboriginal Land Rights legislation recognises that land in Australia was traditionally owned and occupied by Aboriginal peoples and that decisions of past Governments have progressively deprived Aboriginal peoples of those lands. It provides legislative recognition that land is of social, cultural and economic importance to Aboriginal peoples.

The claiming of land under the Aboriginal Land Rights legislation was intended to be an important first step to improving Aboriginal self-sufficiency and economic wellbeing. Legislation was framed to enable the economic development of claimed lands not deemed culturally significant to Aboriginal peoples for the social and economic betterment of Aboriginal people.

Action

Urbis will proactively contribute its capabilities to the advocacy of appropriate national and state strategic and statutory land use planning which effectively promote economic independence for Aboriginal peoples in respect to Aboriginal lands by:

- Establishing working relationships with Aboriginal and other relevant peak bodies to highlight the importance of more effective strategic and statutory planning approaches to the effective development of Aboriginal lands.
- Advocating the importance of and need for reform in the approach to planning the development of Aboriginal lands.
- Contributing to activities focussed on reforming the approach to planning the development of Aboriginal lands.

March ongoing

Target

1. Urbis staff are proactively involved in a range of activities supporting the improvement of the strategic and statutory approaches to the planning and development of Aboriginal lands.

Responsibility
RAP Working Group

Action

Urbis will work with Career Trackers and relevant organisations to strengthen the Urbis internship program to be more inclusive and culturally responsive to Aboriginal and Torres Strait Islander students, including:

- Developing a culturally appropriate interns support program.
- Working with University and TAFE Indigenous Units to identify mentoring support and opportunities for students.

March ongoing

Target

1. Opportunities and support are provided to interested Aboriginal and Torres Strait Islander student interns at Urbis across its business areas.
2. Career pathways are identified and supported for Aboriginal and Torres Strait Islander interns.

Responsibility
RAP Working Group

Action

Sponsorship of conferences and network events that have relevance to Urbis business.

March

Target

1. Urbis staff are proactively involved in a range of activities supporting the improvement of the strategic and statutory approaches to the planning and development of Aboriginal lands.

Responsibility
RAP Working Group

Today as a result of land rights, Aboriginal Land Councils hold significant freehold land and are often the largest single landowners in any local government area.

While well intend, in practice the outcomes envisaged have been frustrated by many factors including town planning laws managing land use and development. Strategic and statutory planning mechanisms throughout Australia perpetuate disproportionately adverse decision making in respect to Aboriginal lands often resulting in the imposition of restrictive environmental conservation land use zonings on Aboriginal lands.

There is a tendency by state and local government authorities to view Aboriginal lands as public environmental conservation assets or as quasi

parklands, often without conservation values being established through formal evaluations. Accordingly, Aboriginal lands have tended to be 'downzoned' for conservation purposes often without any basis. This has the effect of sterilising development potential of lands and undermines the intent of the Aboriginal Land Rights legislation.

Recognising this, Urbis supports the introduction of appropriate national and state-wide mechanisms in relation to strategic and statutory land use planning which effectively promotes economic independence for Aboriginal peoples and self-determination in respect to Aboriginal lands.

Action

Recognise and reward staff who have demonstrated reconciliation outcomes with Aboriginal and Torres Strait Islander people, organisations, businesses and communities.

March

Target

1. Urbis staff who demonstrate reconciliation outcomes will be rewarded for their active involvement in initiatives that promote reconciliation with Aboriginal and Torres Strait Islander people.

Responsibility
Business Services

Action

Support Urbis business areas to effectively engage with Aboriginal and Torres Strait Islander businesses by:

- Reviewing our procurement process to be more inclusive of Aboriginal and Torres Strait Islander businesses.
- Develop a database of Aboriginal and Torres Strait Islander businesses relevant to Urbis.
- Explore opportunities with Supply Nation.

March

Target

1. Urbis procurement processes are inclusive of Aboriginal and Torres Strait Islander businesses.
2. More opportunities are available to Aboriginal and Torres Strait Islander businesses to tender for Urbis and its clients contracts where appropriate and relevant.

Responsibility
Business Services

Action

Urbis will consider opportunities to sponsor Aboriginal and/or Torres Strait Islander events or initiatives relevant to Urbis.

March ongoing

Target

1. Aboriginal and Torres Strait Islander initiatives are funded and supported by Urbis.

Responsibility
RAP Working Group
Management Team

Tracking progress and reporting

We are committed to achieving meaningful outcomes from our RAP and recognise that Aboriginal and Torres Strait Islander peoples play a critical role in achieving our RAP objectives.

Action

Report on Urbis Reconciliation Action Plan implementation from 2016 to 2018.

Annually

Target

1. Urbis's Reconciliation Action Plan progress is reported each year in the RAP Impact Measurement Questionnaire.

Responsibility
RAP Working Group

Action

The Urbis Reconciliation Action Plan Working Group has Aboriginal and Torres Strait Islander representation and meets to review progress of the Reconciliation Action Plan implementation twice a year.

Target

1. Review of the Urbis Reconciliation Action Plan reviewed with changes made as appropriate.

Responsibility
RAP Working Group

Action

Report on the Reconciliation Action Plan progress to the Urbis Board.

Target

1. Urbis Board are more informed about RAP initiatives and outcomes.

Responsibility
Managing Director

• Action

Report on Reconciliation Action Plan progress in Urbis annual reporting.

Target

1. Urbis Reconciliation Action Plan outcomes are communicated to the whole of firm on an annual basis.

Responsibility
Managing Director

• Action

Urbis will undertake an internal cultural competency audit through its annual online staff survey to measure RAP learnings on Aboriginal and Torres Strait Islander issues.

Target

1. Significant cultural competency outcomes have been demonstrated within Urbis

Responsibility
RAP Working Group



Reconciliation
ACTION PLAN
INNOVATE RAP

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