



RECONCILIATION  
ACTION PLAN

REFLECT

July 2022 - July 2023

# RECONCILIATION ACTION PLAN: REFLECT



## Misty Morning on Wurjundjeri Country

Tiffany  
Garvie



## About the photos in this plan

The photos used in this plan are taken by Tiffany Garvie. Tiffany Garvie is a Gunggari woman, born in Cairns QLD and raised on Yolngu country in north east Arnhem Land (Nhulunbuy), NT. She has travelled Australia extensively and has a strong background in communications and marketing. She has also worked in radio broadcasting with ABC Radio and First Nations media. Tiffany is a passionate portrait photographer with a love for documenting community events and contributing to the ongoing archive of First Nations history in Australia. An accomplished landscape photographer who has been highly commended by Australian Photography+Digital magazine, she was also a finalist in the 2018 National Photographic Portrait Prize.

# Acknowledgment of Country

SGS Economics and Planning (SGS) acknowledges the Aboriginal and Torres Strait Islander First Nations peoples on whose Country we live, work, study and play.

We acknowledge that the Aboriginal and Torres Strait Islander peoples of Australia are one of the oldest living cultures on Earth, one of the oldest continuing land tenure systems in the World, and one of the oldest continuing land use planning and management systems in the World.

We acknowledge First Nations peoples' continuing governance systems, diverse languages, customs and traditions, and rich knowledge of ecological systems. We recognise and are grateful for the enduring connection and stewardship of Country that is integral to First Nations peoples' identity and culture for thousands of generations, and will continue well into the future. We pay our respects to the Traditional Owners, past and present, and acknowledge their stewardship of Country over thousands of years.

We also want to learn from, strengthen our relationships with and assist Aboriginal and Torres Strait Islander peoples in fulfilling their needs and aspirations through measurable actions that make a valuable contribution toward achieving equality in all aspects of life, and especially in relation to matters affecting their Country.

## Reconciliation Australia welcomes SGS Economics and Planning to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

SGS Economics and Planning 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 SGS Economics and Planning 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 SGS Economics and Planning, 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

## Our Vision for Reconciliation

Our vision for reconciliation is that SGS will be more cognisant that our work does not, inadvertently or otherwise, erode Aboriginal and Torres Strait Islander peoples' places and values without the free, prior and informed consent of the Aboriginal and Torres Strait Islander peoples who have the custodial responsibility for those places. As experts in urban planning, SGS acknowledges that our towns and cities are located on the unceded lands of First Nations. We believe that in colonising Australia, the Crown, under the British laws the colonisers brought with them, acquired ownership of development rights on these unceded lands. Crown property in Australia, including development rights on freehold and leasehold land, has been unjustly appropriated and should, in principle, be returned to the First Nation Custodians of the territories in question. This means that the monetary value of land development rights should flow to the appropriate First Nations.

SGS further acknowledges that First Nations have pre-eminence in subsidiarity terms over strategic planning for our cities, towns and regions. Accordingly, plans formulated under Crown laws should comply with principles, parameters and any other sovereign requirements which First Nations might have for the territories in question. SGS will endeavour to engage constructively with the relevant First Nations Custodians wherever we are able to do so.

## The *Uluru Statement from the Heart and acknowledgement of Australia's First Peoples*

SGS Economics and Planning recognises the Aboriginal and Torres Strait Islander peoples as the first sovereign nations of Australia, possessed under Aboriginal and Torres Strait Islander law and custom. We acknowledge the First Nations peoples have suffered the loss of their lands and waters, taken from them without their consent, without a treaty, without compensation, and that these matters have not been resolved. SGS Economics and Planning notes that the *Uluru Statement from the Heart* was issued to the people of Australia because it is the people of Australia who vote to change the Australian Constitution. We recognise the significance of the Statement and its three elements: Voice, Treaty, Truth. We therefore support the establishment of a Voice to parliament for First Nations peoples by way of constitutional amendment. We support a treaty at the national level as a way of reconciling for past grievances and mapping a path for a better future. And we support the establishment of a Makarrata Commission to supervise a process of agreement making between governments and First Nations and truth-telling about our history.

## The United Nations *Declaration on the Rights of Indigenous Peoples*

When the United Nations General Assembly adopted the *Declaration on the Rights of Indigenous Peoples* in 2007, it did so on the basis that Declarations are considered to be universally applicable. The Declaration was compiled in consultation with, and with the support of, Indigenous peoples worldwide and it reflects an important level of consensus about Indigenous peoples' rights. The Declaration expresses rights, and by doing so it explains how Indigenous peoples want nation states and others to conduct themselves in relation to matters that affect Indigenous peoples' rights and interests. We acknowledge that the Declaration enshrines the principles of self-determination and free, prior and informed consent as critically important rights that are inextricably linked. SGS will develop appropriate internal policies and procedures to ensure that we respect and apply these rights in our dealings with Aboriginal and Torres Strait Islander peoples and communities.

## About SGS Economics and Planning

Established in 1990, SGS Economics and Planning is an urban and public policy consultancy informing important policy and investment decisions. As an employee-owned business and certified B Corp with high standards of accountability and transparency, we play a critical role as independent and trusted advisors to the governments and organisations that shape Australia's cities and regions. We work in the public interest and aspire to provide Australia's best independent policy advice.

### Our team

We have 80 team members with diverse expertise and experience working on projects throughout Australia and New Zealand across three offices located on the traditional lands of the Ngunnawal/ Ngambri/Ngarigo peoples in Canberra, the Wurundjeri and Boon Wurrung peoples of the Kulin nation in Melbourne, and the Gadigal peoples of the Eora nation in Sydney. Our team comprises talented people with diverse cultural backgrounds from around the world. At this stage, no team members identify as Aboriginal and/or Torres Strait Islander people.

### Our values

Our commitment to social good is woven into the fabric of our culture. Our employee-owned business structure and B Corp certification support our purpose which means we can apply our very best thinking to solving pressing issues rather than focus solely on shareholder returns. Our values:

- We inspire
- We amplify knowledge
- We collaborate
- We prioritise quality

### Our principles

Our purpose is to shape policy and investment decisions to achieve sustainable places, communities and economies. To help achieve our purpose, we follow five overarching principles:

- Integrity
- Competency and due diligence
- Leadership
- Sustainability, and
- Honesty.

### How we help

We work so that all Australians can benefit from equitable and sustainable cities and regions – including Aboriginal and Torres Strait Islander peoples. Our evidence-based insights help government, business and community leaders understand how places, communities and economies function, assess what projects and programs work, and plan future places and precincts. Beyond advisory services, we hold workshops and courses to share knowledge collaboratively. Our work is rigorous and practical – with a proven and clear path between our analysis and advice. Our services are outlined overleaf.

# Understand

Get informed with critical insights from data, spatial analytics and research.

- Research economic and social issues, including employment, social harm and economic analysis
- Forecast growth and trends, including land use, population, employment, housing and demographic forecasts
- Identify stakeholder needs, including land use audits and stakeholder engagement
- Visualise data meaningfully using interactive maps and dashboards, website visualisations and interactive indices.

# Assess

Assess, monitor and evaluate projects and programs

- Prioritise projects and programs, including strategic needs assessments, investment plans, strategic business cases and place-base assessments
- Evaluate projects and programs, including financial and economic appraisals, socio economic impact assessments, cash flow models, program evaluations and detailed business cases.

# Shape

Prepare plans, policies and prioritise investments

- Plan cities and regions, including housing strategies, metropolitan plans, open space and recreation plans and transport model impact assessments
- Plan future places and precincts, including town centre studies, employment, economic and housing studies, and industrial and retail studies
- Shape good public policy, including governance models, policy options analysis, policy options development, and policy workshops
- Analyse infrastructure funding options, such as local infrastructure plans and value capture appraisals.

# Learn

Learn collaboratively

- Beyond advisory services, we hold workshops and courses to share knowledge collaboratively.
- Our workshops promote knowledge sharing between teams. Our short and deep-dive courses help teams grasp an important topic quickly and then put it to work in their department, organisation or business.
- Our leaders also present at industry seminars and conferences on current and emerging issues and opportunities.

## Our commitment to working with Australia's First Peoples

SGS acknowledges that Aboriginal and Torres Strait Islander peoples are recognised as the First Australians and have a right to make informed decisions about their Country and a right to guaranteed effective participation in all decisions affecting their rights and interests.

We seek to understand Aboriginal and Torres Strait Islander peoples' rights and interests, values and knowledge, and spiritual and cultural connections to their ancestral lands and waters and draw inspiration from their ancient and enduring sustainable land management and living practices. We are committed to working with Aboriginal and Torres Strait Islander peoples, their governing bodies and research organisations to make informed inputs. We take pride in contributing to good public policy and program development through rigorous research, creative analysis and sound policy advice. Our ambition in working in partnership with

Aboriginal and Torres Strait Islander peoples is to fulfill their needs and aspirations through measurable actions that contribute toward achieving equality in all aspects of life, and especially in relation to matters affecting their Country. This is done through inclusive and open participatory processes, and an understanding of the economic, social, environmental and cultural contexts – and ways – in which Aboriginal and Torres Strait Islander peoples live. Our starting point for any engagement with Aboriginal and Torres Strait Islander peoples is respect and recognition.

Our engagement with Aboriginal and Torres Strait Islander peoples and communities respects their right to self-determination and the right to free, prior and informed consent, consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*.

The development of respectful and trusting relationships takes time and is key to success. Clarity about processes, roles and responsibilities, mutually agreed outcomes and the steps to achieve them and a willingness to share responsibility for progress are essential. Engaging successfully with Aboriginal and Torres Strait Islander peoples and communities requires an ongoing commitment to:

- A willingness to learn about Aboriginal and Torres Strait Islander cultures and values, and traditional and enduring land management practices and ways of living
- An appreciation of the historical, social, cultural and political complexity of specific Aboriginal and Torres Strait Islander contexts.
- Long term relationships of trust, respect and honesty, as well as accessible and ongoing communication and clarity about roles and responsibilities.
- Genuine efforts to share power, including through negotiated agreements.
- Clarity about the purpose of and scale for engagement and appropriate time frames.
- Attention to strengthening governance and capacity within Aboriginal and Torres Strait Islander community and governments structures, and good leadership.
- Negotiation of clear and agreed outcomes and indicators of success with monitoring and evaluation processes that meet each parties' needs.

Effective engagement is therefore a sustained process that provides Aboriginal and Torres Strait Islander peoples with the opportunity to actively participate in decision making from the earliest stage of defining the problem to be solved, continuing during the development of policies/programs/projects and in their implementation, as well as in the evaluation of outcomes.



## Our RAP

SGS Economics and Planning is developing a RAP because we want to confirm our commitment to reconciliation with the Aboriginal and Torres Strait Islander peoples of Australia.

SGS Economics and Planning has appointed a RAP Champion, to drive internal awareness of and engagement with the RAP. Our Chief Executive Officer, Alison Holloway has a Bachelor Science (Economic Geography – Honours), a Masters of Environmental Planning, is a Member Planning Institute of Australia and a Graduate Australian Institute of Company Directors. Alison is also on the UNSW City Futures Research Centre Advisory Panel which guides the Centre’s priorities and activities. Alison has provided public policy and strategic urban and transport planning advice to governments in Australia, New Zealand and North America, and has led the preparation of long-term integrated planning strategies with cross-disciplinary teams.

Alison believes that working collaboratively in teams, and with our clients, will lead to great ideas and improve policy decision making, and is passionate about education and continuous learning. As RAP Champion and as CEO, Alison will provide leadership and guidance within the organisation and commitment to implementing SGS’s first RAP.

SGS Economics and Planning also has on its staff a Specialist Adviser on Indigenous matters, Dr Ed Wensing. Dr Wensing is an urban and regional planner with over 27 years’ experience working with Aboriginal and Torres Strait Islander peoples and communities across Australia. Ed has extensive knowledge and understanding of the statutes in every jurisdiction around Australia relating to land administration, land use and environmental planning, Aboriginal land rights, native title rights and interests, environmental protection, natural resource management, cultural heritage protection and local government.

SGS established a RAP Working Group in July 2021. The Group consists of the following members:

- Partner Convenor;
- A member drawn from each working group within SGS; and
- Executive Member from the Board of SGS.

SGS will whenever and wherever possible, work in partnership with Aboriginal and Torres Strait Islander peoples and communities through inclusive and open participatory processes, and an understanding of the economic, social, environmental and cultural ways and contexts in which Aboriginal and Torres Strait Islander peoples live. Our starting point for any engagement with Aboriginal and Torres Strait Islander peoples is respect and recognition.

SGS has a breadth of experience undertaking several research and evaluation projects with Aboriginal and Torres Strait Islander peoples and communities around Australia and for a range of clients, including the Australian Government, State and Territory governments, local governments and Aboriginal and Torres Strait Islander organisations directly. We have more than fifteen years’ experience working with Aboriginal and Torres Strait Islander peoples and organisations in rural and remote locations throughout Australia. Assignments over that time have provided us with an opportunity to visit approximately 30 communities, documenting and analysing issues, preparing various plans (statutory and non-statutory) and preparing various reports and strategies for action following the collection and analysis of local and regional level data and information.

## Our Partnerships/Current Activities

In the past 12-18 months, SGS Economics and Planning has undertaken several activities, with a plan for wider engagement in the future. Recent activities include the following.

### Acknowledgment of Country by SGS:

- An Acknowledgement of Country is a beautiful, respectful clause of thanks to the First Nations peoples who have looked after the land for thousands of years. An Acknowledgement of Country is delivered by a different staff member at SGS's internal team meetings each week. Staff are encouraged to make their Acknowledgement of Country their own and to make it personal, as suggested by Shelley Reys AO, a Djiribul woman of far north Queensland and a respected Indigenous specialist, strategist and service provider, in her recent TEDX Video. [https://www.youtube.com/watch?v=zxo18\\_7BDt4](https://www.youtube.com/watch?v=zxo18_7BDt4)
- SGS also includes an Acknowledgement of Country at public events hosted by SGS or invites the relevant local Aboriginal or Torres Strait Islander organisation who can speak for Country, to deliver a Welcome to Country.

### Cultural Awareness Walking Tours:

- October 2019, Dean Stewart Aboriginal Tours and Education in Melbourne (Dean Stewart Aboriginal Tours And Education Melbourne A-TAEM- ~ TGA ~ TGA ~ (ptgaa.org.au)
- 2017 Walking Tour of Melbourne CBD with Professor Barry Judd, Melbourne University (<https://findanexpert.unimelb.edu.au/profile/24236-barry-judd>)

### Training events for SGS staff:

- In 2019 Jefa Greenaway from Greenshoot Consulting came to speak to all of SGS at one of SGS's Tuesday Training sessions about Aboriginal and Torres Strait Islander peoples' engagement. (<https://msd.unimelb.edu.au/alumni/alumni-profiles/jefa-greenaway>)

As part of SGS's commitment to ongoing training and professional development, SGS holds regular training sessions each Tuesday.

- In 2020 Ed Wensing and Tara Callinan presented at two consecutive SGS's Tuesday Training sessions on a project that SGS had undertaken for the federal Department of the Environment and Energy/Agriculture, Water and the Environment on *Indigenous Engagement in the National Environmental Science Program* (NESP).

The NESP is the Commonwealth's flagship environmental science program, which invested approximately \$150m over 6 years from 2015-2020. SGS was engaged to undertake a review of Aboriginal and Torres Strait Islander peoples' engagement in the Program. In the training session, staff were given an overview of the project, how the project was executed, how SGS engaged with various stakeholders, including Aboriginal and Torres Strait Islander people involved in environmental science research being conducted under the Program, and what SGS recommended to the Australian Government.

- A second training session focussed on the various codes and guides on governing engagement with Aboriginal and Torres Strait Islander peoples on matters affecting their rights and interests. Including significance of international documents and processes such as the United Nations *Declaration on the Rights of Indigenous Peoples*, the *Convention on Biological Diversity* and the World Intellectual Property Organisation. And domestic documents and processes such as the Australian Institute of Aboriginal and Torres Strait Islander Studies' Code of Ethics for Aboriginal and Torres Strait Islander Research, the Australian Research Council's National Statement on Ethical Conduct in Human Research and the various policy documents and guides developed by government departments and agencies, as well as by Aboriginal and Torres Strait Islander organisations.

- In 2020 Tara Callinan participated in a professional development workshop on ‘True Tracks Indigenous Cultural and Intellectual Property (ICIP)’ conducted by Terri Janke and Company. (Workshops | Terri Janke and Company).

### Aurora Internship Program

- As at May 2022, SGS has qualified as a Host for the Aurora Internship Program.

### Local Government information Unit (LGiU) and SGS partnership:

- In August 2021, SGS and LGiU hosted an online event on Treaty, People, Place. Tara Callinan, Senior Consultant and Executive Director of SGS Economics and Planning hosted the Q&A event with a representative from the First People’s Assembly of Victoria on the significance of a Treaty or Treaties that are currently progressing in Victoria. Dr Ed Wensing, Special Adviser and Associate from SGS discussed how a treaty or treaties may impact on local government and land use planning and what local government can do to be treaty ready.

- In May 2022, SGS and LGiU Australia hosted an online event titled, Equality in Health and Economic Outcomes. Moderated by Tara Callinan, Associate and Partner at SGS Economics and Planning, panellists discussed equal health and economic opportunity for First Nations Australian as key to improving wellbeing and actions that local government can take to support closing the gap. Panellists included Karl Briscoe National Chair at Close the Gap campaign and CEO of the National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners (NAATSIHWP), Zach Martin-Dennis Program Manager, Aboriginal Engagement at the Department of Jobs, Precincts and Regions, and Nicole Findlay Chief Executive Officer of Reconciliation Victoria.

### LGiU Policy Briefs

In 2020, SGS Economics and Planning entered into a joint venture with the not-for-profit local authority think tank in the United Kingdom, Local Government Information Unit (LGiU) Australia. SGS Economics and Planning and [LGiU Australia](#) is a policy information membership service dedicated to local government across Australia. Membership is open to local government and affiliated organisations as well as anyone working in local government in Australia. One of the services provided to members is regular Policy Briefings on matters of topical or current interest to local government.

Dr Ed Wensing, SGS Economics and Planning Special Adviser and Associate has compiled several Policy Briefings on Indigenous matters of interest to local government. Topics have included:

- Indigenous Treaty negotiations – Is there a role for Local Government?
- Covid:19 Vulnerability of Indigenous Australians not a new phenomenon
- Draft State Strategic Plan for Crown Land in NSW – open for comment
- Law, culture and local government engagement with Indigenous communities
- Indigenous Treaty negotiations – Progress in three jurisdictions in Australia.
- Noongar Comprehensive Settlement SW WA – Australia’s first treaty?
- Understanding the Indigenous Voice Proposals
- The role of planning in enabling Aboriginal Land Rights: Guideline for Aboriginal Land SEPP (with Matt Kelly)
- Treaty discussions in the Australian Capital Territory and the unfinished business of Aboriginal land rights and native title
- “Closing the Gap”: Roles for Local Government
- Leveraging social procurement to close the gap
- Health equality and self determination for First Nations Peoples: The role of Local Government.

# Relationships



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Research best practice and principles that support engagement and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	October 2022	SGS Special Adviser on Indigenous matters
	Prepare a 'Best Practice Guide to Engagement with Aboriginal and Torres Strait Islander Peoples' for internal use by staff.	October 2022	SGS Special Adviser on Indigenous matters
	Where relevant within the scope of work for a project, identify the Aboriginal and Torres Strait Islander organisations with connections to the area/locality of the project and have a pro-active conversation with our clients about how these organisations may be involved.	October 2022	Practice Leaders (Sydney, Melbourne)
	Set up an annual meeting with the NSW Aboriginal Land Council (NSWALC) as the peak body for the Aboriginal Land Rights network in NSW to explore opportunities for a partnership arrangement for information sharing and working together to advance the land rights of Aboriginal peoples of NSW in SGS's work.	November 2022	Sydney Practice Leader
	Set up an annual meeting with the Federation of Victorian Traditional Owner Corporations (FVTOC) to explore opportunities for a partnership arrangement for information sharing and working together to advance the rights and interests of Traditional Owners in Victoria in SGS's work.	November 2022	Melbourne Practice Leader
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to SGS staff	May 2023	RAP Champion
	Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW, and to discuss their attendance/participation with colleagues.	27 May- 3 June 2023	Practice Leaders
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023	RAP Working Group Members

# Relationships continued



Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff	July 2022	RAP Champion
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2022	Head of Marketing and Communications
	Identify other RAP and like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2022	SGS Special Adviser on Indigenous matters
	Write at least 4 Policy Briefs and 2 Discussion Papers on Aboriginal and Torres Strait Islander matters for LGiU Australia and/or SGS website.	June 2023	LGiU Content Commissioner
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	December 2022	SGS Special Adviser on Indigenous matters
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and ensure SGS's policies and practice are in accordance with best practice.	October 2022	HR & Melbourne Practice Coordinator and SGS Special Adviser on Indigenous matters



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights within our organisation.	May 2023	SGS Special Adviser on Indigenous matters
	Conduct a review of cultural learning needs within our organisation.	May 2023	SGS Special Adviser on Indigenous matters
	Identify appropriate cultural learning opportunities for all staff. (Such as the online <b>Core cultural learning</b> program offered by the Australian Institute of Aboriginal and Torres Strait Islander Studies.) Minimum of five staff in each Work Group to complete cultural training within 12 months.	May 2023	HR & Melbourne Practice Coordinator and Tuesday Training Coordinator
	Invite speakers into our organisation as part of the Tuesday Training program to increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures.	August 2022	Tuesday Training Coordinator
	Facilitate staff to undertake 'True Tracks©: a pathway to Indigenous engagement professional development' workshops	May 2023	Head of Transformation & Leadership
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas: <ul style="list-style-type: none"> <li>• Sydney</li> <li>• Melbourne</li> <li>• Canberra</li> <li>• Hobart</li> <li>• Other regional areas.</li> </ul>	July 2023	Practice Leaders
	Continue encouraging staff to personalise their Acknowledgement of Country at internal SGS meetings.	July 2022	Practice Leaders

# Respect continued



Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2023	Marketing & Communications Lead
	Introduce our staff to NAIDOC Week by promoting external events in our local areas in the lead up to NAIDOC Week.	June 2023	RAP Champion
	Encourage staff to attend/participate in an external NAIDOC Week event.	First week in July 2023	Practice Leaders

# Opportunities



Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2022	RAP Champion and Special Adviser on Indigenous matters
	Become a host organisation for internships by the Aurora Education Foundation.	July 2022	HR & Melbourne Practice Coordinator
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2022	RAP Champion and Chief Operating Officer
	Explore expanding our sub-consultant network to include Aboriginal and Torres Strait Islander businesses, including for example, those listed on Supply Nation.	August 2022	Practice Leaders
	Develop a list of Aboriginal and Torres Strait Islander suppliers.	November 2022	RAP Champion and Practice Leaders
	Explore opportunities to attend Indigenous Business Fairs.	November 2022	Marketing & Communications Lead





Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RWG to govern RAP implementation.	July 2022	SGS Board
	Review Terms of Reference for the RAP WG.	November 2022	SGS Board
	Establish Aboriginal and Torres Strait Islander representation on the RAP WG.	November 2022	SGS Board
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	March 2022	Chief Operating Officer and CEO
	Engage senior leaders in the delivery of RAP commitments.	March 2022	Chief Executive Officer
	Appoint a senior leader to champion our RAP internally.	July 2022	SGS Board
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2022	Chief Operating Officer
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	Marketing & Communications Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Marketing & Communications Lead
	Participate in Reconciliation Australia's Workplace Reconciliation Barometer (WRB)	August 2022	HR & Melbourne Practice Coordinator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	SGS Special Adviser on Indigenous matters
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Marketing & Communications Lead

## Contact details

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# Abstract City 03

Yarra River from Princes Bridge, Naarm

