

Reflect Reconciliation Action Plan

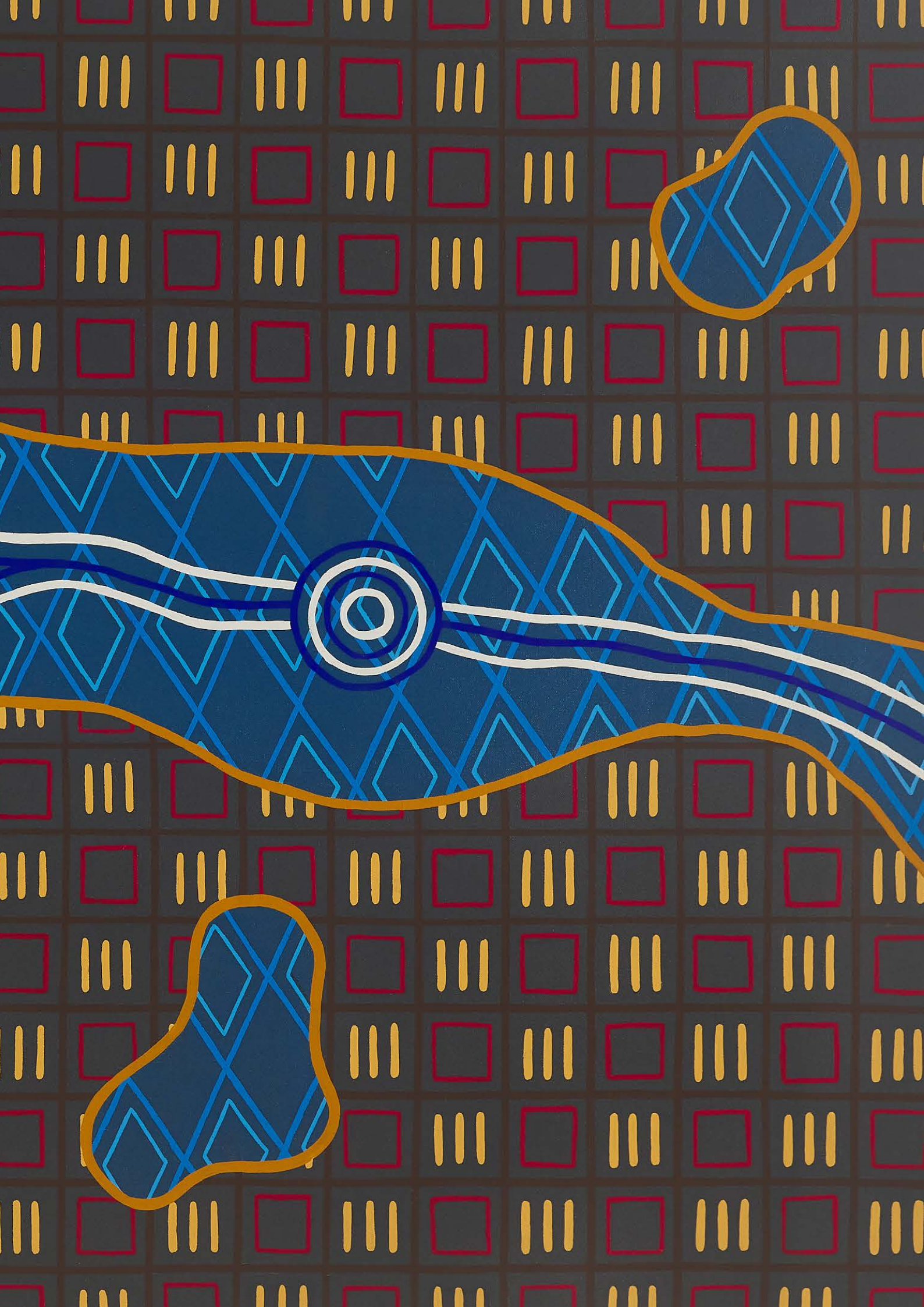
July 2022 — July 2023



RECONCILIATION
ACTION PLAN

REFLECT





Acknowledgement of Country.

We pay our respects to the Traditional Custodians of Country throughout Australia, their Elders and ancestors, recognising their rich heritage and enduring connection to Country and acknowledging the ongoing sovereignty of all Aboriginal and Torres Strait Islander Nations.

We recognise the profound connection to land, waters, sky and community of the First Nations peoples, with continuing cultures that are among the oldest in human history. We recognise that they are skilled land shapers and place makers, with a deep and rich knowledge of this land which they have cared for, protected and balanced for millennia.

About the artwork.

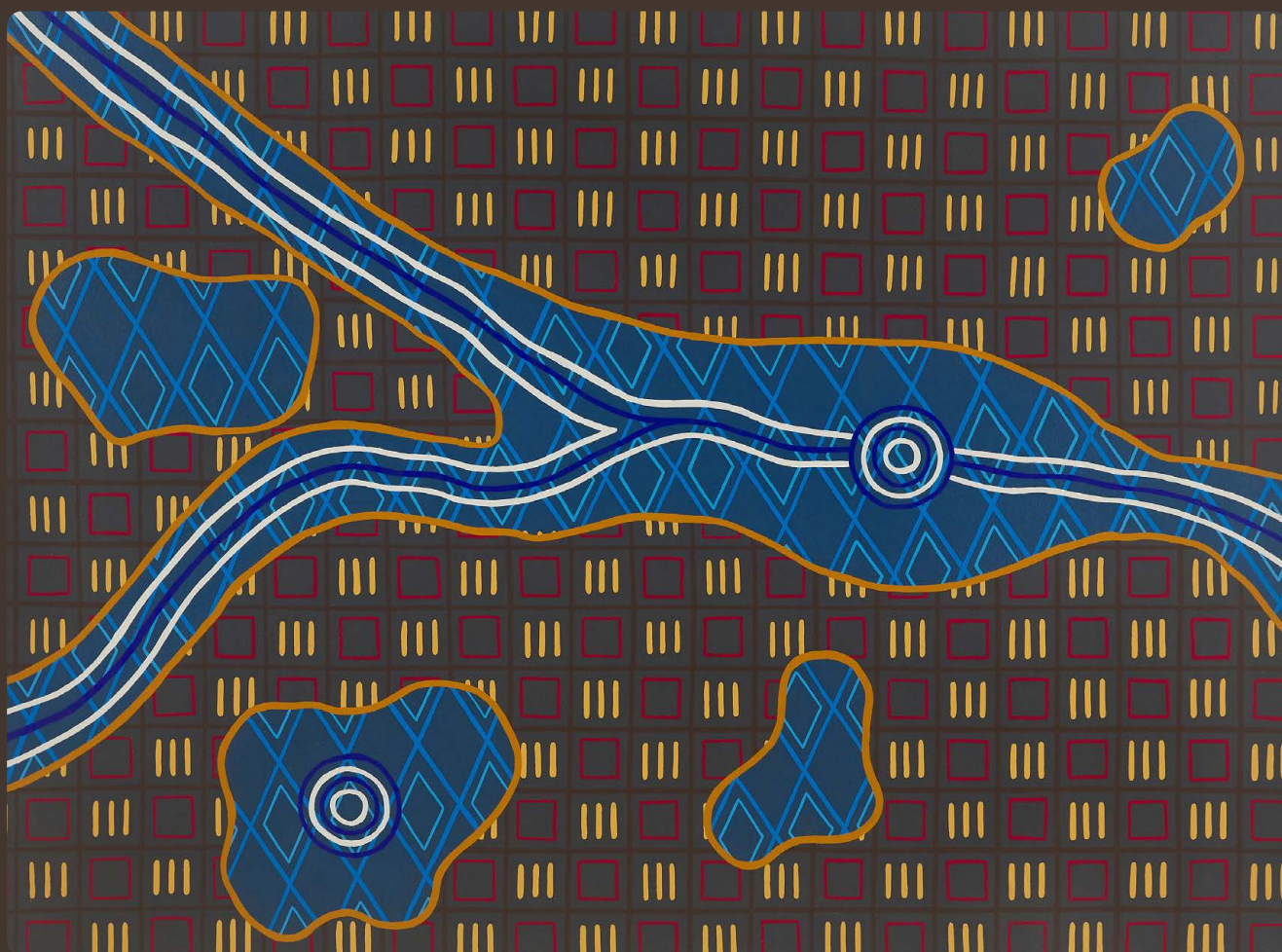
These designs represent our Country and how important it is to maintain a healthy Country and waterways. Our people and our communities are connected to our Country, if the Country becomes sick it can impact our people and communities. This is why it is important to look after our Country.

Alfred is a proud Gunaikurnai man and post-release artist with The Torch, who only picked up a brush in 2018.

He completed a Koori Art course through Kangan but has mainly taught himself, as well as guidance from his Indigenous Arts Officer Sean Miller at The Torch.

Alfred is known for using contemporary lines and dots, as well as placing realistic animals and objects into his work. He focuses on culture, ancestors, family and Country as his subject matter.

In 2020, Alfred was awarded with the Melbourne Road Art & Canvas stretching Award as part of the Confined 11 exhibition. He is evolving his style with every painting, and simply wants to keep painting for now and see what happens in the future.



Our Country, 2022

88 x 119 cm Acrylic on canvas

Original artwork by

Alfred Carter

Gunaikurnai

A message from Reconciliation Australia.

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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 Tract Consultants 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 Tract Consultants, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

A message from...



Deiter Lim
Managing Director
Tract

Over many years of practice, Tract has had the opportunity to be guided by First Nations People on a number of successful projects, and it is with great pride that we begin our next journey in concert as we develop our first Reconciliation Action Plan (RAP).

As a national practice of planners and designers shaping the cities and regions in which we all live, developing stronger connections with Country that can meaningfully inform the delivery of our built environment projects across Australia will form a fundamental part of our RAP process.

Reconciliation is fundamental to developing our understanding of connection to Country and increasing the inclusion and participation of First Nations Peoples in the design and planning process for future development projects. This will improve and better inform our practices in order to support the health and well-being of Country by valuing, respecting, involving and listening deeply. Through this RAP we are seeking to embed a deeper understanding of Country in our staff and a deeper involvement of Traditional Owners in the process of shaping our built environments.

We look forward to the reconciliation journey we are embarking on. Through this journey we seek to celebrate the ongoing cultural and spiritual connections of First Nations Peoples to the surrounding lands and waters and aid in developing a society that meaningfully and respectfully engages with Traditional Owners valuing and reflecting their knowledge, ceremonies and histories in the environments in which we live.



Rod Jackson
RAP Working Group Advisor
Respect Victoria

I am honoured and privileged to be actively involved in the Tract Reconciliation Action Plan and my passion for all Aboriginal and Torres Strait Islander people's outcome with all forms of social determinants.

Tract staff engagement and Aboriginal and Torres Strait Islander community engagement with First Nations People to explore the best opportunities and the need for continued engagement with landscape and design opportunities, only after they have committed themselves to the closing the gap strategies in the areas of social determinants including housing, education, employment and health.

Yarning circles for truth, justice and story telling and Dreamtime interpretations with totems, animals, water, land and dance are all extremely important elements of life for recognition of Aboriginal and Torres Strait Islander people's well-being.

Reconciliation is important as a means of encouraging better cooperation and to improve harmony between First Nations and Non-Indigenous people and by recognising that culture plays an important part and strengthens the spirit of mutual respect.

Our business.

Tract was established in 1973 and is a leading contemporary planning and design practice built on uniting three professional disciplines - Town Planning, Urban Design and Landscape Architecture. More recently, Tract has incorporated Media (3D animation, visualisation and other forms of visual communication) to the team. This inclusive, multidisciplinary approach is a key to our success and a platform for ongoing innovation in delivering high quality projects.

Dharug Country



Central Acute Services Building, Westmead Hospital
Cultural Gathering Place

With over 45 years of successful practice, we continue to evolve so that we shape contemporary thinking, working in partnership with our clients and our communities to deliver compelling solutions. We enable our clients to build places for living, leisure and work, and the infrastructure that supports and connects these places. This is the work that we do – in our planning and our designing we shape places where people lead their daily lives.

We are a national practice of over 200 staff over five offices – Melbourne, Geelong, Sydney, Adelaide and Brisbane. At this point in time, we do not employ any Aboriginal and Torres Strait Islander people but are active in seeking First Nations employees.

We combine deep local knowledge with a wider perspective in our responses to new challenges and projects of all scales. We deliver sustainable and memorable solutions which connect, nurture, enable and leave a lasting legacy. Our collaborative culture spans landscape architecture, town planning, urban design, and associated digital media to produce exemplary project outcomes.

Our Reconciliation Action Plan.

Tract is committed to acknowledging and celebrating Aboriginal and Torres Strait Islander peoples through the way that we do business and with initiatives such as cultural awareness and training opportunities. It is our desire to understand and value Aboriginal and Torres Strait Islander cultures along with respecting different values and beliefs. This is supported by our organisational values which recognise that we are accountable and responsible to the role we play in broader society and the environment. We recognise that working in partnership with Aboriginal and Torres Strait Islander peoples is an integral part of demonstrating these values.

As planners and designers our charter is to positively impact built environments and the communities they support, shaping places for living, leisure and work, and the infrastructure that supports and connects these places. We do this by harnessing the strength and diversity of our collective expertise and we recognise that working in partnership with Aboriginal and Torres Strait Islander Peoples is an integral part of ensuring that we implement these principles fully.

In October 2020, a business case was presented to the Tract Board for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. The Board resolved to support the establishment of the RAP Working Group and the preparation of this RAP.

Tract's RAP aspirations include:

- Promotion of early engagement with First Nations People in our projects.
- To encourage First Nations People to pursue a career in the built environment.
- To promote First Nations land management practices.
- To promote the respectful use and development in accordance with caring for Country principles.

Our RAP was developed by our RAP Working Group which comprises representatives across all Tract business areas, offices and levels of seniority to ensure that our RAP captures the complexity and diversity of the work that we do, and the land, waterways and seas on which we operate.

The Working Group was assisted by Aboriginal consultant Rod Jackson with whom Tract has an established working relationship. Rod has assisted us in mapping our current partnerships and relationships and has provided input throughout the RAP development process to ensure that our RAP is culturally appropriate and implementable.

Our Reconciliation Action Plan adopts the following strategies to create a culturally inclusive workplace:

- Engage with members of local First Nations communities and organisations;
- Develop systems and procedures to support First Nations engagement; and,
- Promote cross-cultural awareness within the business.

We recognise that the successful implementation of our RAP requires engagement with our staff across all levels of the business. The structure of our RAP Working Group ensures that there is staff representation across all offices and business units.



● **Stephanie Pope**
Landscape Architect
Adelaide



● **Stuart Tedford**
Landscape Architect
Brisbane



● **Sophie Powell**
Associate Urban Designer
Sydney



Michael Maurer
IT Operations Manager
National



Tammy Shepherd
Associate Urban Designer
Melbourne



● **Mia Zar**
Principal Town Planner
Melbourne



Vivian Tan
Senior Town Planner
Melbourne



Luke Chamberlain
Director
Melbourne



Greg Teague
Principal Landscape Architect
Melbourne



Kendal McQuire
Landscape Architect
Melbourne



● **Alistair Wenn**
Senior Principal Landscape Architect + VIC State Manager
Melbourne



Deiter Lim
Managing Director
National

Wurundjeri and Boon Wurrung Country

We have begun to implement actions related to the RAP, including:

- Our staff induction program includes a cultural heritage walk to ensure that all staff understand the Country on which their office is based. The first of these cultural heritage walks was conducted in July / August 2021.
- Each staff member will attend a session with a RAP Working Group member to facilitate understanding the RAP and made aware of their obligation to contribute towards meeting RAP objectives.
- The Working Group Terms of Reference was adopted in July 2021 and is due for review in August 2022.
- Tract have been working with ZANCOTT Recruitment to employ Aboriginal and Torres Strait Islanders for roles within the Administration department. Tract has also been recommended First Peoples Recruitment Solutions for any position requiring some experience, and AFL Sports Ready for a role that can be a traineeship or for someone with little to no experience.
- In April 2021 an Acknowledgement of Country and Welcome to Country fact sheet was developed and circulated to staff.
- In February 2022 all Tract staff were invited to attend Acknowledgement of Country training with Acknowledge This!
- In April and May 2022, all Tract staff were invited to attend Cultural Competency Training with Nyuka Wara Consulting (Victoria), Bookabee (South Australia), and Yarnnup (New South Wales and Queensland).



The Birrarung Wilam Walk

Our partnerships and current activities.

Tract is a passionate advocate for the inclusion of Aboriginal and Torres Strait Islander voices within our projects. Opportunities for direct involvement in projects includes:

- Engagement of cultural advisor to lead sharing of cultural materials and co-ordination of community consultation workshops.
- Advocate for the inclusion of consultation fees for First Nations community consultation workshops for members attending.
- Commissioning of First Nations Illustrators to provide materials for the exhibition graphics.
- Commissioning of First Nations artists to provide objects of material culture for the exhibition.
- Fees for performance of cultural materials used in potential multimedia e.g. dance, cultural practice and storytelling.

Several of our most successful projects have been shaped by engagement with Traditional Owners and Aboriginal and Torres Strait Islander artists. This includes:

Wurundjeri and Boon Wurrung Country



Casiana Grove

Tract worked with artist Mandy Nicholson (Wurundjeri) who was engaged as a representative of both Traditional Owner groups to create an overall reflection of First Nations landscapes, as well as to weave art into public spaces.

Kurna Country



Royal Adelaide Hospital

Working with Kurna and Ramindjeri artists, the Aboriginal healing garden recognises the living culture of Aboriginal and Torres Strait Islander peoples with the individual and shared stories of the Kurna and Ramindjeri people depicted through sculptural screens, First Nations bush tucker and medicinal plants.

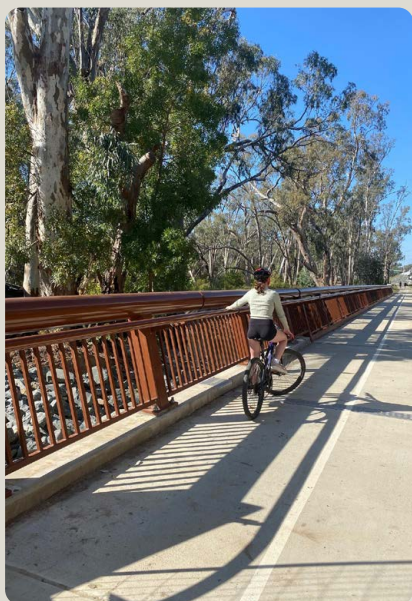
Kunibidji Country



Maningrida Arts and Culture

A collaboration with the Bawinanga Aboriginal Corporation, Hassell and Architects Without Frontiers to establish an Aboriginal artists' co-operatives with a focus on preserving the rich cultural history of the region for future generations.

Yorta Yorta Country



Echuca Moama Bridge

Working with local artist Aunty Judy (Yorta Yorta) and engagement with Traditional Owner representatives to include interpretive artwork within the bridge structure.

Wurundjeri and Boon Wurrung Country



Level Crossing Removal Program

Co-design of public realm spaces, urban design and integrated artwork within various projects led by Allan Murray (Dhudhuroa-Yorta Yorta) and Michael Hromek (Yuin) from WSP, in collaboration with Aunty Di Kerr (Wurundjeri), Uncle Perry Wandin (Wurundjeri), Uncle Shane Clarke (Boon Wurrung) and artist Kent Morris (Barkindji).

Darug and Gundungurra Country



Echo Point, Blue Mountains

Collaboration with Traditional Owner groups to incorporate story lines on the lookout monoliths.

Boon Wurrung Country



Saltwater Coast

Collaboration with artist Steve Parker (Boon Wurrung, Yorta Yorta, Erub)

Incorporation of interpretive signage that was developed in collaboration with Aboriginal artist Steve Parker (Boon Wurrung, Yorta Yorta, Erub)

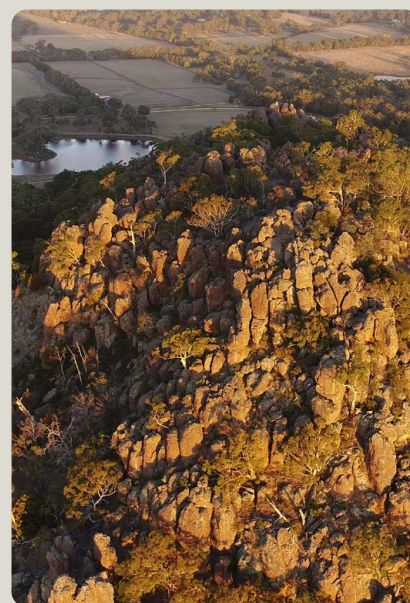
Wurundjeri Country



La Trobe University, Bundoora

Collaboration and engagement with Wurundjeri in re-establishing indigenous planting and land management practices with Auntie Juieanne Axford and Aunty Gail Smith (Wurundjeri).

Taungurung, Dja Dja Wurrung and Wurundjeri Woi Wurrung Country



Hanging Rock Masterplan

As the master plan was being developed, a cultural heritage landscape Conservation Management Plan (CMP) was also being prepared. The CMP included field test, walks on site with each traditional owner group, and one-on-one discussions that were used to inform the plan, which ultimately is used for the purposes/foundation to inform the masterplan.

Wadawurrung Country



Surf Coast Museum

Tract have been involved in the public realm concept design for the cultural precinct. Corrina Eccles & David Jones from Wadawurrung Aboriginal Corporation have informed the development of the design response, landscape concept and materials palette, with Corrina Eccles leading the team on a walk on Country to provide a deeper understanding of place and the significance of the Surf Coast to the Wadawurrung.

Wadawurrung Country



Ballarat Station Masterplan

Tract worked with the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) as stakeholders, with WTOAC directly involved in the development of the masterplan for the station, providing feedback on ideas and input into the Background and Draft Masterplan report.

Wurundjeri Country



Moonee Valley Park – Tote Park Reserve

Collaboration with Glenn Romanis (Wurundjeri and Boonwerrung), Benjamin Gilbert and Mark Tringham for artwork and play sculptures to encourage children to connect with all things in nature – bugs, critters and flowers, in a sensory landscape setting.

Kalkadoon Country



Mount Isa Centennial Place

Kalkadoon representatives were instrumental in the design of the new civic park, with the design incorporating Aboriginal art and references to local culture and history.

Wurundjeri Country



Victoria University

Collaboration with Lyn-Al Young (Gunnai, Wiradjuri, Gunditjmara and Yorta Yorta), for a city shaping laneway artwork commission.

Gubbi Gubbi and Kabi Kabi Country



Sunshine Coast Urban Corridor Character Study

Cultural Support Planner Brianna Hanson (Kabi Kabi) was engaged as a representative of both Traditional Owner groups. Tract worked with Brianna to create an overall understanding of the cultural stories of place associated with the Coastal Corridor including walks on Country in several key locations with storylines embedded in the record of people and place character.



Annette Xiberras
Wurundjeri Elder

Welcome to Country and insights as a business woman
at our International Women's Day event in 2020.

In addition to the project work outlined above, Tract have a number of existing relationships with Aboriginal and Torres Strait Islander peoples and businesses which we look forward to building upon. This includes:

- Annette Xiberras (Wurundjeri Elder and Cultural Heritage Archaeologist / CEO of Urban Colours) is a key business ally who gave a Welcome to Country and insights as a business woman at our International Women's Day event in 2020.
- The Koori Heritage Trust in Victoria where we routinely hold larger staff conferences (at Federation Square in Melbourne). Our Aboriginal cultural heritage walks along the Birrarung were also guided by the Koori Heritage Trust.
- The Aboriginal owned and operated Bookabee in Adelaide, Alex Bond (Kabi Kabi) in Brisbane, and Aboriginal educators at Barangaroo in Sydney who guided our cultural heritage walks.
- Aboriginal and Torres Strait Islander owned businesses who we have engaged to supply products, services and catering; including Warndu, Jala Jala, Maningrida Arts & Culture, Bunji Catering, Something Wild, Pawa Pawa Catering, Mangabla Books, Figjam & Co, Nyuka Wara Consulting and Acknowledge This!

In 2021, we commenced our formal reconciliation journey, establishing a RAP Working Group and holding a series of events to raise awareness of our RAP and encourage engagement with First Nations history and culture. This has included:

- A series of Aboriginal cultural heritage walks around each of our offices to encourage all staff to deepen their understanding of the land on which they work.
- Office screenings of films from SBS's Reconciliation Film Club.
- A book raffle to raise funds for the Indigenous Literacy Foundation and promote First Nations authors (in recognition of Indigenous Literacy Day).
- Members of the Rap Working Group in Melbourne attending a NAIDOC Week Breakfast with Karen Milward (Yorta Yorta woman / owner and operator of Karen Milward Consulting Services).

Relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2022	VIC State Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2023	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	RAP Champion
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023	RAP Champion
	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	Managing Director VIC State Manager



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2022	Managing Director Human Resources Manager
	Update staff induction process for new staff to include a RAP info session with a RAP Working Group Member.	July 2022	Human Resources Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2023	Managing Director VIC State Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2022	Managing Director VIC State Manager
	InTract RAP page to be set up to host resources / links to information to assist staff in taking practical steps towards reconciliation.	July 2022	Graphic Design Associate
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2023	Human Resources Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2023	Human Resources Manager

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.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2022	Chief Operating Officer
	Update the induction process to include an assessment of cultural learning needs for new staff.	July 2022	Human Resources Manager
	Update induction process to include a cultural heritage walk for new staff within 3 months of commencement.	July 2022	Human Resources Manager
	Update induction process to include attendance for new staff at a cultural competence training session.	July 2022	Human Resources Manager
	Establish a physical library at each Tract office with fiction and non-fiction works by Aboriginal and Torres Strait Islander people, with non-fiction works to focus on First Nations land management, co-design and engagement, kinship structures and designing with Country.	September 2022	RAP Champion VIC State Manager
6. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2022	RAP Champion
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	RAP Champion
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022	RAP Champion



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Facilitate staff understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2022	VIC State Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2022	Human Resources Manager
	Add an Acknowledgement of Country to email signatures.	September 2022	IT Manager
	Each staff office to display an Acknowledgement of Country plaque at reception/entry.	September 2022	RAP Champion
	OneMap reports to include reference to Traditional Owners	September 2022	OneMap Business Manager
	Update report/letter/brochure templates and plan title blocks to include reference to Country.	September 2022	Graphic Design Associate
8. Encourage staff to attend events that celebrate and acknowledge the cultures and histories of Aboriginal and Torres Strait Islander peoples.	InTract RAP page to host a calendar of events acknowledging/celebrating Aboriginal and Torres Strait Islander peoples.	July 2022	VIC State Manager Graphic Design Associate
	Managing Director's email updates to all staff to include details of internal and external events acknowledging/celebrating Aboriginal and Torres Strait Islander peoples.	July 2022	Managing Director

Opportunities.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2022	Chief Operating Officer Human Resources Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	Human Resources Manager
	Investigate opportunities to engage with Aboriginal and Torres Strait Islander youth and encourage consideration of a career in the areas in which Tract operate.	May 2023	Human Resources Manager



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2022	Chief Operating Officer Human Resources Manager
	Investigate Supply Nation membership.	August 2022	Chief Operating Officer
11. Identify opportunities for co-design with Aboriginal and Torres Strait Islander peoples.	Initiate an annual Talking Tract session to showcase and celebrate projects which have included Traditional Owner engagement and co-design.	February 2023	VIC State Manager
	Conduct targeted staff training in Aboriginal and Torres Strait Islander cultural engagement and co-design.	April 2023	VIC State Manager
	Conduct review of Tract Connect processes to ensure that this facilitates culturally inclusive consultation.	October 2022	Urban Design Team Leader

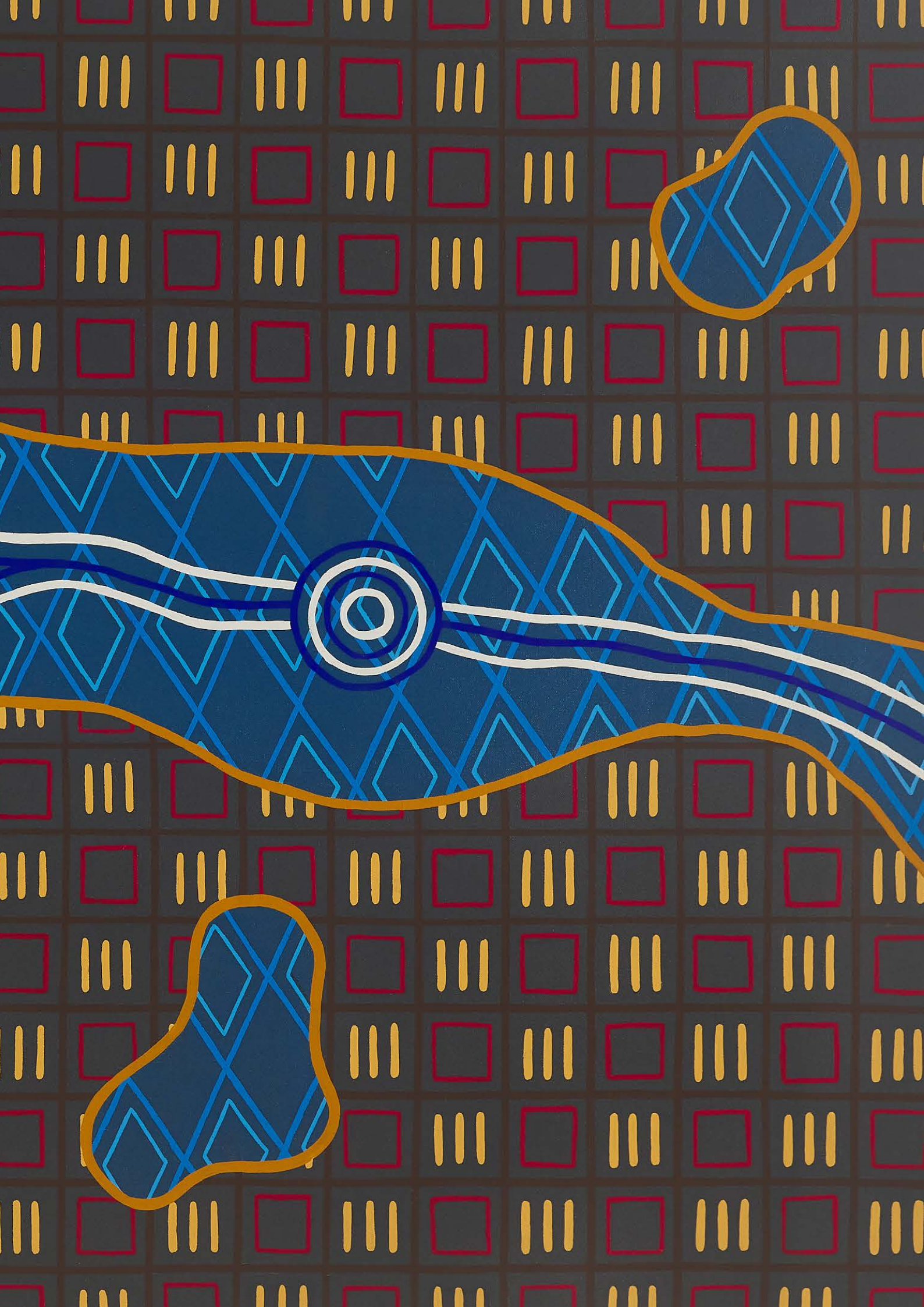
Governance.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	August 2022	RAP Champion
	Review and update a Terms of Reference for the RWG.	August 2022	RAP Champion
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2022	Managing Director
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	August 2022 June 2023	RAP Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022	RAP Champion
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	RAP Champion



Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022	RAP Champion VIC State Manager
	Engage senior leaders in the delivery of RAP commitments.	July 2022	Managing Director VIC State Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2022	Chief Operating Officer Human Resources Manger
	Appoint a senior leader to champion our RAP internally.	July 2022	Managing Director
	Tract's RAP Working Group to conduct meetings every six weeks to plan, implement, check and monitor the progress of initiatives and commitments. The minutes of these meetings will made available to all Tract staff via the InTract RAP Page.	July 2022	RAP Champion
	The RAP Working Group to prepare a bi-annual presentation to the Senior Principals, Principals and Associates (SPPA) group.	November 2022	RAP Champion
	The RAP Working Group to submit a brief bi-annual report to the Tract Board on RAP progress and key undertakings.	November 2022	RAP Champion
15. Continue our reconciliation journey by developing our next RAP.	A summary of the RAP Group Reports to the Board to be included in Tract's Annual Report to Shareholders.	June 2023	RAP Champion
	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	RAP Champion







Melbourne
Wurundjeri Country

Sydney
Gadigal Country

Brisbane
Turrbal & Yuggera Country

Adelaide
Kaurna Country

Geelong
Wadawurrung Country

Contact us

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