



Reflect Reconciliation Action Plan

Property Council of Australia
January 2022 - December 2022



RECONCILIATION
ACTION PLAN

REFLECT















ACKNOWLEDGEMENT OF COUNTRY

The Property Council acknowledges the tens of thousands of years of continuous custodianship and placemaking by First Nations peoples and their proud role in our shared future.

We thank them for their custodianship of Country – land, seas and skies.

We acknowledge the diversity of First Nations cultures, histories and peoples, and we pay our deepest respects to Elders past, present and emerging.

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WINHANGA-DURI-NYA

MEANING "REFLECT"

WIRJUDJURI LANGUAGE



ARTIST BEHIND OUR RAP DESIGN AND WHAT OUR RAP ARTWORK REPRESENTS

The artwork featured in the Property Council's RAP was created by Lani Balzan in 2021. Lani is a proud Wiradjuri woman from the Three Rivers Tribe. Her family comes from Mudgee, but she has lived in many parts of Australia and now calls the Illawarra home.

Lani's artistic inspiration is to strengthen connections with her culture and to bring people together in reconciliation. Her artwork is respected around Australia, and her designs have featured on everything from poster campaigns to football jerseys, websites to the walls of hospital wings.

Lani helped the Property Council to articulate a visual vision for reconciliation that reflects our reconciliation journey as we embark on our Reconciliation Action Plan.

At the centre of the painting sit a series of concentric circles that Lani calls a "gathering symbol". This represents the Property Council's members and employees. A series of u-shaped emblems radiate from edges of the gathering symbol, conveying both male and female. "It is about people coming together," Lani says.

Land and nature are dominant forces in the artwork – both in the physical map of Australia at the top left and in the native tree to the right. These symbols remind us that every building rests on Aboriginal land and honours the custodians who have cared for Country for millennia. The pathways to the future are represented in the footprints that cross the canvas.

"While property is about cities, buildings and infrastructure, peel back the layers and look at the 60,000 years of history that exists underneath," Lani says.

Lani used lead pencil and chalk to sketch out her ideas before carefully mixing the colour palette to match perfectly with the Property Council's brand. The process of painting took around three weeks, with Lani often burning the midnight oil when inspiration struck. "The story is what makes the art. I get the story in my head and then it comes together organically," she explains.

The Property Council logo in the lower right hand corner of the artwork is embellished with a pair of handprints – representing the connection from the artist to the people of the Property Council. The dotted circle inside the Property Council's logo echoes the central gathering symbol. "It shows the harmony of people coming together."

The Property Council's team honours Lani's talent and deep thinking. Her artwork is unique to the Property Council's values and vision, our people and members, and is a visual representation of our reconciliation journey.

Visit the Artist's website:
<https://www.lanibart.com.au>





Ken Morrison, Chief Executive
Property Council of Australia

A MESSAGE FROM OUR CHIEF EXECUTIVE

Along with the rest of the country, the property industry is beginning a journey of reconciliation with Australia's First Nations peoples.

The industry undertakes this journey with two great advantages, which also confer special responsibilities.

Firstly, there is the inescapable fact that every building and every new project sits on country that has been nurtured by Aboriginal and Torres Strait Islander people for countless generations. The deep connection to country of First Nations Australians should be a source of respect and celebration, and be a foundation of the industry's reconciliation journey.

Second, the property industry is Australia's largest industry, employing over 1.4 million people. We can be a strong partner with First Nations people in their quest for economic empowerment following generations of dispossession and exclusion.

The Property Council of Australia honours the Uluru Statement from the Heart, which says, "When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country."

I am very proud to launch the Property Council's first Reconciliation Action Plan. Working with Reconciliation Australia, First Nations peoples, our staff, our members and other partners on this Reflect RAP has been rewarding and enabled us to set out a clear plan of action.

With the world's oldest continuous living culture to draw upon, the property industry has immeasurable opportunities to walk side by side with First Nations peoples towards a better future.

For the Property Council, this starts with listening, learning and building cultural competency so we can walk towards reconciliation in partnership with First Australians and using our special role within our industry to encourage others to do the same.

“

Australians today are the inheritors of a rich and unbroken history of language, culture and placemaking that stretches back more than sixty millennia. We have much to learn from Aboriginal and Torres Strait Islander peoples as our industry provides liveable, sustainable and prosperous places for all Australians.





Karen Mundine, Chief Executive Officer
Reconciliation Australia

A MESSAGE FROM RECONCILIATION AUSTRALIA

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

The Property Council of Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 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.

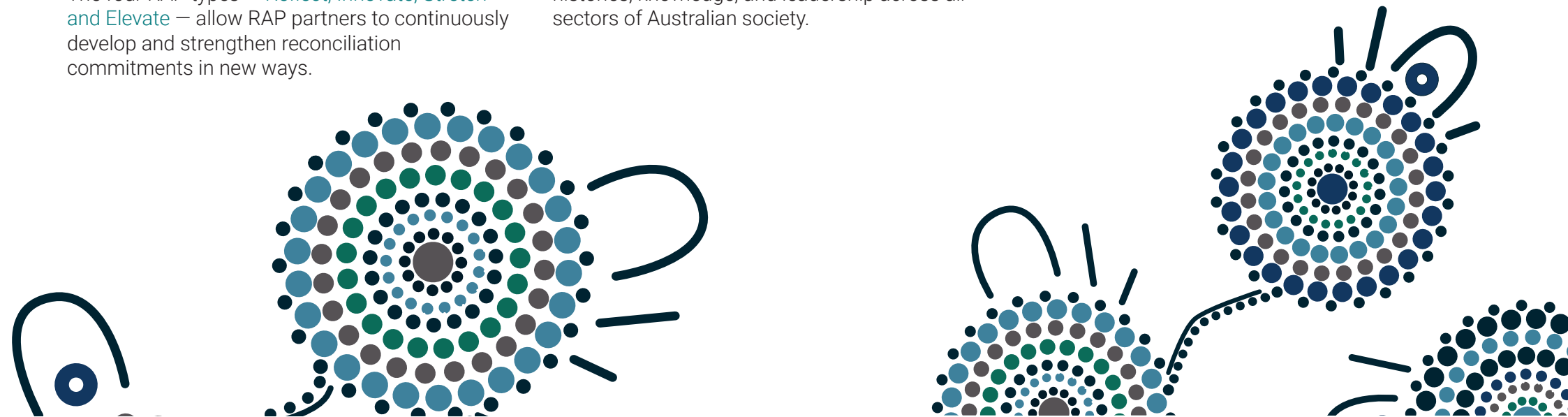
The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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 the Property Council of Australia 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 the Property Council of Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



ABOUT THE PROPERTY COUNCIL OF AUSTRALIA

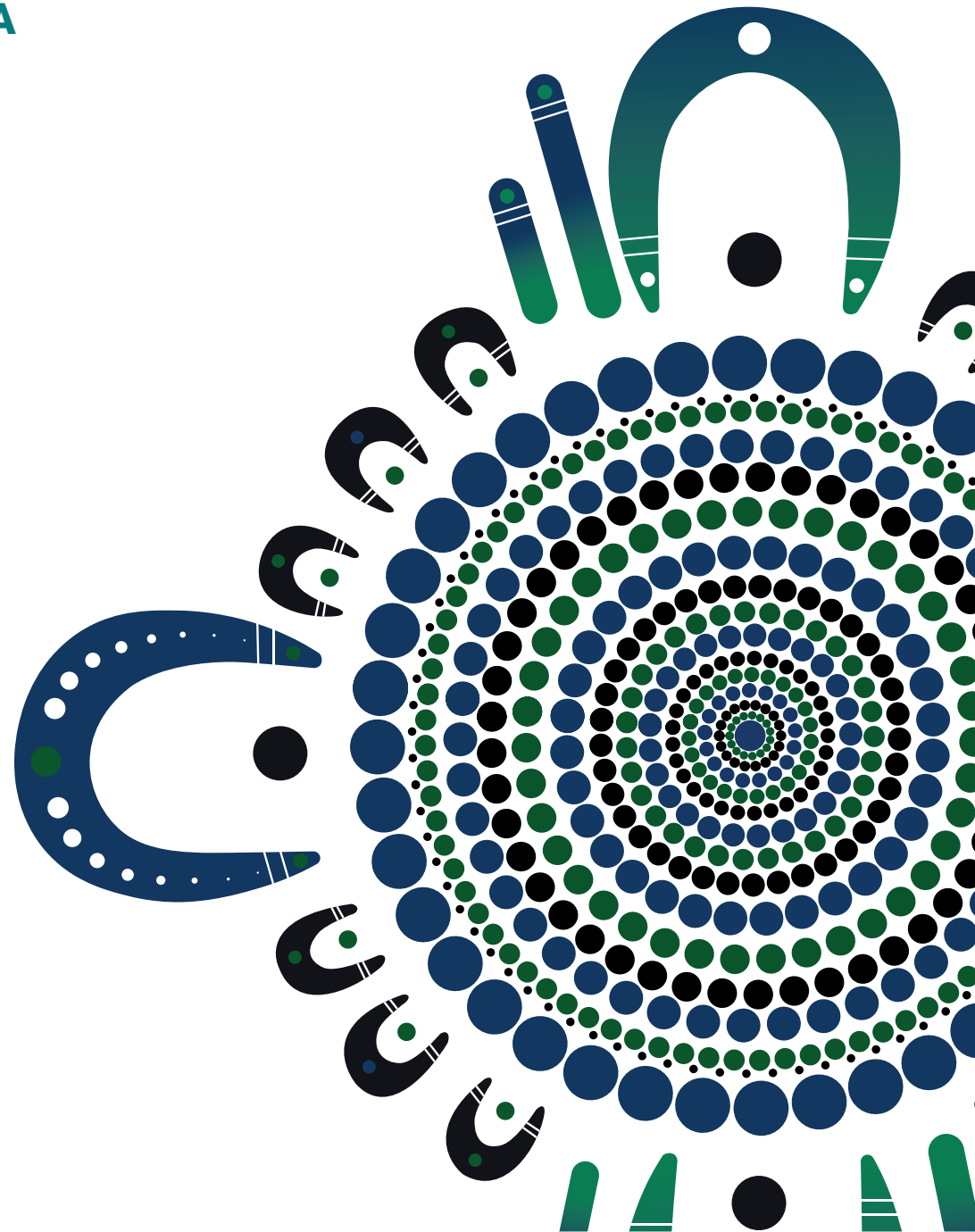
Australia's property industry shapes the future of our cities and creates prosperity, jobs and strong communities.

The Property Council's mission is to champion a strong property industry. Our members create and curate the places where Australians live, work, shop and play.

Property is the nation's largest industry, employing over 1.4 million Australians, and helps secure the financial future of millions of Australians.

The Property Council has over 100 staff located across ten offices around the country. We acknowledge the traditional owners of the lands on which we work and pay our respects to their elders, past, present and future.

This Reconciliation Action Plan marks the beginning of the Property Council's reconciliation journey. We would like to thank Reconciliation Australia and the many First Nations people and Property Council members who have helped show us the way.



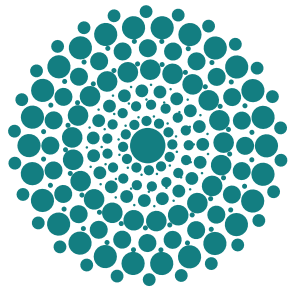
OUR VISION

A THRIVING INDUSTRY CREATING PROSPERITY, JOBS AND STRONG COMMUNITIES

OUR MISSION

TO CHAMPION A STRONG PROPERTY INDUSTRY

OUR VALUES



OUR MEMBERS

We put **our members** at the heart of all we do

LEADERSHIP

We **make a difference** in our industry and our community

EXCELLENCE

We are **passionate** about our work and deliver outstanding **results**

COLLABORATION

We respect each other's diverse views and are committed to our **one company culture**

INTEGRITY

We are ethical, accountable and **believe in each other**



Francesca Muskovic, Property Council of Australia (right) at Garma Festival 2019

OUR RECONCILIATION JOURNEY SO FAR



In 2018 First Nations leader Noel Pearson challenged delegates at our Property Congress to use reconciliation as a chance to “look in the mirror” and to redefine our nation. Pearson’s keynote address was an important but informal milestone on the Property Council’s reconciliation journey.

Two years earlier, the Property Council had introduced an internal policy to observe cultural protocols and demonstrate respect to Aboriginal and Torres Strait Islander peoples by including a Welcome to Country or Acknowledgement of Country at all Property Council national conferences and division events.

Following this policy, we began to actively seek opportunities to share Aboriginal and Torres Strait Islander stories through our events, conferences and communication channels. Our first story in Property Australia, circulated to an audience of 68,000 in early 2017, explored why reconciliation was at the heart of placemaking. This was followed by a ground-breaking panel session on ‘resilience through reconciliation’ at our Green Cities conference for 1,000 people. Further stories and event topics followed.

In June 2019, we expanded our informal work with the launch of our RAP Working Group (RWG). Honouring the importance of the task and the responsibility of our organisation as the voice of Australia’s property industry, we took our time to listen and learn.

We invited First Nations people to our RWG meetings to share their stories and insights. We consulted with many members – from large multi-national companies to small professional services practices – to ensure our approach would reflect industry best practice. We built a stakeholder database detailing our members’ reconciliation activities and level of engagement to understand how our industry was progressing. We held an industry panel session on reconciliation at our Staff Summit in 2020 and used internal channels, like staff town halls and newsletters, to ensure the whole organisation was engaged with our activities.

While most of our RWG’s early activities were internally focused, we also harnessed our unique position as a strong and trusted voice in the industry to shine a spotlight on the valuable work of our members and communities, and to elevate the ideas and leadership of Aboriginal and Torres Strait Islander peoples in our industry. We played to our strengths, amplifying positive stories through Property Australia and our social media channels, like LinkedIn, which has 55,000-plus followers.

OUR RECONCILIATION JOURNEY SO FAR

As many of our members are walking a similar path, we established partnerships for a variety of projects. One partnership delivered three virtual events for National Reconciliation Week in 2020; another partnership rolled out a four-part reconciliation series across Australia in 2021. The purpose of these events was to help our employees, members and the broader industry understand the importance of reconciliation and to empower property leaders to take action.

Leveraging our strong and trusted education brand, the Property Council Academy, we began work with an Aboriginal and Torres Strait Islander education provider and an Aboriginal and Torres Strait Islander-owned member company to explore new professional education opportunities with a common goal: sustainable Aboriginal and Torres Strait Islander employment. This partnership is in its infancy, and we are, again, taking our time to understand the obstacles and opportunities, and to lay strong foundations for a lasting partnership.

This partnership is in its infancy, and we are, again, taking our time to understand the obstacles and opportunities, and to lay strong foundations for a lasting partnership.

We also recognise our national events program is a large and influential platform, with tens of thousands of Australians attending our events each year. We have created a pilot program (the First Nations Professionals Program) for the 2022 Property Congress, our flagship national event, to create opportunities for Aboriginal and Torres Strait Islander professionals in the property industry to participate. We have secured a partner – an Aboriginal and Torres Strait Islander-owned business – to help develop and fund the program which will initially support five participants with flights, accommodation, tickets and other costs, as well as culturally sensitive support.

We are proud of our work to date but recognise the launch of our Reflect RAP is the start of a long journey. We look forward to enhancing and expanding our established work, while also listening and learning from Aboriginal and Torres Strait Islander peoples so we may, with time, extend our influence and impact.



Noel Pearson providing the keynote address at the 2018 Property Congress, Darwin, Larrakia Country



2017

Commenced an ongoing series of stories of reconciliation in Property Australia, circulated to 68,000 people; Featured Aboriginal and Torres Strait Islander thought leaders in a special 'Resilience through reconciliation' session at the Green Cities conference for 1,000 people.



2019

Launched the Property Council RAP Working Group, following full endorsement from our Executive Committee.



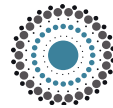
2021

Forged a partnership with an Aboriginal and Torres Strait Islander-owned construction business to deliver a four-part 'reconciliation series' in Brisbane, Sydney, Melbourne and Canberra to emphasise the importance of reconciliation; initiated discussions with an Aboriginal and Torres Strait Islander education provider and an Aboriginal and Torres Strait Islander-owned member organisation to explore opportunities to expand our education resources and professional development; launched a pilot program to create opportunities for Aboriginal and Torres Strait Islander property professionals to attend The Property Congress.



2016

Launched internal policy to observe cultural protocols and demonstrate respect to Aboriginal and Torres Strait Islander peoples with a Welcome to Country or Acknowledgement of Country at all Property Council national conferences and division events.



2018

Hosted First Nations leader Noel Pearson as a keynote speaker at The Property Congress, where he argued that reconciliation was an opportunity to redefine our nation.



2020

Invited First Nations People to our RAP Working Group meetings, consulted with members, created a members' database of reconciliation activities and advances, and delivered three member events for NRW as well as an industry panel session at Property Council Staff Summit.



2022

Property Council's Reflect RAP launches.

OUR VISION FOR RECONCILIATION

The Property Council embarks on our reconciliation journey with a focus on reflection and a desire to leverage our unique relationship with our industry.

The Property Council's vision for reconciliation is to understand First Australians' profound connection to Country and to honour and celebrate this through our built environment and an industry that employs 1.4 million Australians.

We recognise that some First Australians may have had a difficult relationship with the property industry, as settlements, roads, bridges and railways often run through and break connection between people and Country. We also recognise that First Australians have much to teach our industry about the stories and significance of place stretching back many thousands of years.

The Property Council also recognises we can leverage our powerful voice and our platform to help grow opportunities for First Nations peoples and support the next generation of Aboriginal and Torres Strait Islander leaders.

In our Reflect RAP, we recognise our first responsibility is to listen and learn from First Nations peoples. This will give us a strong foundation to pursue the next stages of our reconciliation journey.

During the course of our first Reflect RAP, we will engage with Aboriginal and Torres Strait Islander peoples, gain support and advice from our strong network of member companies that are already developing their own RAPs, forge initial relationships with First Nations owned and managed businesses and embed new educational initiatives across the organisation and industry.



OUR VISION FOR RECONCILIATION

Our Reflect RAP is focused on five core objectives:



RECOGNITION

Harness the power of the Property Council's platforms – both internal and external – to support and promote reconciliation through storytelling and elevating attention and awareness to our activities and those of our members and key stakeholders.



CULTURAL LEARNING

Build our understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights across Australia and strengthen our knowledge of the Traditional Owners and Custodians of Country on which the Property Council operates.



COLLABORATION

Leverage and expand the Property Council's extensive industry networks to explore collaborative partnerships with key Aboriginal and Torres Strait Islander stakeholders and organisations that support reconciliation and accelerate opportunities for First Nations peoples.



EMPLOYMENT OPPORTUNITIES

Investigate opportunities to increase employment of Aboriginal and Torres Strait Islander peoples in our organisation and the broader industry. This includes using the Property Council Academy to partner with First Nations-owned organisations and provide training opportunities and employment pathways for young First Nations professionals in our broader network.



PROCUREMENT

Support the growth of Aboriginal and Torres Strait Islander businesses by investigating opportunities to direct the Property Council's spending on events and other business costs towards First Nations-owned and operated businesses.

Our RAP includes practical actions that will drive the Property Council's contribution to reconciliation both internally and in the communities in which we operate. We are committed to building strong relationships, respect and trust between Australia's property industry and Aboriginal and Torres Strait Islander peoples.



OUR RAP WORKING GROUP

The Property Council's RAP Working Group, established in June 2019, includes staff members from different geographical locations and business units across the organisation and is supported by co-sponsors (RAP Champions) from our Executive Committee: Jane Fitzgerald, Chief Operating Officer and Belinda Ngo, Executive Director – Capital Markets. We thank our working group for their time and talents.

At the time of the launch of our Reflect RAP, the RAP Working Group includes:

Francesca Muskovic

National Policy Manager – Sustainability & Regulatory Affairs
Co-Chair

Charlotte Black

Senior Events & Sponsorship Coordinator

Justin Cooper

IT Team Leader, Business Innovation

Sophie Gazzoli

Director, National Events & Programs

Collin Jennings

National Policy Manager – Cities, Housing & Planning

Adrien Moffatt

Digital Communications Manager

Tomai Morris

Commercial Manager – Retirement Living

Belinda Ngo

Executive Director, Capital Markets

Chloe Philp

Diversity & Inclusion Manager

Laura Prittie

National Partnerships Manager, National Events & Programs
Co-Chair

Larissa Saliba

National Membership Coordinator

Natasha Teychenne

Head of People & Culture

Patrick Tilley

Retirement Living Policy & Communications Officer

Danielle Trudgeon

National Acquisition Manager, Membership

Hayley Ward

NSW Events & Marketing Manager

Nick Warland

WA Policy Advisor

Mike Zorbas

Group Executive, Policy and Advocacy



OUR PLAN: JANUARY TO DECEMBER 2022



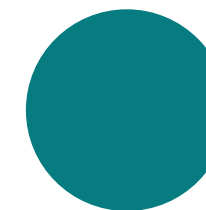
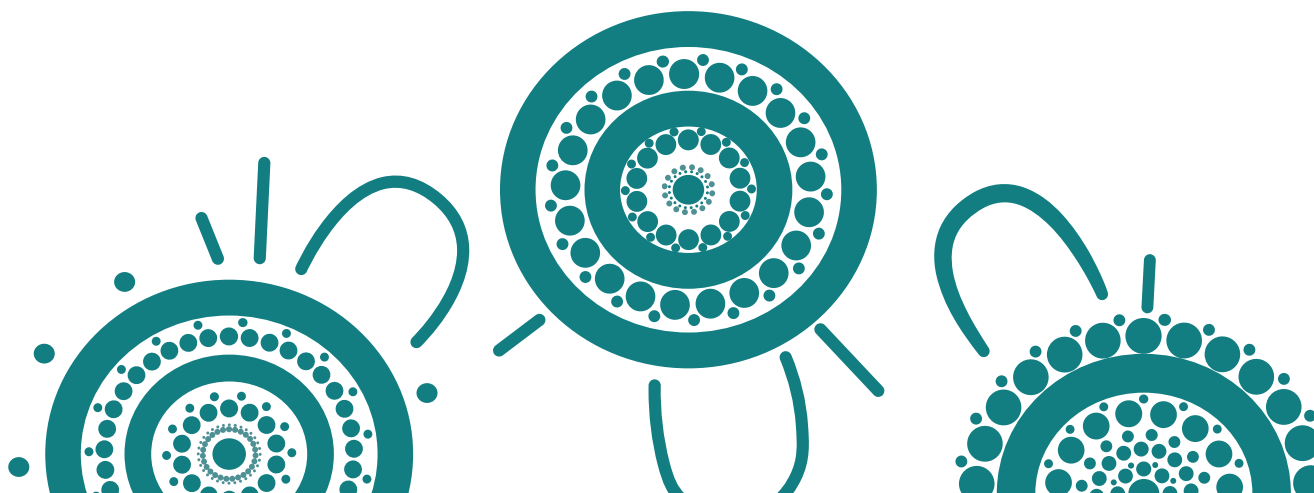
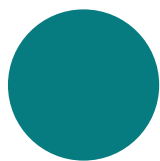
RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our membership and broader networks, documenting our ongoing engagement in an internal database. 	May 2022	Chief Operating Officer (broader networks) and National Membership Director (members)
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2022	Chair, RAP Working Group
	<ul style="list-style-type: none"> Document key learnings from Property Council staff and member organisations of partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	November 2022	National Membership Director
2. Build relationships by celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through internal communication channels, for example, Property Council intranet and emails. 	May 2022	Director, Media and Communications
	<ul style="list-style-type: none"> Promote Reconciliation Australia's NRW resources and reconciliation materials to our members through external communication channels, for example, Property Australia weekly e-newsletter (circulation 60,000) and social media platforms. 	May 2022	Director, Media and Communications
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2022	Chair, RAP Working Group
	<ul style="list-style-type: none"> Deliver a webinar series for Property Council staff that includes interviews and discussions with Aboriginal and Torres Strait Islander stakeholders on topics related to reconciliation. 	27 May - 3 June 2022	Director, National Events & Programs
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2022	Chief Executive
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Communicate to all staff our commitment to reconciliation and progress against our Reflect RAP through our townhall meetings. 	January 2022	Head of People and Culture
	<ul style="list-style-type: none"> Progress reconciliation engagement with current and future employees through recruitment, employee value proposition and staff onboarding processes. 	August 2022	Chair, RAP Working Group
	<ul style="list-style-type: none"> Create a dedicated intranet page to showcase our commitment to reconciliation and progress against our Reflect RAP. 	January 2022	Digital Communications Manager



RELATIONSHIPS CONTINUED

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Identify Property Council member organisations that our organisation can engage with on our reconciliation journey. 	June 2022	National Membership Director
	<ul style="list-style-type: none"> Promote and profile the Property Council's and our members' activities and commitments towards reconciliation through our communication platforms including weekly e-newsletter Property Australia. 	November 2022	Director, Media and Communications
	<ul style="list-style-type: none"> Compile and make publicly available a register of Property Council members' RAPs, updated quarterly. 	November 2022	National Membership Director
	<ul style="list-style-type: none"> Identify external stakeholders and organisations that the Property Council can engage with on our reconciliation journey. 	June 2022	National Membership Director
	<ul style="list-style-type: none"> Explore the creation of a property industry forum or learning circle to facilitate knowledge and resource sharing between Property Council members on reconciliation activities. 	November 2022	Chair, RAP Working Group
	<ul style="list-style-type: none"> Explore online or in person learning opportunities for Property Council members to build awareness of Design with Country protocols relating to the built environment. 	October 2022	National Policy Manager, Sustainability and Regulatory Affairs
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Research and compile best practice and policies in areas of race relations and anti-discrimination. 	December 2022	Diversity and Inclusion Manager
	<ul style="list-style-type: none"> Conduct a review of the Property Council's People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2022	Diversity and Inclusion 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	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	May 2022	Diversity and Inclusion Manager
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation in consultation with staff based in every state and territory. 	May 2022	Head of People & Culture
	<ul style="list-style-type: none"> Explore online or onsite cultural learning opportunities at each of our office locations. 	May 2022	Head of People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area, encompassing every capital city across Australia. 	March 2022	Director, Media and Communications/ Diversity and Inclusion Manager
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, by including in staff onboarding processes. 	February 2022	Head of People & Culture
	<ul style="list-style-type: none"> Continue to include Acknowledgement and Welcome to Country protocols at all national conferences and division events. 	December 2022	Chief Operating Officer
	<ul style="list-style-type: none"> Display an Acknowledgement of Country plaque in each of our office reception areas. 	February 2022	Chief Financial Officer
	<ul style="list-style-type: none"> Explore the flying of Aboriginal and Torres Strait Islander flags at the Property Council's head office. 	December 2022	Chief Operating Officer
	<ul style="list-style-type: none"> Include an Acknowledgement of Country on the Property Council's website, staff email signatures, published documents and submissions. 	December 2022	Director, Media and Communications
	<ul style="list-style-type: none"> Include Acknowledgement of Country protocols at all board meetings, staff town hall meetings, Division Council meetings and committee meetings. 	January 2022	Chief Executive
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and share information among our staff about the meaning of NAIDOC Week through internal communication channels, for example, Property Council intranet and emails. 	First week in July 2022	Director, Media and Communications
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to celebrate NAIDOC Week. 	First week in July 2022	Chief Executive
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2022	Chair, RAP Working Group

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.	December 2022	Head of People & Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	Head of People & Culture
	• Explore a partnership between the Property Council's Academy and an Aboriginal and Torres Strait Islander-run adult education and training organisation to deliver an industry diploma for facility managers to increase employment opportunities for Aboriginal and Torres Strait Islander young professionals.	March 2022	Director, Property Council Academy
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 for Property Council events and other corporate expenses.	May 2022	Director, Property Council Academy
	• Investigate Supply Nation membership and partnership opportunities.	May 2022	Chief Operating Officer
10. Build understanding and opportunities for Aboriginal and Torres Strait Islander professionals within the property industry	• Build understanding of current Aboriginal and Torres Strait Islander representation within the Property Council's membership by surveying our Diversity and Inclusion and other committees.	September 2022	Diversity and Inclusion Manager
	• Provide opportunities for Aboriginal and Torres Strait Islander professionals within the Property Council's membership to participate on Property Council committees.	September 2022	Diversity and Inclusion Manager



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	• Maintain a RWG that is responsible for the development and implementation of the RAP.	December 2022	Chair, RAP Working Group
	• Establish Aboriginal and Torres Strait Islander representation on the RWG	February 2022	Chair, RAP Working Group
	• Finalise a Terms of Reference for RWG that defines the roles and responsibilities of its members and sets out how the RWG will engage with its Aboriginal and Torres Strait Islander Advisory Group.	February 2022	Chair, RAP Working Group
	• Create an Aboriginal and Torres Strait Islander Advisory Group that meets with and advises the Property Council's RWG.	April 2022	Chair, RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments	• Build support for the RAP by driving internal engagement and awareness.	June 2022	Chair, RAP Working Group
	• Define resource needs for RAP implementation by ensuring the Property Council's budget includes resource allocation for cultural awareness training, running events and other initiatives identified in the RAP.	March 2022	RAP WG Executive Sponsor
	• Develop brand guidelines and internal toolkit to support RAP initiatives.	January 2022	Chair, RAP Working Group
	• Engage senior leaders in the delivery of RAP commitments by including progress on RAP measures as a standing item on Property Council Executive Committee and National Board meeting agendas, with Executive Committee members to take turns moderating events and presenting to internal and external audiences on RAP progress and initiatives.	December 2022	RAP WG Executive Sponsor
	• Ensure the Property Council's three-year business strategy includes a commitment to the ongoing progress of its RAP.	December 2022	Chief Executive
	• Explore sending members of Executive Committee to leadership forums like the Garma Festival each year along with member representatives	August 2022	Chief Operating Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments. RAP implementation updates will be included in Executive Committee meetings and Board meetings.	February 2022	RAP WG Executive Sponsor
13. Build accountability and transparency by reporting RAP achievements, challenges and learnings both internally and externally	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	Chair, RAP Working Group
14. Continue our reconciliation journey by developing our next RAP	• Liaise with Reconciliation Australia to begin developing our next RAP based on learnings, challenges and achievements.	September 2022	Chair, RAP Working Group



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