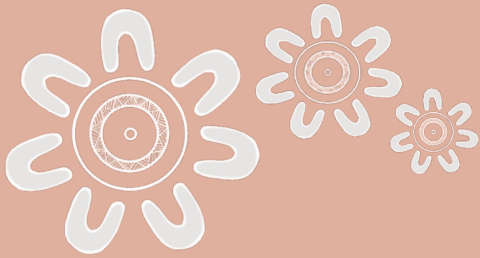


Reconciliation Action Plan

April 2023- April 2024





Acknowledgement

We proudly acknowledge Aboriginal Victorians and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands, waters and skies on which we live and work, and pay our respect to their Elders past and present.

Aboriginal communities in Victoria continue to strengthen and grow with the ongoing practice of language, lore and cultural knowledge. We recognise the contribution of Aboriginal people and communities to everyday life and how this continues to enrich our society more broadly.

We acknowledge the contributions of generations of Aboriginal leaders who have come before us, who have fought tirelessly for the rights of their people and communities.

We acknowledge Aboriginal self-determination is a human right as enshrined in the United Nations Declaration on the Right of Indigenous Peoples, and we commit to working towards a future of equality, justice and strength.

About the Art and Artist- Racquel Kerr

Racquel Kerr is a proud Dja Dja Wurrung and Boonwurrung woman, and director of Racquel Kerr Consulting. Her diverse background encompasses Aboriginal cultural heritage, legislation, Indigenous urban design and stakeholder development, alongside her extensive art/ design.

The cover piece of this RAP, titled ***Walatjalangu*** 'Embrace (we, including you)' was specifically designed for Ratio Consultants, reflecting the various industries Ratio works within- and it's core connection to country. As a cultural responsibility, it is pivotal to respect the ongoing tradition and cultural practice that is instilled by Traditional Owners, by moving forward as an inclusive collective to contribute to healthy country for all.

A Message From Reconciliation Australia

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

Ratio Consultants joins a network of more than 2,200 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 Ratio 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 Ratio Consultants, 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



A Message From Our Managing Director

The Ratio team are proud and excited to embark on our first Reconciliation Action Plan (RAP) to reinforce our commitment to recognising the culture, contributions and learnings of First Nations peoples.

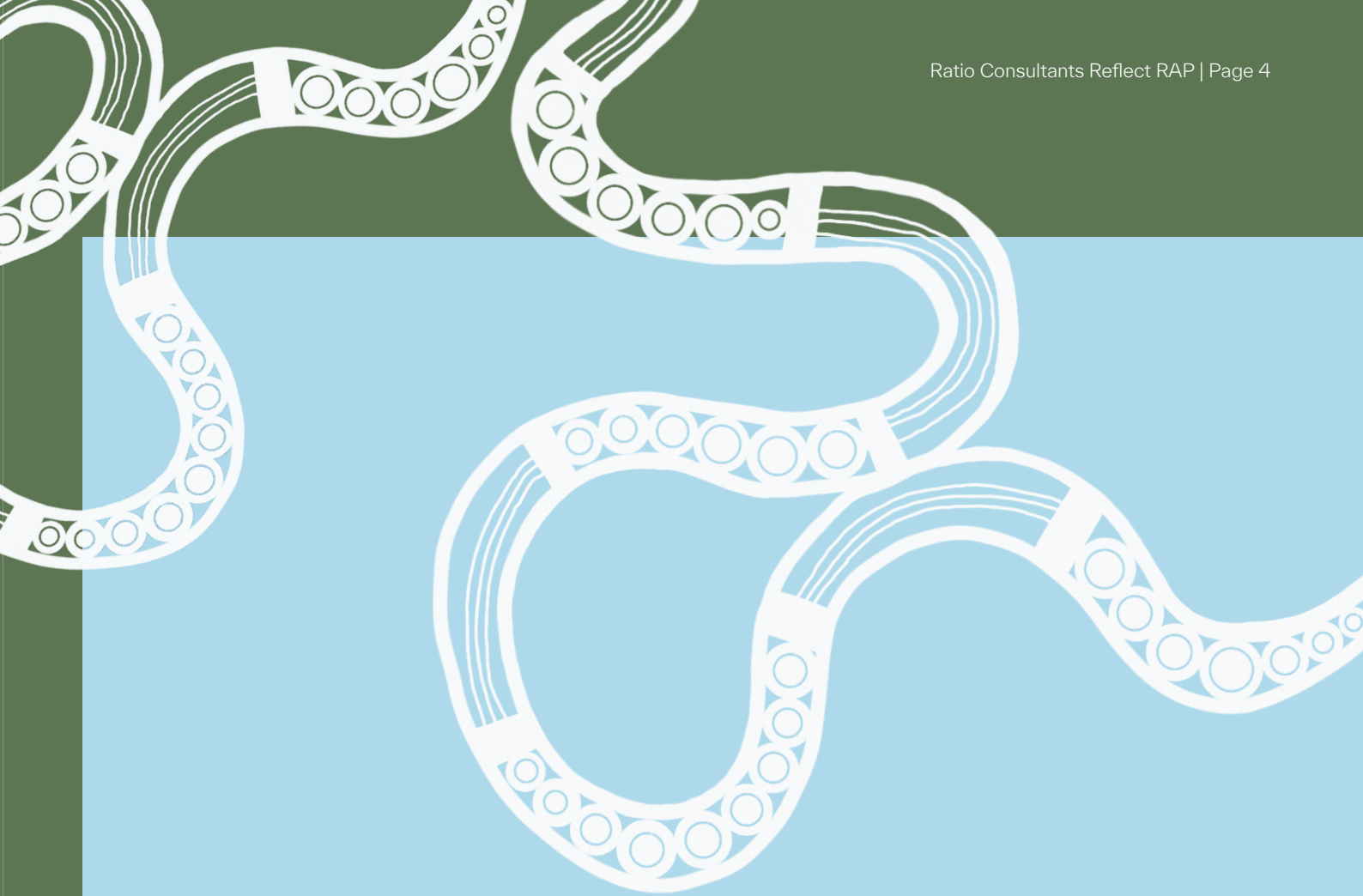
We look forward to exploring the many ways we can make a meaningful contribution to reconciliation by working collaboratively with Traditional Owners and organisations to deliver built-form projects that shape our environment, respect our history and move towards a more inclusive and recognitive future. As consultants in the planning, transport, urban design and waste management sectors, it is incumbent upon our staff to be supportive and cognisant of cultural best practices influencing the work we do across Australia.

Our Reconciliation Action Plan will enable our staff and those who work alongside them to develop a deeper connection to Country and its peoples as we explore initiatives that pay credence to the processes shaping our land.

We anticipate an ongoing process of reflection and growth as we engage with First Nations peoples.

Peter McKelvie
Managing Director
Ratio Consultants





Ratio is an independent voice and a trusted partner in planning, urban design, transport and waste management. We support positive change through projects that shape cities, neighbourhoods and places for people. For more than 30 years, we have balanced the needs of a growing population, the built environment, the natural landscape, community wellbeing, and commercial outcomes.

We approach every project with a goal to drive the process and deliver the best possible outcome. We do this by solving problems, influencing decisions, and achieving results.

We currently operate out of the following 3 locations;

- Melbourne (Wurundjeri Country),
- Geelong (Wadawurrung Country), and
- Gippsland (Gunai Kurnai Country).

Though based in Victoria, we deliver works and projects Australia wide. Through our extensive work and collaborative culture, we build relationships with the people: decision-makers, trusted colleagues and industry experts. Across all our offices, we are continually adapting our strategies to challenge and shape change in a way that encourages positive outcomes for all.

Aboriginal and Torres Strait Islander peoples' employment is very low in our industries, and we support positive strides being made to rectify this by industry bodies. At present, we do not employ any Aboriginal and/or Torres Strait Islander staff amongst our 83 employees, however this is something that we are striving to change with the actions set out in this RAP.

Our Business

Our RAP

This is the first time that Ratio Consultants has commenced the process and prepared a RAP. This was driven by a strong desire from our team for Ratio Consultants to start looking at our overall cultural responsibility and knowledge, and how we can utilise our influence to better outcomes within our sphere of work. This includes the existing relationships some of our sectors have with Victorian Traditional Owner Groups, and extending that knowledge and understanding across the whole organisation- so that as a collective we raise our awareness and contribute towards reconciliation in a genuine way.

The work we do creates an impact on Country, which can result in changes to communities and alter the connection Aboriginal and Torres Strait Islander Peoples have culturally to the land; as such, it is imperative that we recognise this through engagement and proactive influence.

As part of the early steps in developing a RAP, we created A RAP Working Group facilitated and supported by Racquel Kerr Consulting. The work done as part of this journey has identified the need for our RAP to champion diversity, inclusion and cultural change in the workplace.

Racquel also provided us with cultural awareness and sensitivity training. This provided employees with an overview tailored to Ratio Consultants scope of business, and included the following:

- Reconciliation and RAPs
- Shared History
- Diversity, Identity and stereotypes
- Recognition and its impact
- Unpacking bias and becoming an Ally
- Statutory Obligations and support

In 2022, Ratio committed to furthering their support for acknowledges Aboriginal and Torres Strait Islander peoples by creating a Reconciliation Action Plan (RAP) Working Group to serve as company 'champions' for the creation of a RAP document that would further our knowledge, training opportunities, and promote greater visibility and recognition for the Aboriginal and Torres Strait Islander culture within Ratio.

The feedback from Ratio Consultants employees during and after the workshops spoke to how the organisation can work towards achieving greater cultural responsibility in our day-to-day business operations, and in our project work. These are now identified as actions in this RAP. We have identified a commitment in our RAP moving forward, to engage in further training and to integrate cultural awareness into new employee inductions to gain a deeper understanding and appreciation of Aboriginal and Torres Strait Islander Peoples cultures.

Our RAP has been prepared and will be implemented by our RWG members:

Peter McKelvie	Managing Director and RAP Champion
Brett Young	Director
Ben Krastins	Associate
Lucy Saker	Marketing & Communications Manager
Greta Lukavic	Marketing Coordinator
Blanche Manuel	Associate
Lewis Moore	Senior Planner
Maxine Krause	Executive Assistant
Rechelle Brookes	Urban Designer/ Planner

Our RAP Champion who will drive internal engagement and awareness, and liaise with Ratio's board of Directors is Managing Director Peter McKelvie (See 'Message From Our Managing Director').



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.	July 2023	Managing Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Lead: Managing Director
	Identify points of contact for Registered Aboriginal Parties / Traditional Owner Groups in regions we work (our office locations) and consult with them to create a tailored engagement process.		Support: Executive Management Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Marketing & Communications Manager
	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
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff monthly at staff meetings.	Oct 2023	Marketing & RAP Champion
	Update staff induction process for new staff to include a RAP info session and cultural awareness training.	June 2023	Business Services Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	Lead: Managing Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2023	Support: Executive Management Team
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Feb 2024	Lead: Managing Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.		Support: Office Manager



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.	March 2024	Lead: Managing Director Support: Executive Management Team
	Conduct a review of cultural learning needs within our organisation.	Oct 2023	RAP Champion
	Start an Aboriginal and Torres Strait Islander knowledges & planning /UD/LA library on level 1	Feb 2024	Marketing & Communications Manager
	Create and communicate a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff.	Feb 2024	
	Share information internally (e.g. on staff intranet) about each Aboriginal and Torres Strait Islander date of Significance and celebrations.	Feb 2024	
	Encourage staff to attend (Virtually) PIA's Knowledge Circle	July 2023	RAP Champion
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 area.	March 2024	RAP Champion
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and develop a guiding process	March 2024	Lead: Managing Director Support: RAP-WG
	Update report/letter/brochure templates and plan title blocks to include reference to Country.	Sept 2023	Marketing & Communications Manager
	Each staff office to display an Acknowledgement of Country plaque at reception/entry.	Sept 2023	
	Add an Acknowledgement of Country to email signatures.	Sept 2023	
7. 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 2023	Marketing & Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	
	RAP Working Group to participate in an external NAIDOC Week event.	First week- July, 2023	Lead: Managing Director Support: Marketing & Communications Manager

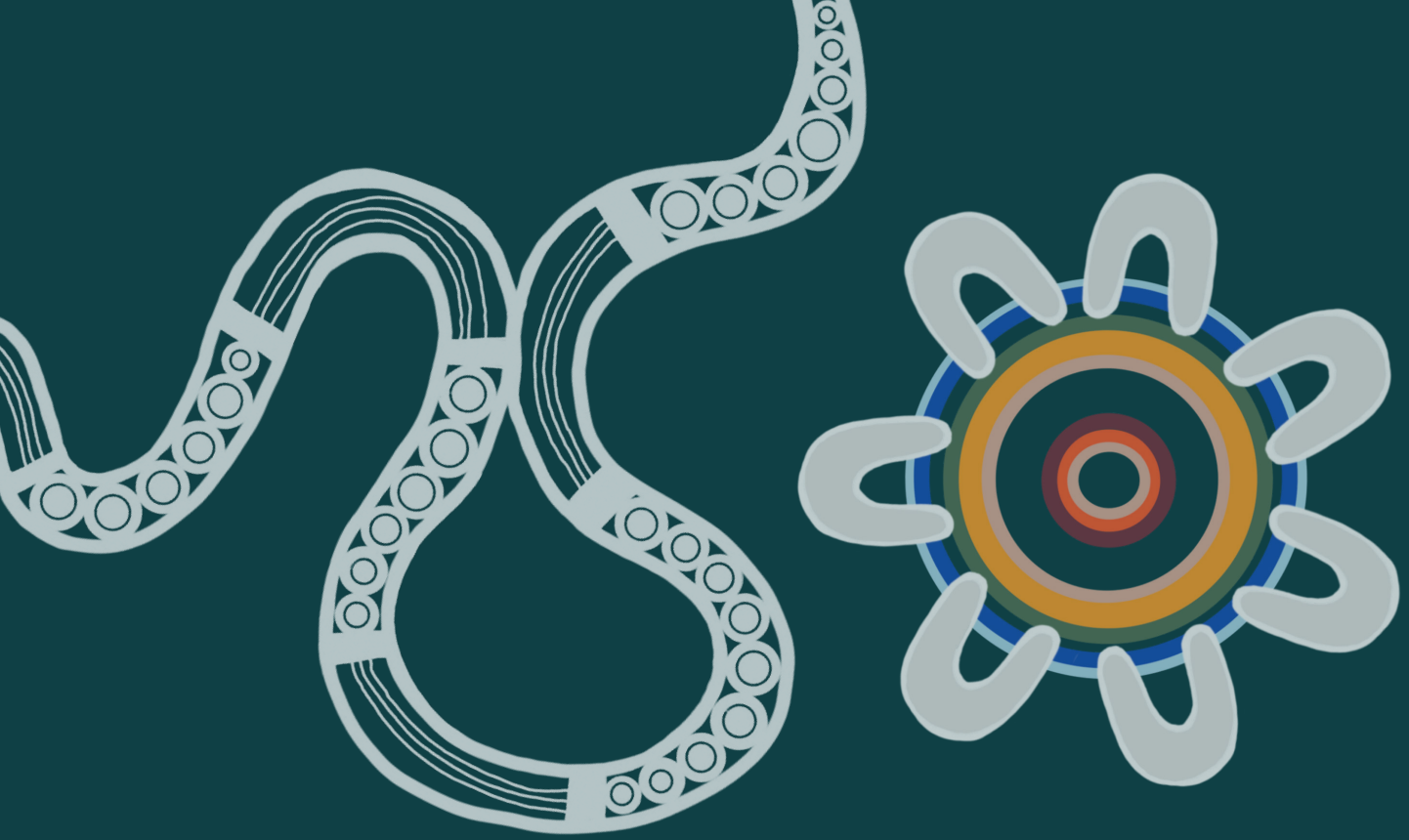


Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	March 2024	Managing Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Lead: Managing Director Support: Executive Management Team
9. 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.	March 2024	Lead: Managing Director Support: Executive Management Team
	Investigate Supply Nation membership.	May 2023	Office Manager
	Investigate Kinaway Chamber of Commerce membership	May 2023	Office Manager
	Develop policy and process regarding scope of opportunities to offer pro bono work	Feb 2024	Managing Director
	Evaluate Aboriginal and Torres Strait Islander causes for Ratio's annual Christmas donation	Dec 2023	Marketing & Communications Manager
10. Identify opportunities for co-designed planning and processes with Aboriginal and Torres Strait Islander peoples.	Conduct targeted staff training in Aboriginal and Torres Strait Islander cultural engagement and co-design.	March 2024	Managing Director
	Identify regular clients who we can work with on this RAP journey/completing co-designed work (in the future) - our clients/contacts may have existing relations	March 2024	Managing Director
	Create visibility to showcase and celebrate projects which have included Traditional Owner engagement and co-design.	March 2024	Marketing & Communications Manager
	Conduct review of current internal processes to ensure that co-design processes facilitate culturally inclusive consultation.	March 2024	Office Manager
	Identify different CHMP/reporting/engagement requirements for the Country we often work with regarding different status/legislation of Traditional Ownership	March 2024	Planning Director
	Identify policy/ guidelines and training for when proactive engagement can occur when referring clients to work with RAP(s) and Traditional Owner Groups under the Aboriginal Heritage Act 2006 and Section 52(1)(d) of the Planning & Environment Act 1987.	March 2024	



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form and maintain a RWG to govern RAP implementation.	April 2023	Managing Director
	Draft a Terms of Reference for the RWG.	March 2023	
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2023	Managing Director
	Engage senior leaders in the delivery of RAP commitments.	October 2023	
	Appoint a senior leader to champion our RAP internally.	April 2023	
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2023	
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.	June annually	Marketing & Communications Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Champion
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Champion
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2024	RAP Champion



ratio:

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