

# Tract Innovate Reconciliation Action Plan

March 2025 – March 2027



RECONCILIATION  
ACTION PLAN

INNOVATE





# About the artwork.

**Leah Cummins is a proud Mayi woman from North-Western Queensland and has been painting for three years. Now living in Brisbane, Leah has created commissioned artworks for corporate sponsors including Australian Retirement Trust, Sandvik Australia and Netball Queensland. Leah finds inspiration in her cultural identity, bringing stories of her Country and people to life in her art. Her paintings reflect themes of strength for women and children, love of the land, and love of her people.**

Leah's work not only showcases her incredible talent, but her dedication to sharing and teaching the storytelling and important symbols behind Indigenous art. She created this artwork to tell the story of Tract's vision and values. The circular symbols represent community and connection through Tract's work for and with the Australian population. The green elements of the leaves, trees and mountains portray the environment, highlighting Tract's commitment to supporting the natural beauty and integrity of Country through our project work.

The central symbol of the message stick links to the tradition of carrying a carved stick when entering the borders of other First Nations lands, showing communication and respect for the Custodians. The symbols on the message stick – a leaf, person and kangaroo – represent Tract's values of environmental connection, respect for all people, and commitment to always moving forward.

The blue waterways show the life-providing resources that Tract seeks to protect. The emu tracks symbolise agility in our approach to project work, and dedication to creating spaces that benefit communities and the environment in harmony.

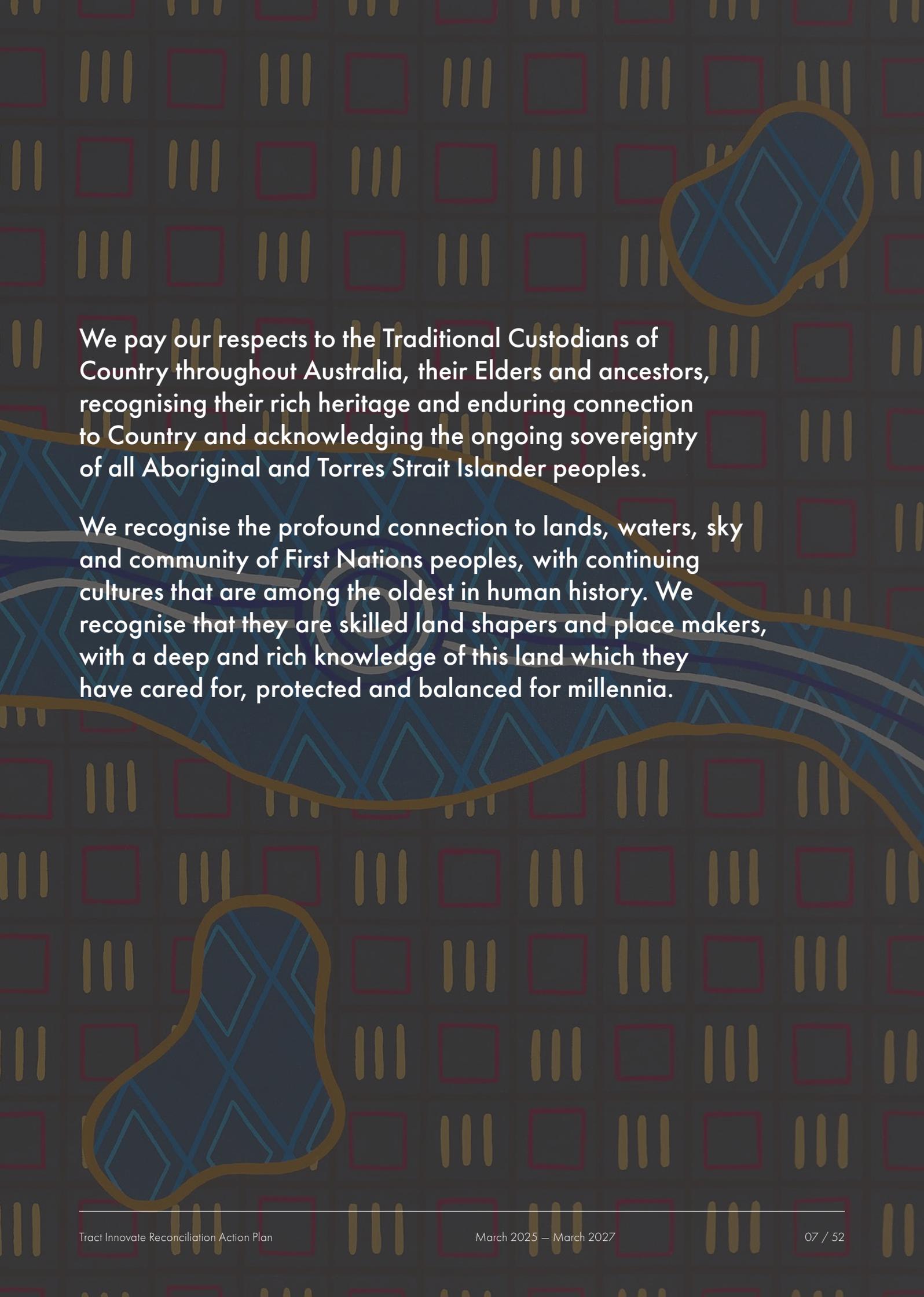
Note – This text was provided by Leah Cummins)



**In harmony with Ngurra land**  
Original artwork by  
Leah Cummins

In Leah's native language of the Mayi group of North-West Queensland, 'Ngurra' can mean many things, but is commonly used to describe "Country" or "Home" and evoke a sense of belonging and acceptance.

# 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 peoples.

We recognise the profound connection to lands, waters, sky and community of 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 was commissioned through The Torch for our Reflect Reconciliation Action Plan.

Since June 2011 The Torch has been providing art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria through its Indigenous Arts in Prisons and Community program.

The Torch supports Indigenous men and women both in prisons and post-release in Victoria to explore their Indigenous culture and identity through practising art.

Note — This text was provided by Alfred Carter



**Our Country, 2022**

88 x 119 cm Acrylic on canvas

Original artwork by

Alfred Carter

Gunaikurnai

# Our Vision for Reconciliation.

## **With heart We respect, listen and create with Country.**

Our vision for reconciliation is a country that celebrates First Nations histories recognising the important role of Traditional Custodians in caring for Country, and integrating their deep environmental knowledge in policies and practices.

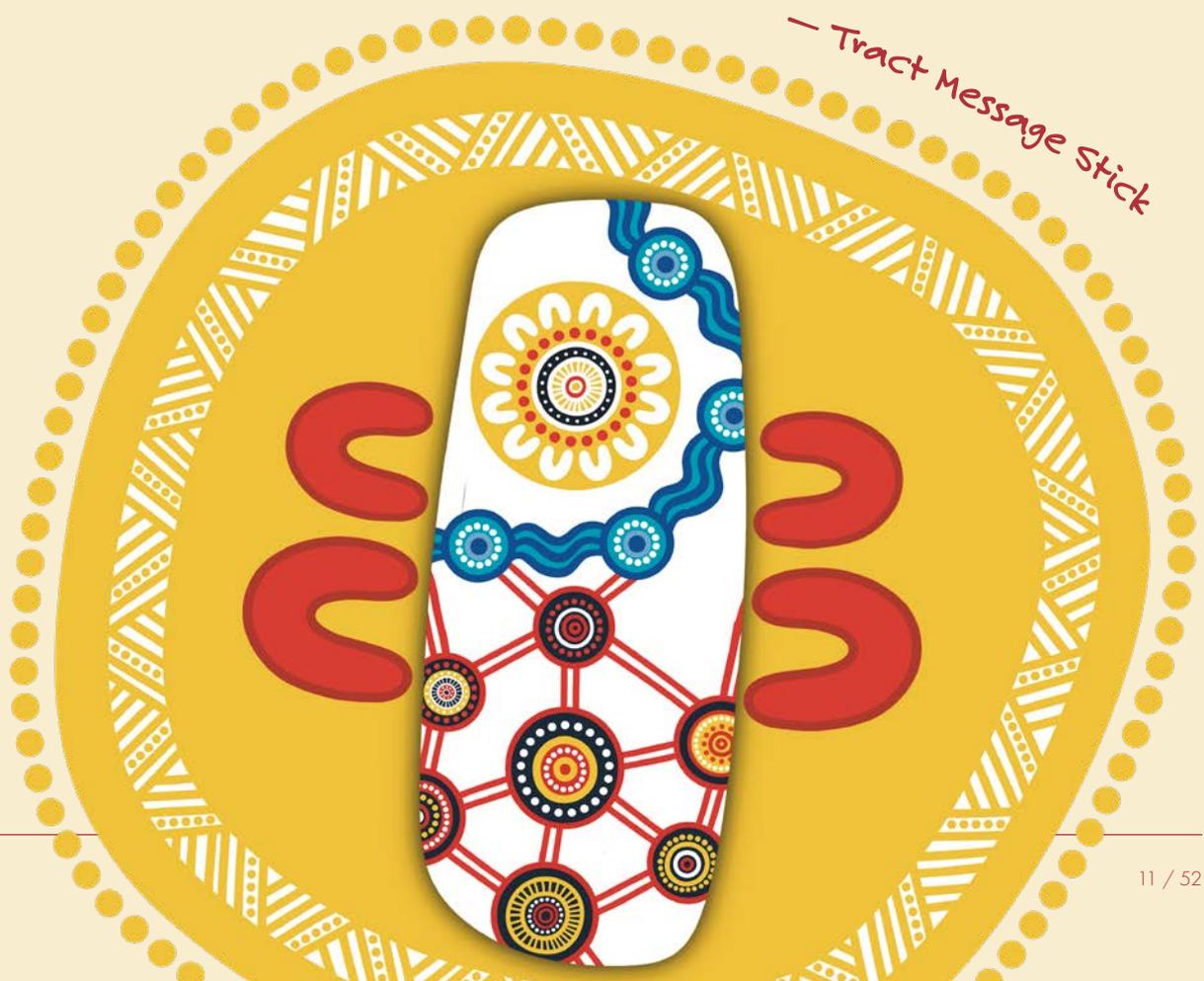
Reconciliation means understanding and accepting the ongoing harm of colonisation and committing to proactively achieving equity grounded in self-determination.

Our Country Vision Statement shows our intention to consciously centre Country and its Traditional Custodians, listen deeply, build relationships and value ongoing care.

Our work begins with respect for Country and its Custodians.

We are committed to deep listening, nurturing meaningful connections to place and each other.

In partnership with First Nations peoples, we aim to create enduring spaces, understand cultures with empathy and integrity, and promote stewardship empowering future generations.



# A message from Reconciliation Australia.

Reconciliation Australia commends Tract Consultants on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.



**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.

This Innovate RAP is both an opportunity and an invitation for Tract Consultants to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Tract Consultants will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tract Consultants is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Tract Consultants readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Tract Consultants on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

# A message from...



**Deiter Lim**  
Managing Director  
Tract

In 2022 Tract established its Reflect Reconciliation Action Plan (RAP). Building on our Reflect RAP and all the associated learnings, it is with great optimism and anticipation that Tract now continues its Reconciliation journey in its development and implementation of our Innovate RAP. We believe the journey of reconciliation is an ongoing process that fuels our desire to deepen our understanding of connection to Country and to cultures as we seek to further embed reconciliation in the work that we do.

As a nationally focussed studio of planners and designers we are seeking to strengthen and further embed inclusive design principles in the way in which we and the industry works. We are committed to deep listening, nurturing meaningful connections to place and each other. We seek to better understand our role and our ability to increase the inclusion and participation of First Nations Peoples in the design and planning process for development projects. In partnership with First Nations peoples, we aim to create enduring spaces, understand Aboriginal and Torres Strait Islander cultures with empathy and integrity and promote stewardship empowering future generations. In so doing, we are excited by the prospect of celebrating our ongoing relationships with First Nations stakeholders and in developing new partnerships with other First Nations groups and organisations.

In developing this Innovate RAP, we had the great pleasure of working with Mayi artist Leah Cummins from North-West Queensland in developing her artwork "In Harmony with Ngurra land". Our RAP Working Group worked closely with Leah as she integrated and wove Tract's values into her outstanding artwork that supports and informs our vision for reconciliation.

We would like to thank Rod Jackson and Reconciliation Australia for their support, guidance and feedback in our development of this Innovate RAP. The ongoing First Nations interactions and collaborations we have undertaken as a practice have enlightened, educated and energised us as we continue our Reconciliation journey and implement our Innovate RAP. Please join with us, as we Respect, Listen and Create with Country.



**Rod Jackson**  
RAP Working Group Advisor  
Respect Victoria

I would like to acknowledge all First Nations people across Australia and the outstanding work by Tract to enact culturally appropriate and meaningful reconciliation through its work on Country. Tract's RAP journey has been guided by powerful initiatives and projects, demonstrating a truly respectful approach and a standard for others to follow.

Tract has recognised this year's National Reconciliation theme 'Now More Than Ever' through its sessions with First Nations design practitioners Blaklash, the commissioned artwork by Mayi woman Leah Cummins, and the exceptional work undertaken by its RAP Working Group to create the outstanding Country Vision Statement that guides Tract's work.

I've seen Tract's participation in the Koorie Education Day in the Djilang (Geelong) region, sharing experiences with students to encourage First Nations participation and improve representation across the profession. This reconciliation journey is inspiring as it goes beyond design to influence important areas such as education and employment. By fostering partnerships and meaningful engagement Tract has shown a holistic approach to reconciliation. This commitment improves social and economic opportunities for First Nations people and is a powerful model for other organisations and their reconciliation journey.

# Our business.

Founded in 1973, Tract is a leading planning and design practice that combines town planning, urban design and landscape architecture. Recently, we've added Media to our expertise, including 3D animation and other forms of visual communication. This multidisciplinary approach is a key to our success and a platform for ongoing innovation in delivering high quality projects.

Tract continues to evolve, working in partnership with our clients and our communities to deliver compelling solutions. We help clients build places for living, leisure and work, along with the infrastructure that connects them. In our planning and designing we shape places where people lead their daily lives. We combine deep local knowledge with a wider perspective to tackle new challenges and projects of all scales.

We deliver sustainable and memorable solutions that connect, nurture and leave a lasting legacy.

Tract is a national practice with over 245 staff across five offices: Naarm-Melbourne, Djilang-Geelong, Cammera-Sydney (North), Tarntanya-Adelaide and Meanjin-Brisbane.



At this point in time, we do not employ any Aboriginal and/or Torres Strait Islander peoples and recognise the need for First Nations practitioners within the town planning, landscape architecture and urban design fields. We are engaging with First Nations youths to encourage interest in these fields, exploring alternative employment pathways and partnering with like-minded organisations to improve representation across the built environment profession.

We increasingly collaborate with Traditional Owners and First Nations facilitators on projects. This is driven by government project requirements that often embed engagement and consultation with First Nations representatives within the project brief. However, private clients are also seeking engagement opportunities to bring about a deeper and more respectful design response.

We are also seeing a maturation in engagement, where stories, songlines, cultural expression, Country and climate are driving the design narrative more holistically, extending beyond the mural or the art-piece, which was for a long time considered to be the accepted project outcome.

However, this interest in engagement can lead to a 'cultural load' on under-resourced First Nations agencies, with many well-meaning but sometimes insensitive project requests. These approaches can show a lack of understanding around cultural sensitivities, protocols, appropriate timeframes and remuneration for time, effort and Indigenous Cultural and Intellectual Property.

As a business, we are often faced with the dilemma of wanting to engage but being conscious that the project should be worthy, have adequate timeframes and that the process is meaningful and authentic. It also needs to benefit the First Nations peoples we are engaging. What are they getting out of it and what is being given back?

Over the next two years, we will develop our Design Charter to guide engagement and responsible practice with First Nations peoples. This living document will evolve with lessons learned, ensuring our projects have a considered response to Country and its First Peoples through best practice engagement and project workflows. The Design Charter is a key deliverable of our Innovate RAP.

# Our Reconciliation Action Plan.

**Tract is committed to partnering with Aboriginal and Torres Strait Islander peoples in our project work.**

**We are actively working with our staff, clients and collaborators to develop their awareness of, and respect for, First Nations histories, cultures and injustices in alignment with our organisational values which emphasise accountability and responsibility in society and the environment.**

As planners and designers, our charter is to positively impact built environments and the communities they support. We shape places for living, leisure and work, and the infrastructure that supports and connects them. We achieve these goals by working closely with Aboriginal and Torres Strait Islander peoples to create inclusive, sustainable and culturally respectful environments.

Since July 2022, our Reflect Reconciliation Action Plan (Reflect RAP) has guided our efforts to promote and support cultural understanding and engage with First Nations peoples and Traditional Owner representatives across our projects.



Since implementing the Reflect RAP, we have:

- Enhanced our staff induction process to emphasise the importance of our RAP in reconciliation efforts and understanding First Nations cultures.
- Achieved 90 per cent staff participation in Cultural Awareness Training (with the majority held in person) and Walks on Country within the area that their office is based. We are committed to ensuring all new staff complete this training and have the opportunity to undertake a local 'Walk'.
- Integrated acknowledgment of culturally and historically significant First Nations days into our organisational calendar, including events during Reconciliation Action Week and NAIDOC Week.
- Raised awareness of the significance of January 26 and made it an optional/moveable public holiday.
- Supported the Voice to Parliament referendum with staff information sessions.
- Held a two-day staff Forum with sessions by design practitioners and facilitators from Blaklash on cultural awareness and our responsibility to respect, value and meaningfully engage with First Nations people in our project work.
- Participated in the 2022 and 2023 Koorie Education Day for high school students in the Djilang (Geelong) region, attended by 200 students.
- Developed a database of First Nations suppliers and collaborators for our business activities.
- Strengthened relationships with Traditional Owner groups and representatives in our project work.
- Engaged with the Architecture and Design RING, an association of architectural, planning and design professionals, to promote reconciliation through their work and seek enhanced project outcomes for First Nations peoples and Country.
- Established First Nations libraries in our offices to promote Aboriginal and/or Torres Strait Islander knowledges, cultures, histories and creativity.
- Held workshops for staff to reflect on what Country means to their work, resulting in the development of our Country Vision Statement.



— Community



Connect Forum 2023 – Kingscliff, NSW

Our Innovate Reconciliation Action Plan (Innovate RAP) has been developed by Tract's RAP Working Group, assisted by Aboriginal consultant Rod Jackson, with whom Tract has established a strong relationship. Rod has helped us to map partnerships and relationships, and provided input throughout the RAP's development to ensure it is culturally appropriate and implementable.

This RAP will continue to build cultural understanding within our organisation and focus on building relationships. Key objectives include:

- Building awareness of career opportunities in the built environment for Aboriginal and Torres Strait Islander peoples, both within our organisation and via other pathways.
- Conducting project work and relationship building based on the principles of our County Vision Statement.
- Developing and embedding a Design Charter, with First Nations guidance, to acknowledge and support First Nations peoples and cultures in our projects.
- Promoting First Nations land management practices and understanding in our project work.

Our strategies for a culturally inclusive workplace include:

- Engaging with members of local First Nations communities and organisations.
- Developing systems and procedures to support First Nations' engagement.
- Promoting cross-cultural awareness within the business.

*— Shared Learning*



— Shared Knowledge



We recognise that the successful implementation of our RAP requires engagement with 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.

### Tract RAP Working Group Members



● **Alistair Wenn**  
Senior Principal  
Landscape Architect  
Naarm



**David Cameron**  
Principal Landscape  
Architect  
Dijlang



**Donna Douthwaite**  
Landscape  
Architectural Assistant  
Meanjin



**Hayden Noble**  
Senior Town Planner  
Naarm



● **Kirsten Picard**  
Town Planner  
Cammera



● **Mia Zar**  
Principal Town  
Planner  
Naarm



● **Mel Kelly**  
Senior Town Planner  
Meanjin



**Nathan Noack**  
Principal Landscape  
Architect  
Tarndanya



**Nicholas James**  
Town Planner  
Dijlang



**Rob Copeland**  
Senior Principal  
Landscape Architect/  
Urban Designer  
Naarm



● **Sophie Powell**  
Associate Urban  
Designer  
Cammera

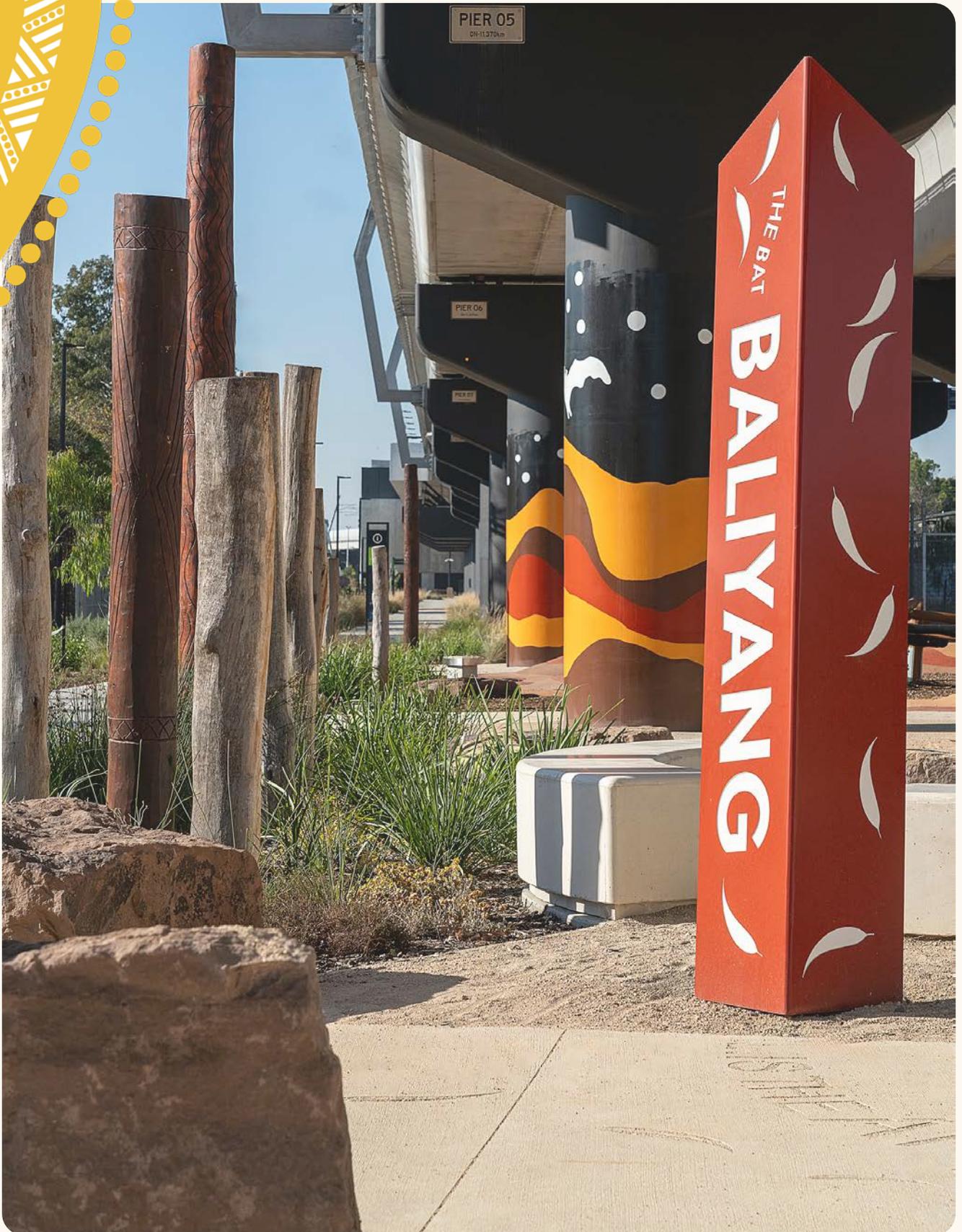


● **Stephanie Pope**  
Landscape Architect  
Tarndanya



**Tammy Shepherd**  
Associate Urban  
Designer  
Naarm

● RAP Champion ● State RAP Representatives



Preston Level Crossing Removal Project — Preston VIC

# Our RAP journey.

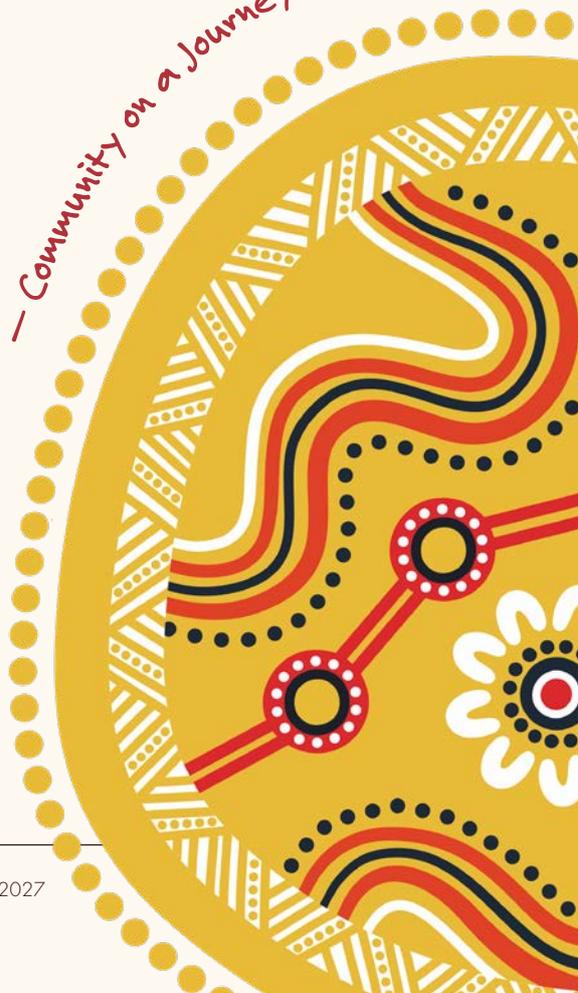
During our Reflect RAP we began embedding reconciliation in our work practices. We established a framework within the business, built understanding of our commitment, created the necessary administrative support and provided cultural training for our staff.

We recognised that employing Aboriginal and Torres Strait Islander peoples is competitive due to the limited number of tertiary trained First Nations professionals within our areas of practice, and the demand within the built environment industry for First Nations staff.

To address this, we have focused on showcasing career opportunities to school students to encourage First Nations youths to pursue careers in planning and design. This has included:

- Guest speaker roles at career events in Geelong such as the annual “Koorie Aspirations Day”.
- Attendance at targeted year 9 & 10 career days at local secondary schools St Josephs College in Newtown and Northern Bay College in Corio.

*— Community on a Journey*



Through our work and relationships, we have become acutely aware of the societal demands made on First Nations peoples, organisations and Traditional Owner groups, including the burden of 'Cultural Load'. We've learned to bring existing knowledge and understanding of previous engagement to our projects, so that Traditional Owner representatives are not starting from scratch each time. Genuine, ongoing engagement throughout the life of the project and beyond is crucial for the best outcomes.

We have continued to build relationships and share project knowledge and learnings across our state offices.

During our Reflect RAP, we worked closely with Traditional Owner representatives on numerous projects, including:

- **Anglesea Community and Health Precinct Plan**  
Wadawurrung Country
- **Bonnie Vale Camping and Picnic Precinct**  
Dharawal Country
- **Granite Island Causeway**  
Ngarrindjeri and Ramindjeri Country
- **Great Ocean Road Coastal Trail Masterplan**  
Gadubanud Country
- **Macquarie Park Innovation Precinct**  
Dharug and Eora Country
- **New Epping Woorike Jellicka (Banksia Play)**  
Wurundjeri Country
- **New Epping Edgars Creek Corridor**  
Wurundjeri Country
- **Noosaville Foreshore Resilience Masterplan**  
Kabi Kabi Country
- **Preston Level Crossing Removal Project**  
Wurundjeri Country
- **Springbrook National Park**  
Danggan Balun Country
- **Spirit of Tasmania, Corio Quay**  
Wadawurrung Country
- **Washpool Creek**  
Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Country
- **Westmead Hospital**  
Dharug/Darug Country





**Anglesea Community & Health Precinct Plan**

The Wadawurrung Traditional Owners led the project team in Walking on Country, sharing insights and history on how the Kuarka-durla site and its surrounds have been used over millennia.

This sharing of knowledge around the unique landscapes and vegetation informed the design process, ensuring the redevelopment proposals appropriately reflect the history, culture and needs of the Wadawurrung People. The design response integrated these insights by retaining key view corridors from elevated locations on the site and maximising the retention of established trees.



**Bonnie Vale Camping & Picnic Precinct**

Initial investigations aimed to refresh the site layout with minimal impact, protect and conserve areas of archaeological significance and provide an upgraded visitor precinct alongside contemporary cultural spaces.

Archaeological site assessments revealed how Aboriginal people used the area, informing conservation and management of Aboriginal cultural heritage and guiding future uses at the campground.

A cultural gathering area has been integrated into the design of the campground, as well as a private keeping place for items found during the construction works.



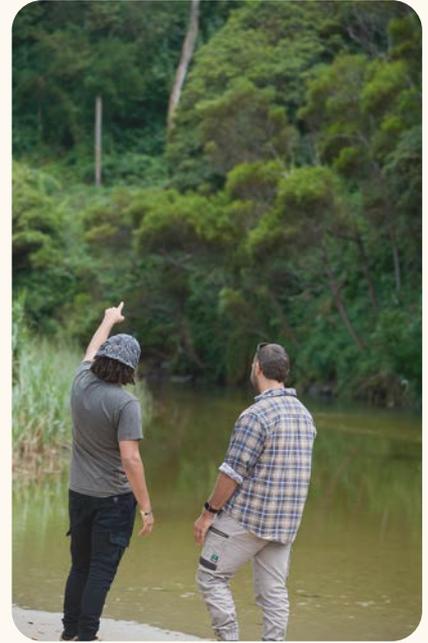
### Granite Island Causeway

The Granite Island Causeway is an important piece of South Australian history. This project involved designing and constructing a new causeway structure between Granite Island and Victor Harbour. It is a legacy project, demonstrating a remarkable collaboration between the state government and the Ngarrindjeri and Ramindjeri peoples, celebrating the strong connection First Nations have to this beautiful part of the country.

In late 2020, work began on the design and construction of a new causeway adjacent to the existing structure.

The Department for Infrastructure and Transport, McConnell Dowell and the design team (Cox and Tract) started developing designs for a culturally and environmentally sensitive causeway.

The project team worked closely with five local Indigenous artists and the Ngarrindjeri Aboriginal Corporation to create characters and connecting motifs featured along the causeway decking. These Indigenous artworks also extend into Granite Island and the Causeway Plaza, which includes Welcome to Country wording, statues and other significant local indigenous artwork.



### Great Ocean Road Coastal Trail Masterplan

The masterplan guides the future construction of a 90 kilometre walking trail connecting communities from Fairhaven to Skenes Creek, replicating many traditional routes of the Gadubanud Traditional Owners. Engagement with Eastern Maar Aboriginal Corporation has elevated the masterplan to a nuanced, site responsive vision for this iconic trail, serving as a model for co-designing future trail projects.



**Macquarie Park Innovation Precinct – Public Domain Plan**

The Macquarie Park Innovation Precinct is Australia’s largest non-CBD commercial district.

The Public Domain Plan was informed by a Walk on Country with the Dharug People, several co-design sessions, and workshops with WSP’s Indigenous Specialist team.

The precinct-wide landscape strategy identifies optimal locations for open space in relation to Country, with spaces around creeks (both above and below ground) highlighted as key future activity zones.



**New Epping Woorike Jellicka (Banksia Play)**

In 2021, engagement with Traditional Owners Aunty Joy Murphy, Uncle Colin Hunter and Aunty Margaret Gardiner led to the integration of Wurundjeri cultural narratives in New Epping’s first open space linear park. Wurundjeri elders spoke about the cultural importance of the Silver Banksia, the inclusion of Woi Wurrung language and the passing on of knowledge to future generations. This led to the etching of Woi Wurrung and English language onto timber battens, sandblasted hand and footprints of participating Wurundjeri Woi Wurrung children, and the naming of the park as ‘Woorike Jellicka’ meaning ‘banksia play’.



**New Epping Edgars Creek Corridor**

The second phase of engagement with Traditional Owners Aunty Joy Murphy and Craig Murphy is underway to identify cultural narratives for the 11-hectare creek corridor. Collaborating with Greenshoot Consulting, Wurundjeri Elders shared that traditional water crossings and bridges were made of rock and stone walkways, with markings that suggested the area was safe to cross. This theme could be carried into the design of the pedestrian creek crossings, along with educational elements to help visitors appreciate Wurundjeri’s management of Country before colonisation.



**Noosaville Foreshore Resilience Masterplan**

Tract was engaged by Noosa Shire Council to lead a foreshore masterplan that reflects Noosaville’s environmental identity. The plan, developed by a multidisciplinary team, needed to ensure a sustainable future for the foreshore area, meeting the expectations of the community for generations to come. Critical to the positive design outcome and implementation of the plan was rigorous and ongoing engagement with the Kabi Kabi community, ensuring a collaborative approach to the design and preservation of the foreshore that respects and elevates the First Nations history of the area.



**Preston Level Crossing Removal Project**

Bunjil, the eagle (the protector), along with male centric shields and patterns are popular symbols and motifs used in Wurundjeri culture.

The co-design engagement at Oakover Road, part of the Bell to Preston Level Crossing Removal Project, provided an opportunity to shift the narrative from male to female-centric.

The public space follows the story of Baliyang, the bat (the creator of women). Baliyang created woman by flapping its wings and forming her from the ripples of water, sand and mud.

A playground, yarning circle and resting and meeting spot provide opportunities for meaningful social and cultural exchange, connecting nature and community.

The story of Baliyang is told throughout the space in the art on the piers, playground mounds, pavement graphics and interpretative signage.



**Springbrook National Park**

As part of the Gondwana Rainforests of Australia World Heritage Area, and ideally located between the metropolitan hubs of Brisbane and the Gold Coast, Springbrook National Park attracts thousands of international and local tourists annually. Queensland Parks and Wildlife Service & Partnerships led engagement with First Nations representatives, with engagement ongoing.

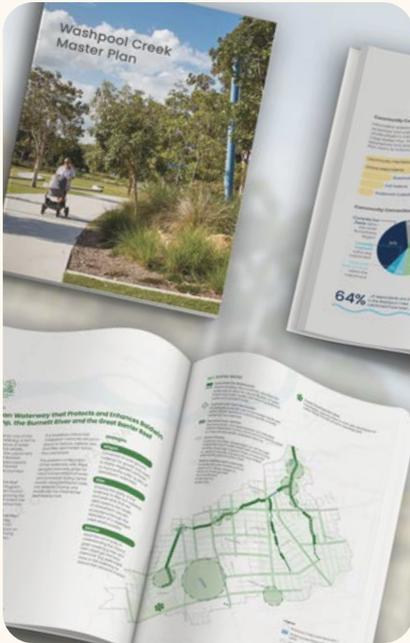
Tract developed a conceptual, precinct-wide masterplan, and helped realise the vision to create a heart and hub for the community and tourists in the broader Springbrook area.



**Spirit of Tasmania, Corio Quay**

Tract collaborated with the Wadawurrung Traditional Owners Corporation to co-design significant landscaping and public art commissions at the entry to the new Spirit of Tasmania facility at Corio Quay.

The integrated landscape and public art installations draw inspiration from local aquatic birdlife and the traditional fishing methods of Djilang’s First Nations people. The carved vertical artworks and landscaping are important for wayfinding on this large site, successfully threading the art and landscape narrative together as a singular cohesive, interconnected story.



## Washpool Creek

Consultation with the Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Elders and peoples was a key element in the development of the Washpool Creek Masterplan.

Genuine, meaningful and rewarding consultation with Traditional Custodians helped us connect with Country and develop sensitive guidelines for Washpool Creek. The project also offered a unique opportunity to interweave Indigenous stories and traditional land management practices into the catchment, educating the community in the process.

We have been humbled by the Traditional Custodian groups' generosity and willingness to share, helping us develop a greater understanding of the catchment and the surrounding areas in the Bundaberg Region.



## Westmead Hospital

The Aboriginal Representative Team at Western Local Health District provided guidelines to support the community in a clinical setting, with particular attention paid to providing culturally welcoming, safe and connected spaces for First Nations people to access healthcare and employment at Westmead.

The campus includes generous gathering spaces, including a dedicated Cultural Gathering Place as a setting for casual and ceremonial events.

Artworks throughout the campus celebrate Aboriginal history, language, science and knowledge. In the outdoor areas these are gently and confidently embedded into the public domain to discover and admire, adding richness to the experience, both physically and spiritually.



Members of the Blaklash team – Tray, Owen, Erin and Tahlia, who facilitated our Connect Forum 2023.

In late 2023, we commenced our Innovate journey, building upon our learnings over the last two years. At the core of the Innovate RAP are our County Vision Statement and Design Charter. The decision to adopt these as guiding principles was affirmed at our staff Forum in October 2023 on Bundjalung Country in Northern New South Wales.

Workshops and discussion led by design facilitators Blaklash were pivotal. Blaklash challenged us to bring understanding to every project, continually build upon this and to strive for outcomes that provide broad long-term socio-economic and intergenerational benefits to communities and First Nations peoples.

First steps were taken at the Forum to develop personal Country Vision Statements with a view to extending this to office-based visions tailored to the local Country.

Following the visioning exercises at the Forum, Tract staff participated in state-based workshops to refine visions relevant to each office/Country. The outcomes were considered through a national staff survey.

This process led to the development of our company Country Vision Statement which defines respect and care for Country and partnerships with First Nations peoples as central to our project work.



The statement was finalised with feedback from Blaklash and now sits alongside our Acknowledgement of Country, becoming an integral part of our Innovate RAP. Once endorsed it will be included with all our client proposals.

Our next focus is on developing our Design Charter, which outlines the ‘how’ of our vision. This guide will include practical information on how we will work on Country and in partnership with First Nations peoples, respecting their cultures, their futures and their Countries — land, waters and sky.

This charter represents our most tangible and impactful contribution to reconciliation, influencing the hundreds of built-form projects we undertake annually. Through this we have an opportunity to influence our clients and stakeholders, and the thousands of people who interact with the places and spaces that we design and build each year.

Recognising that not all projects allow for direct engagement with Traditional Owners and First Nations representatives, our Design Charter will also guide the way that we work when we do not have this opportunity. It will outline a workflow and methodology that embeds principles of ‘Caring for Country’ and its First Peoples into our project workflows.

Beyond the Design Charter and Country Vision Statements, our commitments include:

- Continuing to educate about career opportunities in the built environment sector, promoting pathways alongside our core services in planning, landscape architecture, urban design and media. We will continue to engage with schools, careers days and add to our website to promote the profession and career opportunities.
- Strengthening our internal policies and resources to support First Nations employment within our organisation.
- Continuing to expand our influence beyond the built-environment and design sector to contribute more broadly to improved opportunities and outcomes for First Nations peoples.
- Participating in Reconciliation Australia’s Workplace RAP Barometer to assess and improve our reconciliation efforts.

# Relationships.

People and relationships are at the core of what we do. By collaborating to design and build places and spaces that are 'On Country', we impact the land, waters, sky and its peoples.

By fostering relationships built on listening and understanding, we can ensure our work positively impacts both the land and the people that Country supports. We have much to learn from First Nations peoples, who have cared for the land, waters and sky for millennia.



With respectful engagement we can build and nurture meaningful, long-term relationships with First Nations peoples and the Traditional Owners that we have the opportunity to work alongside.

As part of this Innovate RAP, we are committed to developing a Design Charter with our First Nations collaborators. The process will be central to our relationship building, demonstrating our commitment to working together.

The charter will foster relationships by incorporating input from First Nations collaborators on ways of working together. It will also demonstrate to Traditional Owner stakeholders and representatives that we are genuine in our approach and have taken meaningful steps towards building greater cultural understanding.

It expresses our deep commitment to achieving better outcomes for Country in partnership with Aboriginal and Torres Strait Islander peoples.

Further to this we will build relationships through ongoing commitments to:

- Expanding our First Nations collaborator network, managed via a dedicated database.
- Extending our influence and connection by educating about our planning and design profession.
- Seeking grass-roots and pro-bono opportunities to assist First Nations communities, focussing on remote communities needing planning and design services.
- Continued support for First Nations communities through our work with Architects Without Frontiers.
- Developing a program of organisational activities for Reconciliation Action Week, including in-office and external opportunities.
- Communicating our commitment to the Country Vision Statement and Design Charter.
- Continuing our affiliation with the RAP Ring and seeking partnership and project opportunities.
- Ensuring our Diversity, Equity and Inclusion policies continue to support a positive, anti-discriminatory workplace.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2025	State RAP Representatives
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	30 November 2025	State RAP Representatives
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	20 May 2025 25 May 2026	RAP Champion
	RAP Working Group members to participate in an external NRW event.	27 May – 03 June 2025 & 2026	State RAP Representatives
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 03 June 2025 & 2026	RAP Champion
	Register all our NRW events on Reconciliation Australia's NRW website	May 2025 & 2026	Managing Director
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	30 October 2025	RAP Champion Communications and Engagement Strategist
	Communicate our commitment to reconciliation publicly.	30 October 2025	Managing Director Victorian State Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	30 September 2025	Victorian State Manager RAP Champion
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	30 December 2025	State RAP Representatives
	Invite clients, collaborators stakeholders to a yearly event with a focus on First Nations knowledge systems as they relate to architecture, urban design, landscape or town planning.	01 October 2025	Communications and Engagement Strategist

Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Develop, implement, and communicate an anti-discrimination policy for our organisation.	01 October 2025	HR Manager
	Raise awareness of your company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	01 March 2025	HR Manager
	Engage Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	01 August 2025	HR Manager
	Educate senior leaders on the effects of racism.	01 November 2025	HR Manager
	Engage a Diversity and Inclusion Consultant to conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	01 July 2025	HR Manager
<b>5. Encourage staff to engage in discussions around Voice, Treaty and Truth-telling.</b>	Organise a session for staff which provides information on Treaty and the status of Treaty discussions in each state.	01 March 2025	RAP Champion
	Provide information to our staff on the importance of Truth-telling and how this has contributed to reconciliation in other colonised societies.	01 April 2025	RAP Champion

# Respect.

Through our Reflect RAP, we deepened our understanding of respect for First Nations peoples and connection to Country. This was developed through Cultural Awareness Training, Walks on Country, engagement with First Nations Elders and representatives, and education provided by our Diversity, Equity & Inclusion Committee and RAP Working Groups.



This reflection was challenging for many of our staff as it explored the impacts of colonisation, including the loss of traditional lands and ways of life, the Stolen Generations and on-going intergenerational trauma. However, these discussions also celebrated the resilience, creativity and passions of First Nations peoples, highlighting their strength in connection to Country and community, ensuring that First Nations cultures have survived for over 60,000 years.

In late 2023 our journey of reflection was elevated at the national staff Forum, where listening, understanding and connection were themes in workshops that built our understanding of respect.

As we embark on our Innovate RAP, we have reaffirmed our pledge to build cultural learning, understanding and respect through the process of developing our Country Vision Statement and committing to a Design Charter.

We are committed to building respect for First Nations peoples, cultures, histories and Country through:

- Participating in Reconciliation Australia's RAP Workplace Barometer.
- Reviewing and refining our Cultural Awareness training for new staff.
- Engaging with First Nations advisors and collaborators on our Design Charter and cultural learning strategy.
- Ensuring our organisation commits the necessary time and resources for staff participation in the development of our Design Charter and other RAP activities.
- Demonstrating respect through observation of cultural protocols, including Acknowledgment of Country, Welcome to Country ceremonies and referencing Country in all our project deliverables.
- Building internal and external understanding around NAIDOC week and encouraging engagement with events and activities.

Action	Deliverable	Timeline	Responsibility
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	01 December 2025	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	01 February 2026	State RAP Representatives
	Develop, implement, and communicate a cultural learning strategy document for our staff.	01 April 2026	HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	01 November 2025	HR Manager
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	01 October 2025	HR Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country to be published on the Intranet and provided to all new staff as part of their induction.	01 March 2024	State RAP Representatives
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	01 March 2025	Administration Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	01 March 2025	State RAP Representatives

Action	Deliverable	Timeline	Responsibility
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025, 2026	RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	01 May 2025	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025, 2026	Managing Director RAP Champion
<b>9. Encourage increased engagement with First Nations peoples across our projects.</b>	Develop a Tract Design Charter in consultation with First Nations peoples to provide staff with clear guidance on best practice engagement and how this can be built in to project workflows.	01 December 2026	State RAP Representatives Communication and Engagement Strategist
	Facilitate a knowledge sharing workshop for staff to discuss experiences with First Nations engagement and how we can improve our Design Charter.	01 September 2027	Communication and Engagement Strategist

# Opportunities.

Tract is committed to expanding our influence to create employment and business opportunities for First Nations peoples. As we enter our Innovate phase we aim to broaden and develop this network. This will allow us to influence procurement in our projects to work with First Nations suppliers.



During our Reflect RAP, we established a procurement database to document and easily retrieve our business activities with First Nations providers. This has included:

- Consultant services for Cultural Awareness Training.
- Cultural Heritage Services.
- Art procurement.
- Facilitation and engagement.
- Catering for functions and events
- Stationery and gift supply.
- Cultural protocols including 'Welcome to Country' for events and staff Forum.

As we move into our Innovate phase we aim to expand this network, influencing procurement in our projects, including nursery supplies such as trees and plants, materials and revegetation.

Tract is committed to employing Aboriginal and Torres Strait Islander staff but faces several challenges:

- Our profession is low-profile and there is a general societal lack of awareness about what we do.
- Roles require three to five years of tertiary study in fields like town planning, landscape architecture, urban design, media, and IT, with 90 per cent of our employees working in these roles.
- Limited pool of Aboriginal and/or Torres Strait Islander peoples pursuing the planning and design profession, competing with allied professions such as architecture and interiors, engineering and cultural heritages.
- The built environment profession also competes with the mining and infrastructure industries for staff.
- Current labour shortage in the built environment and construction industry.

In the course of this RAP, we will develop a First Nations employment strategy to ensure personal and cultural support for new recruits. This aims to provide a positive work environment and experience comparable to others within our broader industry, when First Nations peoples join the team.

To address recruitment challenges we have established an Education sub-committee, focusing on school outreach through career days and expos, and also via our website. This will highlight the benefits of working in the built environment industry, particularly in town planning, urban design and landscape architecture. This is critical to building understanding about what we do and how we can positively impact the environment, climate and Country in our project work. Over the next 18 months, we will be focussing on:

- Investigating sponsoring of scholarships.
- Providing and promoting work experience placements to First Nations students.
- Researching alternative employment pathways such as trade apprenticeships and skills based traineeships for in associated areas (e.g. horticulture and landscape construction).
- Providing supported pathways for roles in graphic design, administrative, HR and finance roles.

We will also investigate opportunities to work with First Nations peoples or businesses in affiliate services such as horticulture, revegetation and Indigenous planting design, which may not require the same duration of study as our core disciplines.

Action	Deliverable	Timeline	Responsibility
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Continue to hold an annual staff survey through our Diversity and Inclusion Committee to provide an understanding of Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	01 November 2025	HR Manager
	Engage Aboriginal and Torres Strait Islander advisors to consult on our recruitment, retention and professional development strategy.	01 July 2025	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	01 September 2025	HR Manager
	Work with Aboriginal and Torres Strait Islander advisors to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	01 September 2025	HR Manager
	Engage a Aboriginal and Torres Strait Islander advisor to assist in a review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	01 July 2025	HR Manager
	Continue developing relationships with high schools and universities to explore avenues to encourage Aboriginal and Torres Strait Islander youth to pursue a career in the built environment.	30 November 2025	Chair - Education Sub-Committee State RAP Representatives
	Investigate opportunities to engage with Aboriginal and Torres Strait Islander people in primary school years to expose them our core disciplines and encourage interest in a built environment career.	30 August 2026	Chair - Education Sub-Committee State RAP Representatives

Action	Deliverable	Timeline	Responsibility
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, with a view to increasing our spend annually	01 September 2025	Chief Financial Officer
	Investigate Supply Nation membership and review this annually.	30 April 2025, 2026	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	01 July 2025	Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	01 May 2025	Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	01 November 2025	Managing Director
<b>12. Provide opportunities for our staff to engage with First Nations knowledge systems</b>	Organise at least one event per financial year with at least one First Nations speaker/s which focusses on First Nations knowledge systems as they relate to architecture, urban design, landscape or town planning.	01 April 2025	RAP Champion
	Continue to subscribe to Deadly Djurumin Yarns and promote attendance amongst our staff.	01 March 2025	RAP Champion
<b>13. Strengthen educational outreach to inspire Aboriginal and Torres Strait Islander youth to pursue careers in the built environment.</b>	Build on the existing relationships established with high schools and the Koorie Education Office by reaching out to other groups in the states that we operate	01 July 2025	Chair - Education Subcommittee
	Investigate opportunities to engage with primary schools to expose Aboriginal and Torres Strait Islander youth to our core disciplines and encourage interest in a built environment career.	01 July 2025	Chair - Education Subcommittee

# Governance.

During the implementation of our Reflect RAP, we became aware of the importance of dedicating time and resources to meet our core RAP deliverables. Building relationships with First Nations peoples, Traditional Owners and like-minded organisations requires time and effort, allowing us to extend our impact beyond the RAP.



A key consideration has been ensuring staff representation on our RAP Working Group across all five offices and four states, spanning all professional levels from graduates to directors. This approach ensures a balance of views and holds senior management accountable to our commitments.

To distribute the workload and responsibilities more effectively, we have expanded our team to include two RAP representatives in each office.

Over the past three years our RAP Working Group has met every four to six weeks, depending on our RAP cycle. The group has also formed an Education sub-committee, to focus on our education initiatives.

As we move into our Innovate phase, we will continue to support our RAP and its activities by managing our time, resources and budget effectively. This includes maintaining:

- A national RAP Working Group of 12 to 13 staff with a broad representation.
- A time budget for RAP meetings and other activities (approximately 30 to 35 hours per representative).
- A time budget of two to three hours per staff member to attend external Reconciliation Action and NAIDOC week activities.
- A commitment to Cultural Awareness Training and Walk on Country for all new staff.
- Continued engagement with our DE&I Committee to ensure alignment in policy and practice.
- Ongoing collaboration with our Human Resources team on policy and strategy for First Nations employment.
- Maintaining a financial RAP budget.
- Ongoing financial commitment to First Nations cultural advisors for workshops and facilitation of our County Vision Statement and Design Charter.
- Participation in Reconciliation Australia's RAP Workplace Barometer.

As we implement our Innovate RAP we will be report via our website on initiatives, projects, achievements, challenges and successes

Action	Deliverable	Timeline	Responsibility
<b>14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	01 March 2024	Managing Director
	Establish and apply a Terms of Reference for the RWG.	01 March 2024	RAP Champion
	Meet every six weeks to ensure that RAP implementation is progressed.	02 March 2024	RAP Champion
<b>15. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation, with this to be reviewed annually in April for incorporation in the following year's budget.	30 April 2025, 2026	RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	01 May 2025	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	01 April 2025	HR Officer
	Appoint and maintain an internal RAP Champion from senior management.	01 March 2025	Managing Director

Action	Deliverable	Timeline	Responsibility
<b>16. 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.	01 June 2025, 2026	HR Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	01 August 2025, 2026	HR Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, 2026	HR Officer
	Report RAP progress to all staff and senior leaders quarterly.	01 June 2025, 2026 01 Sept 2025, 2026 01 December 2025, 2026 01 March, 2026, 2027	RAP Champion Victorian State Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	15 June 2025 2026	Managing Director Communications and Engagement Strategist
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	01 June 2026	HR Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	30 June 2026	HR Officer
	<b>17. Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	01 January 2027







**Naarn**

Wurundjeri Country

**Cammera**

Gamaragal Country

**Meanjin**

Turrbal & Yuggera Country

**Tarndanya**

Kurna Country

**Djilang**

Wadawurrung Country

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