



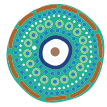
alluvium



INNOVATE
RECONCILIATION
ACTION PLAN

JULY 2023 - JUNE 2025





OUR RAP ARTIST - MELISSA BARTON

Melissa Barton is a contemporary Aboriginal artist living on Dharug Country, in the Macarthur region of Sydney. Melissa is a proud Boorooberongal clan (grey kangaroo people) woman of the Dharug nation, with her connections to Aboriginal culture dating back tens of thousands of years. Her paternal grandparents are both of the lineage of Maria Locke, the first ever Aboriginal woman to marry an English settler. Maria Locke is the daughter of Yarramundi, the chief of the Richmond tribes located along the Hawksbury River in northwest Sydney.

Melissa uses intuitive techniques and composition to create intricate and eye-catching works of art. Telling stories like her ancestors through creativity and art, Melissa is able to depict and convey meaning and storytelling onto the canvas. Sharing her love of culture and art with her father and brother, who also paint and create beautiful and meaningful works of art, holds a deep and significant place in Melissa's heart and fosters her continuous connection to culture. All creations are named in traditional Dharug dalang (language). Keeping this vital part of culture alive is crucial and will ensure that the generations of Dharug people to come will continue to have important connections back to our sacred ones.

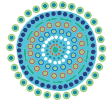


STORY AND IMAGERY

The colours of the artwork show different tones of blues and greens to show water in its many forms. The large circle to the left depicts Alluvium and the other five smaller circles represent the smaller subsidiaries that foster the care for waterways.

These are all connected by journey lines, something that represents the continuity of care not only within the firm but also Aboriginal culture. There are "U" shaped figures to the top and bottom left. They depict the people of Alluvium and how they work together cohesively to achieve common goals. These figures are atop Country such as coastlines and riverbeds. The eight smaller circles to the right of the artwork show billabongs, lakes and other still bodies of water, connected by creeks and rivers.

The diagonal lines with five dots either side are Aboriginal symbols for rain. Without rain we would have no water sources, thus, no life. Rain being the giver and nourisher for all we need to survive. The small blue swirls and small white dots are symbolic of ancestors gone before us. Watching and guiding us in all that we do. Ensuring the strength and survival of all generations to come and empower them with the knowledge to continue to care for Country around and within waterways.



ACKNOWLEDGEMENT OF COUNTRY

The Alluvium Group (Alluvium) recognises and acknowledges the unique relationship and deep connection to Country held by Aboriginal and Torres Strait Islander people, as First Peoples and Traditional Owners of Australia. Alluvium is committed to supporting close involvement, participation and empowerment of First Peoples in all areas of our business.

Alluvium supports the position that as Australia's First Peoples, Traditional Owners have inherent rights that were never traded or given away. These inherent rights are recognised in a wide range of International, Federal, State and Territory Government instruments that afford First Peoples ownership and custodial interests in Country and acknowledge their unique responsibility to care for their communities, cultural landscapes, biodiversity and places of cultural significance. We acknowledge that we have a duty to advocate for, enhance and uphold these rights.

We acknowledge that the passing of time and contemporising of cultural norms and practices have not compromised Aboriginality and the strong cultural and spiritual significance Aboriginal peoples attach to their cultural landscapes, nor the strong and enduring connection Torres Strait Islander peoples have with their islands and sea Country, governed by their unique Ailan Kastom (Island Custom).

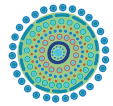
We are committed to facilitating access to Country and its resources that are essential for First Peoples to continue cultural practices, maintain links with land and sea and care for and be intricately involved in repairing Country, through the range of on Country projects we are undertaking. Aboriginal and Torres Strait Islander individuals and communities can retain and obtain valuable knowledge and skills through being proactively involved in environmental management and conservation projects.

We are committed to raising and promoting First Nations voices as part of our work. Alluvium acknowledges that Australian society can benefit from engaging with Traditional Owner knowledge, cultural and environmental practices and protocols that are alive and vibrant in our communities. This engagement will establish sustainable relationships and sound working partnerships that ensure Traditional Owners and First Peoples have access to cultural, social, environmental and conservation opportunities.

The unique position of Aboriginal and Torres Strait Islander peoples in our culture and history must be acknowledged and recognised. Alluvium is committed to the genuine recognition of the truth of Australia's history. There is much work to do within our spheres of influence, both as environmental professionals and as individuals in society. As part of Alluvium's role, we are committed to increasing engagement and collaboration with Aboriginal and Torres Strait Islander communities in environmental and conservation projects, especially when there are cultural sites within a project footprint.







CEO'S STATEMENT OF COMMITMENT

Our reconciliation journey as a group has been driven by the genuine interest and appreciation that our team has for Aboriginal and Torres Strait Islander peoples. We have continually sought partnerships and involvement with First Peoples and their communities across the country and we all see it as an essential aspect of what we do. In essence, the vision of Alluvium is to actively contribute to Caring for Country with and for First Peoples.

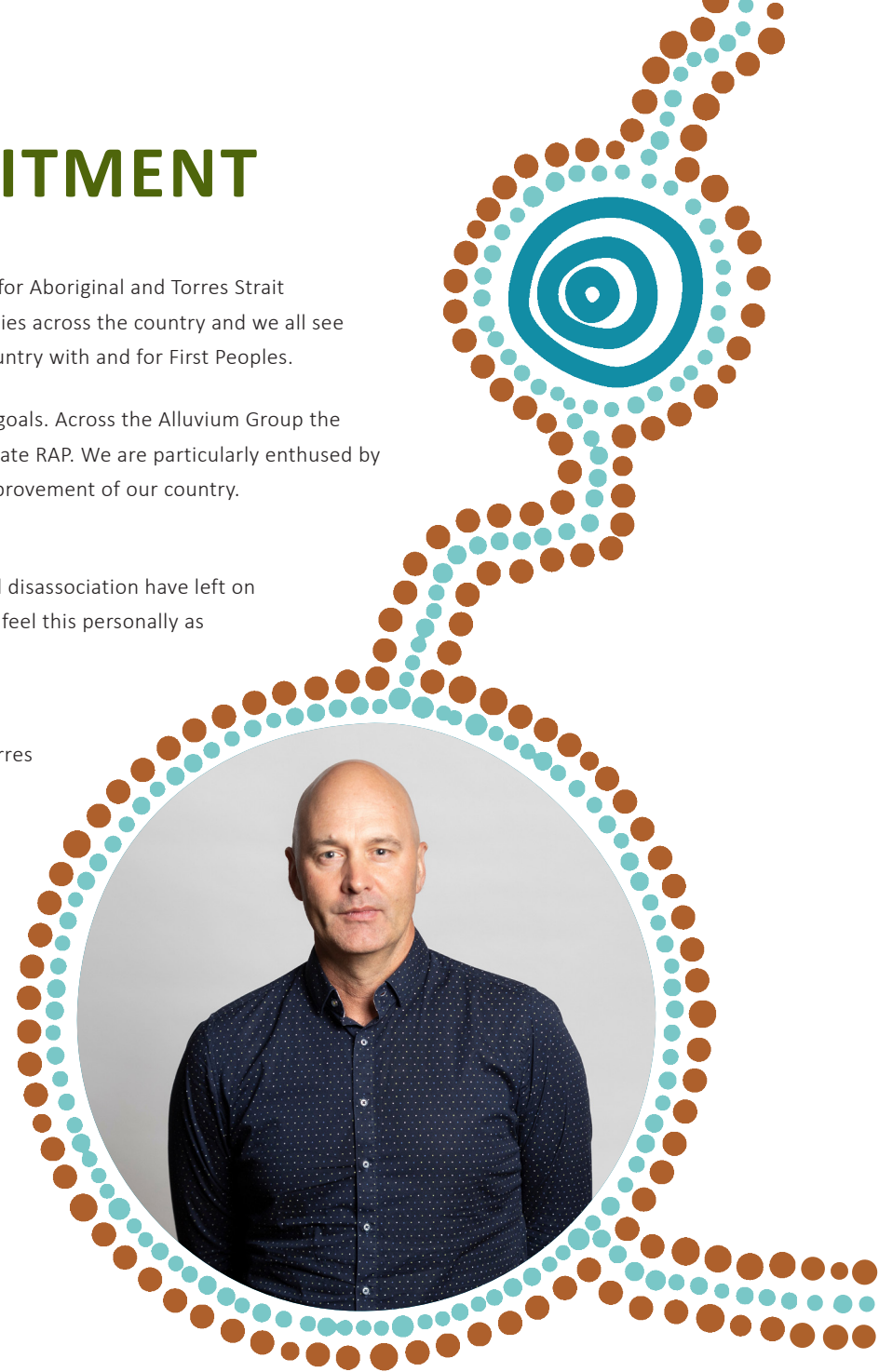
Our RAP process, and working with Reconciliation Australia, has given us a focus and framework to assist in these goals. Across the Alluvium Group the Reflect RAP was a source of learning, inspiration and pride. We are continuing this commitment through our Innovate RAP. We are particularly enthused by the opportunities to blend First Nations Cultural Knowledges and western approaches to the management and improvement of our country. The increasing pressure on our natural environment from climate change only adds to this resolve.

We acknowledge this is both a responsibility, particularly in terms of deep scars that a history of dispossession and disassociation have left on our Aboriginal and Torres Strait Islander populations, and an opportunity to help heal and provide leadership. We feel this personally as Australians and at an organisational level as people who work on Country.

Alluvium is energised and ready to continue our reconciliation journey through our Innovate RAP (2022), which represents our commitment as a business to continual growth in understanding and respect for Aboriginal and Torres Strait Islander peoples and cultures. Our Innovate RAP provides us an opportunity to carry forward the learnings we experienced through our Reflect RAP.

I know that as a business we have already grown significantly in our capacity to support Aboriginal and Torres Strait Islander peoples through our project work and to integrate Aboriginal and Torres Strait Islander perspectives into our conduct internally and externally. We are fortunate to have had this result in new friends, family, partners, and connections.

***Matt Francey,
Alluvium CEO***



OUR BUSINESS

The Alluvium Group provides advisory services, practical solutions and insights into natural resource management and social sustainability questions and issues. This includes engaging with water resource planning, climate risk and adaptation strategies, and providing expert ecological, cultural, economic, sustainability and social science advice.

We aim to advance the way natural resources are managed and have developed active partnerships with leading research organisations across Australia, as well as investing in our own research program, to keep us at the forefront of contemporary natural resource management thinking and practices.

Our clients are government (Federal, state and local), natural resource organisations, water utilities and catchment management authorities as well as private organisations such as resources companies and urban developers.

We have a particular passion for water issues and fostering continued connection between communities, water and their broader environment. We employ approximately 135 people in Australia, largely scientists, economists and engineers. Alluvium employees are located across five main offices (Brisbane, Townsville, Sydney, Canberra and Melbourne) and three regional offices (Rockhampton, Bangalow and Newcastle). Additionally, Alluvium has seven employees in India (Delhi).

Connecting with Country 2021

“Country” (capital C) has a specific and significant meaning for Aboriginal peoples. In the Aboriginal sense of the word, Country relates to the nation or cultural group and land that we belong to, yearn for, find healing from and will return to.

However, Country means much more than land, it is our place of origin in cultural, spiritual and literal terms. It includes not only land but also skies and waters. Country incorporates both the tangible and the intangible, for instance, all the knowledges and cultural practices associated with land. People are part of Country, and our identity is derived in a large way in relation to Country.”

***Dr Danièle Hromek,
Budawang/Yuin***

***Presented initially in Draft Connecting with Country,
Government Architecture NSW 2021***



OUR VISION

As the first environmental stewards, scientists and engineers of this land, Aboriginal and Torres Strait Islander people maintain extensive knowledge and cultural science passed down through generations about the land and sea Country we now co-exist upon.

Our vision for reconciliation is to become a company that truly listens to and promotes the perspectives and voice of Aboriginal and Torres Strait Islander Peoples, participating in two-way knowledge exchange and sharing the journey and the load in working towards a reconciled future, empowered communities and healthy Country for all to enjoy.

Our mission is to increase our interactions and collaboration with Aboriginal and Torres Strait Islander peoples to unlock our partnership potential and realise the benefits of applying both cultural and western science and expertise to keep Country healthy, appropriately cared for and culturally and spiritually intact.

We aim to empower Aboriginal and Torres Strait Islander peoples to practise and share their cultural knowledge and expertise, maintain connections to land and sea Country and build resilience to climate change.



OUR RECONCILIATION ACTION PLAN

Alluvium staff have significant interest and enthusiasm for building our individual and collective understanding and respect for Aboriginal and Torres Strait Islander cultures, peoples and societies. We believe greater understanding will improve our relationships with Aboriginal and Torres Strait Islander communities and allow us to continue to support opportunities that benefit Aboriginal and Torres Strait Islander peoples. We see this as an important step both for our contribution to reconciliation and to improve our service for our clients, e.g., how we work with community leaders, Elders, Traditional Owners and their organisations to provide culturally safe and appropriate advice on natural resource management questions.

We aim to use our Innovate RAP to continue investing in our current relationships and foster new connections with Aboriginal and Torres Strait Islander peoples, improving our capacity to support them in caring for Country and providing opportunities to uplift, empower and promote Aboriginal and Torres Strait Islander voices and perspectives.

Our RAP is led by our RAP Working Group, which has grown in the last two years from eight to twelve staff. The high level of staff interest and engagement across the Alluvium Group is a testament to the success of our RAP and the RAP Working Group, in leading and communicating our shared reconciliation journey. Our RAP Champion is Matt Francey, who will be responsible for driving staff engagement, understanding and awareness of our RAP responsibilities, goals and timelines. We are also especially grateful for the cultural guidance and leadership provided by our First Nations and Indigenous representatives to our RAP Working Group namely Phil Duncan (Gomerioi), Ashleigh Faranda (Quandamooka) and Marika Seden (Tolai, PNG).

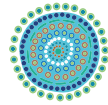
OUR RAP WORKING GROUP

The spirit of reconciliation is embedded in our daily practice and collective consciousness, and acknowledgment and thanks are extended to the following people who champion and oversee this process from across the Alluvium offices in Sydney, Melbourne, Brisbane, Townsville and Canberra:

- Matt Francey – Chief Executive Officer (Alluvium Group, VIC)
- Christine Thompson – Office Manager (Alluvium, NSW)
- Ellery Johnson – Internal Consultant (Alluvium, NSW)
- Fiona Chandler – Principal Internal Consultant (Alluvium, QLD)
- Georgia Burkin – Internal Consultant (Alluvium, VIC)
- Helene Windels – Internal Consultant (Mosaic Insights)
- Liam Calley – Internal Consultant (Natural Capital Economics)

- Lisa Walpole – Regional Manager (Alluvium, NSW)
- Marika Seden – Internal Consultant (Alluvium, QLD)
- Mia Gustavsson – Internal Consultant (Alluvium, QLD)
- Neha Shetty – Internal Consultant (Alluvium, VIC)
- Phil Duncan – Senior Cultural Advisor (Alluvium, NSW)
- Yarraan Doyle – Internal Consultant (Alluvium, NSW)





OUR RECONCILIATION JOURNEY

Our reconciliation journey has been ongoing since the Group's inception in 2006. We have always had a strong appreciation for how our projects interact with landscapes and communities, particularly Aboriginal and Torres Strait Islander peoples. Since developing our first Reflect RAP in 2020, and prior to that through many interactions across Australia as partners and clients, our reconciliation journey has become more intentional, meaningful and accountable.

Within our business, we have facilitated the first stage of online Cultural Onboarding training for all our staff, via a 3-part online training series with online sessions held in September and October of 2021. This has been an incredibly beneficial exercise and has significantly elevated the understanding and appreciation of Aboriginal and Torres Strait Islander cultures within Alluvium. While we had initially intended for all training to be face-to-face, pandemic lockdowns resulted in us transitioning to an online format, which had the unexpected benefit of bringing the whole company together for a single, open and robust conversation that we felt resulted in greater whole-of-company understanding of, and commitment to, the RAP process. Since then, we have commenced our second stage of onboarding training which includes face-to-face training delivered in each office across Australia by Phil Duncan, our Senior Cultural Advisor. Being able to have these conversations in person and hear local stories and cultural practices was incredibly meaningful and valuable for all attendees. Through our RAP journey we certainly learned that seeking out and prioritising opportunities for in person conversations is important and was particularly appreciated following extended lockdown periods and isolation from one another.

The implementation of the RAP process has successfully promoted ongoing curiosity, deep and challenging discussions, and a desire to assist and work with these communities across the organisation. As the RAP Working Group, we have also improved our promotion, recognition engagement with, and celebration of key dates such as National Reconciliation Week and NAIDOC Week throughout the company. These events have promoted reflective discussion of Aboriginal culture and its importance to Australian society through guest speakers such as Dr. Valerie Cooms (Quandamooka).

As trusted advisors, Alluvium can positively influence our clients, the broader environment sector across all levels of Government as well as private industry. We continue to see more projects with substantial components related to incorporating Aboriginal and Torres Strait Islander voices and values, and supporting development of initiatives to increase meaningful inclusion of Aboriginal and Torres Strait Islander voices, rights and vision for water management such as the NSW DPE-Water Aboriginal Engagement Framework. These experiences are being recognised across the sector.

INNOVATE RAP



Relationships



Respect



Opportunities



Tracking



RELATIONSHIPS



Building meaningful relationships is a core principle for any engagement with Aboriginal and Torres Strait Islander people. Like any relationship, it requires us to give something of ourselves in a two-way process. It is difficult to build relationships with Aboriginal and Torres Strait Islander people and communities from behind a desk or a computer screen and even harder to maintain them from that position. We understand that learning about and connecting with Community and Country wherever possible, through meeting on Country or attending community gatherings and events, gives us and our Aboriginal and Torres Strait Islander collaborators the best opportunity to share stories and get to know one another. A professional and personal commitment to learning and building relationships is fundamental to engaging and working respectfully and effectively with Aboriginal and Torres Strait Islander peoples and we look forward to doing this in all areas of our work.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. ESTABLISH AND MAINTAIN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, STAKEHOLDERS AND ORGANISATIONS TO SUPPORT POSITIVE OUTCOMES	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	June 2024	Principal Internal Consultant
	Develop and implement an engagement plan to facilitate communication and engagement outcomes with our Aboriginal and Torres Strait Islander stakeholders.	December 2023	Senior Cultural Advisor
	Establish professional relationships in the form of joint ventures, partnerships, pro bono support, secondment and/or community capacity building opportunities.	June 2024	Chief Operations Officer
2. BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW)	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024, 2025	Senior Cultural Advisor
	RAP Working Group members to participate in an external NRW event. Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	27 May-3 June, 2024, 2025	Internal Consultant
	Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW.	27 May-3 June, 2024, 2025	Internal Consultant
	Organise at least one internal event for NRW each year.	27 May-3 June, 2024, 2025	Internal Consultant
	Register all NRW events via Reconciliation Australia’s NRW website.	May 2024, 2025	Internal Consultant
Support an external NRW event.	27 May-3 June, 2024, 2025	Senior Cultural Advisor	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024, 2025	Chief Executive Officer
	Communicate our commitment to reconciliation publicly.	May 2024, 2025	Chief Executive Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Chief Executive Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advanced reconciliation.	December 2023	Chief Executive Officer
	Collate a series of interviews with staff members and Aboriginal and Torres Strait Islander partners about our work and our RAP.	July 2024	Internal Consultant
	Map our projects working with Aboriginal and Torres Strait Islander groups on a GIS story board or equivalent.	July 2024	Internal Consultant
Illustrate the story of our RAP journey in collaboration with staff and Aboriginal and Torres Strait Islander artists.	July 2024	Internal Consultant	
4. PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Chief Operations Officer
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2023	Chief Operations Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2023	Chief Operations Officer
	Educate senior leaders on the effects of racism.	June 2024	Chief Operations Officer
5. BUILD RELATIONSHIPS AND PARTNER WITH ABORIGINAL AND TORRES STRAIT ISLANDER CONTRACTORS, SOLE-TRADERS, AND ORGANISATIONS TO DELIVER OUR PROJECTS	Aboriginal and Torres Strait Islander staff participate in and support industry discussions and network events.	November 2023, 2024	Senior Cultural Advisor
	Include Aboriginal and Torres Strait Islander contractors, sole-traders and/or organisations in our teams for project proposals.	June 2024	Principal Internal Consultant



RESPECT



Aboriginal and Torres Strait Islander peoples have a rich and longstanding connection to Land and Sea Country, ongoing since time immemorial. They have witnessed environmental change spanning millennia and have a resolute commitment to caring for Country as if land and seas are kin. First Nations ways of knowing and seeing are essential for meeting the environmental challenges of today and the future, the same challenges that Alluvium strives to address through our work. Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to Alluvium and its core business activities. Continuing to foster this respect is a key step in encouraging greater understanding of First Nations cultures, allowing for higher learning, appreciation, and collaboration in working towards a reconciled future.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING	Conduct a review of cultural learning needs within our organisation.	Annually	Internal Consultant
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2023	Internal Consultant
	Develop, implement and communicate a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business.	December 2023, 2024	Senior Cultural Advisor
	Incorporate various ways of providing our cultural awareness training (e.g. online, in person workshops, cultural immersion through On Country Classrooms).	December 2023, 2024	Senior Cultural Advisor
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to implement cultural awareness training.	December 2023, 2024	Senior Cultural Advisor
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in both internal and external cultural training.	December 2023, 2024	NSW Regional Manager
	Investigate local cultural experiences and immersion opportunities.	December 2023, 2024	Internal Consultant
	Compile and promote a library of culturally relevant materials (i.e. videos, books, podcasts, etc.).	December 2023	Internal Consultant

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS	Continue to increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Internal Consultant
	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	June 2024	Internal Consultant
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships in our office locations and for key project sites.	June 2024	Internal Consultant
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including the Alluvium Company Conference.	February 2024, 2025	Senior Cultural Advisor
	Include an Acknowledgement of Country at the commencement of all Alluvium-led important internal and external meetings and events.	January 2024	Office Manager
	Include an Acknowledgment of Traditional Owners on all Alluvium email signature templates.	January 2024	Office Manager
	Include an Acknowledgment of Traditional Owners on all tender submissions and reports, where appropriate.	January 2024	NSW Regional Manager
8. BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Internal Consultant
	Review the Alluvium Handbook and other policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	March 2024, 2025	Internal Consultant
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Internal Consultant
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	First week in July 2023, 2024	Senior Cultural Advisor
9. BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING OTHER DATES OF CULTURAL SIGNIFICANCE	Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance, including adding calendar events for all employees.	January 2024	Internal Consultant
	Seek out ways for Alluvium and/or staff to be involved with/organise other important cultural events such as Mabo Day, Coming of the Light etc., with our partners and clients.	June 2024	Internal Consultant
	Encourage thought-provoking discussion and sharing of perspectives around the meaning and significance of January 26th.	January 2024, 2025	Internal Consultant



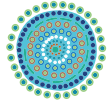
OPPORTUNITIES



Creating and fostering opportunities for Aboriginal and Torres Strait Islander Peoples and communities to Care for Country is central to the identity of our business as an environmental consultancy. Our commitment to delivering meaningful environmental change requires the perspectives of all peoples, including those of our first scientists, engineers, ecologists and custodians of the land and sea – Aboriginal and Torres Strait Islander Peoples. By supporting Aboriginal and Torres Strait Islander Peoples across Australia through activities such as increasing employment opportunities for Aboriginal and Torres Strait Islander Peoples at our business, incorporating Aboriginal and Torres Strait Islander suppliers into our business processes, and increasing our commitment to reciprocity through pro bono work we can amplify, support and empower the voice of Aboriginal and Torres Strait Islander communities and provide a greater opportunity for an integration of their knowledge, perspectives and culture into social and environmental management solutions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Office Manager
	Engage with current Aboriginal and Torres Strait Islander staff to discuss ways to enhance future employment opportunities, including professional development, within the Alluvium Group.	June 2024	NSW Regional Manager
	Develop and implement an Aboriginal and Torres Strait Islander employment, recruitment and retention strategy.	July 2024	Chief Operations Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	Chief Operations Officer
	Review the Alluvium Handbook and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2024	Chief Operations Officer
	Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g., traineeships or internships).	July 2024	Chief Operations Officer
	Develop a cultural mentoring network for existing staff and managers.	June 2024	Chief Operations Officer
	Support Aboriginal and Torres Strait Islander leadership and development internally.	June 2024, 2025	NSW Regional Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024, 2025	NSW Regional Manager
	Investigate Supply Nation membership.	June 2024	NSW Regional Manager
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	March 2024	Office Manager
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Chief Operations Officer
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	June 2024	NSW Regional Manager
12. SEEK OPPORTUNITIES TO INTEGRATE ABORIGINAL AND TORRES STRAIT ISLANDER KNOWLEDGE, PERSPECTIVES AND CULTURES INTO OUR WORK	Develop proposals to feed into our Research and Insights Program that provide benefits and opportunities to Aboriginal and Torres Strait Islander peoples (e.g., either staff or project stakeholders).	October 2024	NSW Regional Manager
	Apply methodologies that incorporate both cultural science and western science practices in our projects.	June 2024	Internal Consultant



GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP	Maintain Aboriginal and Torres Strait Islander representation in the RWG.	November 2023, 2024	Chief Executive Officer
	Establish and apply a Terms of Reference for the RWG.	November 2023, 2024	Chief Executive Officer
	Meet at least four times per year to drive and monitor RAP implementation, reflecting on our successes and lessons for future initiatives.	November 2023, 2024	Chief Executive Officer
14. PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS	Define resource needs for RAP implementation.	March 2024, 2025	NSW Regional Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2024	Principal Internal Consultant
	Define and maintain appropriate systems and staff capacity to track, measure and report on RAP commitments and outcomes.	March 2024, 2025	Internal Consultant
	Appoint and maintain an internal RAP Champion from senior management.	January 2024	Senior Cultural Advisor
	Establish a network of external Aboriginal and Torres Strait Islander advisors to provide cultural advice and guidance in our work.	July 2024	Internal Consultant

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. 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 2024, 2025	NSW Office Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 1 2023, 2024	NSW Office Manager
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 30 2023, 2024	NSW Office Manager
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly	Internal Consultant
	Report RAP achievements, challenges and lessons internally with staff and to Alluvium’s Executive Team and Board.	July 2024	Internal Consultant
	Publicly report and share our RAP achievements, challenges and lessons.	July, 2024	Chief Executive Officer
	Investigate participating in Reconciliation Australia’s Workplace RAP Barometer.	May 2024	NSW Office Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of the RAP.	December 2024	NSW Office Manager
16. CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP	Register via Reconciliation Australia’s website to begin developing our next RAP.	July 2024	NSW Office Manager



**A MESSAGE
FROM
RECONCILIATION
AUSTRALIA**

Reconciliation Australia commends Alluvium Group 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.

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 Alluvium Group 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, Alluvium Group 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 three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Alluvium Group is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action. Implementing an Innovate RAP signals Alluvium Group's 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 Alluvium Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



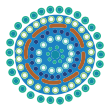
Karen Mundine
Chief Executive Officer
Reconciliation Australia





PHOTO CONTRIBUTIONS

- Christine Thompson – Salmon Haul Bay, Dharawal Country (p4).
- Fiona Chandler- Burial Ceremony Poles near Burketown on Mougibi Country (p5).
- Bill Moulden – Sunset on Wadandi Boodja Country (p8).
- Georgia Burkin – Bahmah N.P. on Yorta Yorta Country (p9).
- Bill Moulden – Wadandi Boodja Country (p10).
- Ellery Johnson – Nari Nari Country (p11).
- Fiona Chandler – Smoking Ceremony on Gurrumbilbarra Country (p20).
- Bill Moulden – Menindee. Paakantyi Lands (p22).
- Bill Moulden – Pamamaroo Sunrise – Paakantyi Lands (p23).



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