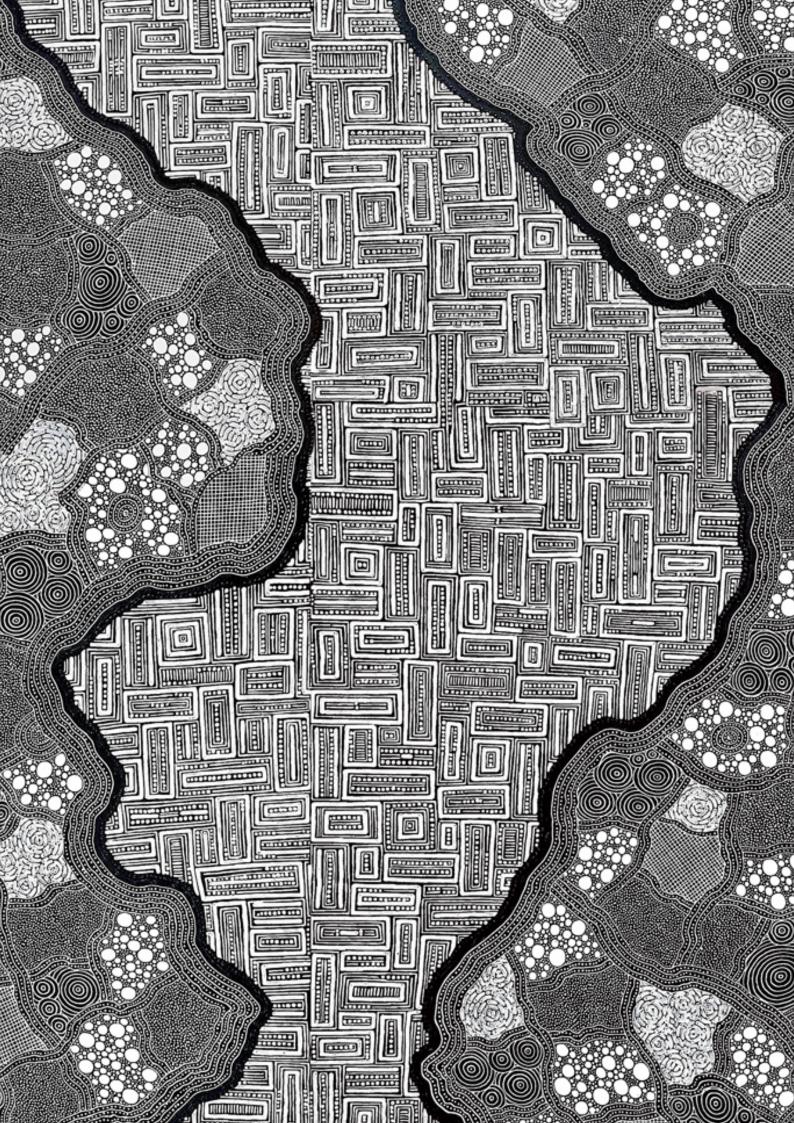


Urbis acknowledges
Aboriginal and Torres Strait
Islander peoples as the
traditional custodians of all
lands on which we do business
and we pay our respects to
Elders, past and present.

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

This Plan was prepared by the RAP Working Group with support from Karen Milward Consulting Services.

This document features artwork by Tarisse King and Sarrita King, commissioned by Urbis. Together four paintings form the single image 'Connecting Land'. The paintings express the beauty of the Australian landscape and the connection it has to its people, while revealing the history and lessons the land can teach us.



MESSAGE OF COMMITMENT FROM OUR MANAGING PARTNER

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 Partner

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?

Our Reconciliation Action Plan

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 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.

Action

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

January ongoing

January ongoing

Target

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

ResponsibilityRAP Working Group

Target

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

Target

developed.

Responsibility

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

1. University and TAFE

Engagement strategy

Action

Include awareness on our Reconciliation commitment in staff induction processes.

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.

Action

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

March

Target

1. Induction Program includes reference to the RAP.

Responsibility

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

Target

May & July

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

Responsibility

Relationships

CONTINUED

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.

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.

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.

June ongoing

Jun

By 2018

Target

- Selected staff in each office have participated in the Urbis Aboriginal Cultural Awareness Training program.
- 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

Target

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

Target

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

Responsibility

2016

2017

2018

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

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

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.

ResponsibilityBusiness 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.

Target

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

ResponsibilityBusiness Services

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.

Target

- Urbis events and conferences will demonstrate respect for Aboriginal and Torres Strait Islander culture.
- Staff participate in key activities and events celebrated by the Aboriginal and Torres Strait Islander community.
- 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

2016

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

Action

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

Action

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

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.

March ongoing

March ongoing

March ongoing

June ongoing

Target

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

ResponsibilityBusiness Services

Target

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

Responsibility

Target

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

Responsibility
Business Services

Target

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

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. 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.

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.

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.

Action

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

March ongoing

March ongoing

March

Target

 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.

ResponsibilityRAP Working Group

Target

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

Responsibility
RAP Working Group

Target

 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.

OPPORTUNITIES

CONTINUED

Action

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

March

Target

March

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.

ResponsibilityBusiness 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 ongoing

Target

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

ResponsibilityBusiness Services

Action

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

Target

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.

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.

Action

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

Annually

Target

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

Responsibility

RAP Working Group

Target

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

Responsibility

RAP Working Group

Target

Urbis Board are more informed

about PAP initiatives and outcomes

Responsibility

Managing Director

Action

Report on Reconciliation Action Plar progress in Urbis annual reporting.

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

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

Responsibility

Managing Director

Target

 Significant cultural competency outcomes have been demonstrated within Urbis

Responsibility

RAP Working Group



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