



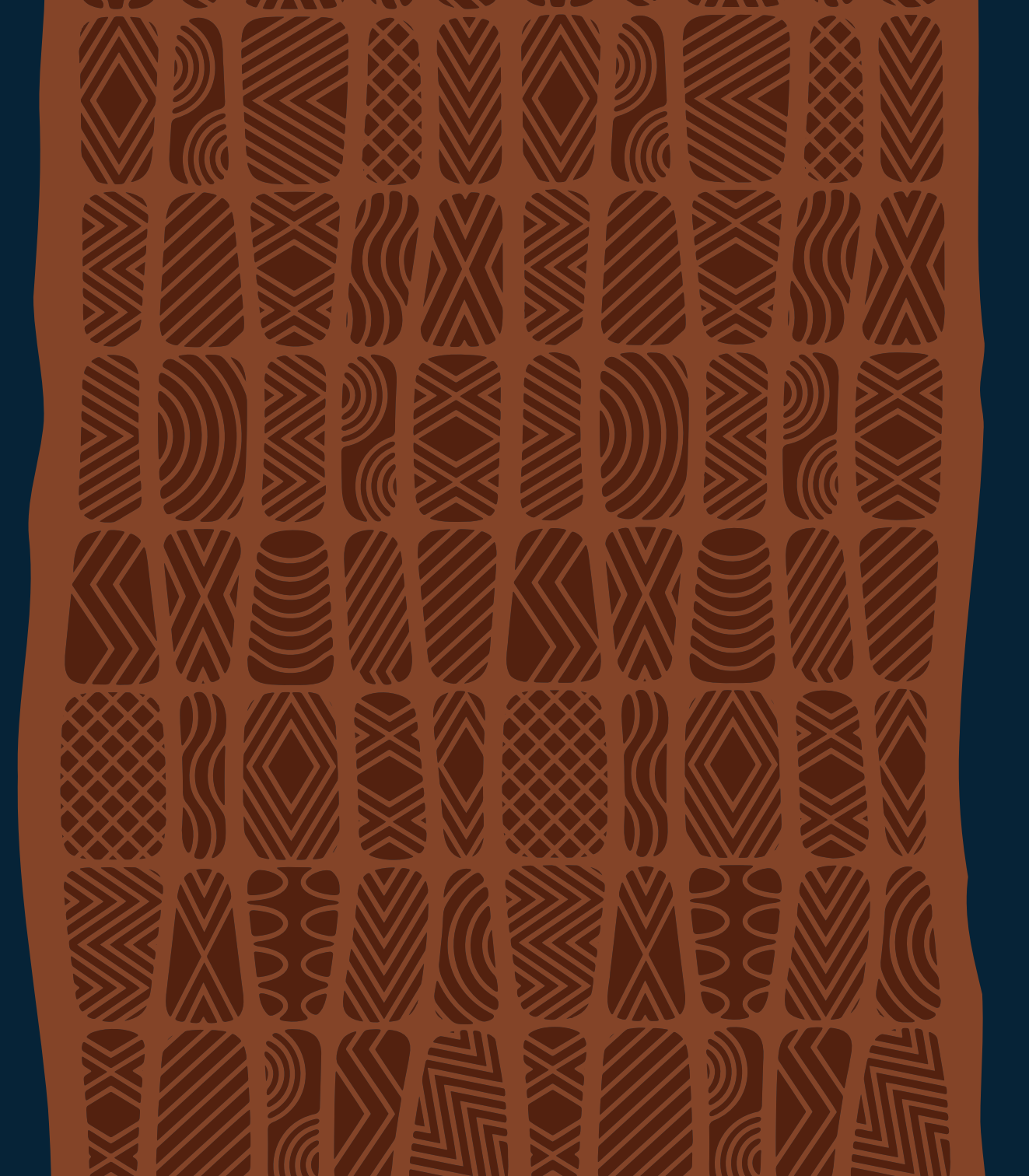
CONTOUR
PLANNING & ADVISORY



RECONCILIATION
ACTION PLAN
REFLECT

Reflect Reconciliation Action Plan

May 2026 – November 2027



Acknowledgement

Contour Consultants acknowledges the Traditional Owners of the lands on which we live, learn and work, including our office on Wurundjeri Country of the Kulin Nation. We pay our respects to Elders past and present, and recognise the enduring strength, knowledge and custodianship that Aboriginal and Torres Strait Islander Peoples continue to hold in caring for Country — a responsibility deeply connected to the work we do in shaping places, planning for communities, and understanding the landscapes in which our projects take form.

About the Art

This artwork draws inspiration from the cultural traditions of Victorian Aboriginal Peoples, expressed through the form of a possum skin cloak — a powerful symbol of identity, belonging, and connection to Country. Traditionally, possum skin cloaks are more than garments; they are story holders. Each mark, line, and symbol etched into the cloak records journeys, relationships, and significant places, creating a living map of Country that is worn, shared, and passed down through generations.

The line work in this piece reflects the mapping traditions embedded within Victorian Aboriginal art practices. These lines are not merely decorative; they represent pathways, songlines, waterways, and boundaries — the interconnected systems that define Country. They speak to a deep understanding of landscape as living and relational, where movement, memory, and meaning are inscribed across terrain rather than confined to fixed points.

In creating this artwork for Contour Consultants, these traditional mapping methods are thoughtfully paralleled with contemporary town planning practices. Just as Aboriginal line work maps Country through knowledge, story, and responsibility, modern town grids and planning frameworks map land through structure, access, and community use. The overlay of organic, flowing lines with structured grid elements symbolises a dialogue between ancient and contemporary ways of understanding place.

The concept of laylines within the artwork reflects both cultural pathways and the invisible forces that shape how communities grow and connect. In Aboriginal knowledge systems, these lines carry stories, energy, and guidance across landscapes. In town planning, lines become roads, boundaries, and infrastructure that influence how people interact with space. This artwork invites reflection on how both systems aim to create sustainable, meaningful connections between people and the environments they inhabit.

By presenting the possum skin cloak as a mapped surface, the piece acknowledges that planning is not only about the future but also about respecting the deep histories embedded in the land. It recognises that every grid, boundary, and development exists within an older cultural landscape that continues to hold significance for Traditional Owners.

Ultimately, this artwork celebrates the shared intention between Aboriginal cultural mapping and contemporary planning: to foster belonging, movement, and care for place. It encourages an approach to town planning that honours Country as a living entity — one that holds memory, guides decision-making, and connects past, present, and future.



About the Artist

Bitja (Dixon Patten) is a proud Gunnai, Gunditjmara, Dhudhuroa and Yorta Yorta man with blood connection to Wiradjuri, Yuin, Wemba Wemba, Gweagal, Wadi Wadi, Monaro and Djab Wurrung.

He is an artist, designer, mentor, influencer and a strong community advocate.

Bitja's artistic practice is informed through a strong cultural value that his family and community have imprinted into his mind, heart, and spirit and the narratives often delve deep into familial history, often in celebration but also in search of healing.

Bitja's exploration of culture and connection and his willingness to share and learn are informed by the art of Deep Listening, or in his native Yorta Yorta language 'Gulpa Ngawul'.

This practice has guided many of Dixon's expressions by uncovering the layers, exploring trauma, exploring grief, reclaiming culture, bridging gaps, being accountable, learning to understand and also challenge systems, influencing spaces and learning to celebrate self.

He takes his role as a storyteller seriously and feels humbled to continue this strong aspect of Aboriginal culture.



Foreword from Contour

At Contour Consultants, our work as town planners is fundamentally about shaping places, including the cities and regional areas in which people live, work and connect. This work occurs on lands and waters that have been cared for by Aboriginal Peoples for tens of thousands of years. Acknowledging this enduring connection to Country is an essential starting point for how we understand our role as planning professionals.

Our Reflect Reconciliation Action Plan marks an important step in Contour's reconciliation journey. It is an opportunity for us to listen, learn and build our understanding of Indigenous history, culture and perspectives, and to reflect on how these should meaningfully inform our practice. Reconciliation is not a single action or outcome, but an ongoing process of respect, education and relationship building.

As a planning practice, we recognise that decisions about land use, development and growth can have lasting impacts on Country and community. Through this RAP, we are committed to strengthening our cultural awareness, improving our understanding of connection to Country, and exploring more meaningful ways to engage with Traditional Owners and Aboriginal organisations as part of the planning process, appropriate to our role and responsibilities.

This Reflect RAP is about laying strong foundations. It will help guide our team, our culture and our practice as we continue to learn, ask questions and challenge ourselves to do better. We look forward to this journey and to contributing, in a considered and respectful way, to reconciliation within our profession and the broader community.

Tim McBride-Burgess
Director



A Message from Reconciliation Australia

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

Contour Consultants Australia joins a network of more than 3,000 corporate, government, and not-for-profit Contour Consultants Australias that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for Contour Consultants Australias 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 Contour Consultants Australia 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 Contour Consultants Australia 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 Contour Consultants 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 Contour Consultants Australia, 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



Our business

Contour Consultants is an independent town planning firm based in Carlton, Victoria founded in 1991 with over 30 staff members as of 2026.

Our expert knowledge of every facet of the planning environment means we work with our clients from land use and masterplan advice, project management and development approval strategies, through to preparing extensive re-zoning submissions and advising our clients through the challenging VCAT process.

Our services extend to a wide cross-section of project types from inner-city apartments and commercial buildings to shopping and retail centres, hospitality venues, mixed-use precincts, greenfield developments and industrial parks. Contour Consultants is also actively engaged with the expansion of health and education services across Melbourne and Victoria, working with clients on planning matters for hospitals, universities and schools.

Contour Consultants has an office on Drummond Street in Carlton, which we acknowledge is located on the lands of the Wurundjeri People of the Kulin Nation.

Currently, Contour Consultants has no known staff that identify as Aboriginal and/or Torres Strait Islander Peoples, however this is something we aim to address.

Our RAP

Town planning is essential for creating functional, liveable and sustainable environments. Given the town planning process typically commences at early stages of the development process, town planning can play a vital role ensuring culturally sensitive and appropriate outcomes are integrated into developments.

At Contour Consultants, we understand that undertaking a Reconciliation Action Plan is only a step in the journey in enabling our business to sustainably and strategically take meaningful action to advance reconciliation.

At Contour Consultants, our core values of collaboration, connection, respect, integrity and growth shape our work ethos and have been instrumental in our success. Given our core values, and the role of town planning within the development industry, we are well positioned to bring about meaningful change within our business, while also bringing cultural awareness to our clients and projects.

We have created a RAP Working Group which meets monthly and includes representations from various members of the office, ensuring a breadth of voices are heard and responsibility shared. A RAP Working Group 'Champion' has been nominated to oversee the development and implementation of this RAP.

Contour Consultants only recently made the undertaking to commence the Reflect Reconciliation Action Plan process.



Our partnerships/current activities

Contour Consultants has recently committed to using Aboriginal and Torres Strait Islander owned and operated catering companies for work functions and has undertaken specific office wide training events on Cultural Heritage in Melbourne and Cultural Interpretation in redevelopment. These training events were lead by external facilitators.

Similarly, our office will continue to seek engagements with cultural heritage industry professionals to further enhance our cultural awareness.

As outlined above, we have already begun to expand our reconciliation-related business activities including educational workshops. It is encouraging to see the town planning industry is also increasingly acknowledging the role that Victoria's cultural heritage must play in shaping built form and land use outcomes. We support this shift and continue to collaborate with our industry peers to advance our knowledge and understanding.

RAP Working Group Members:

Michael Henderson
RAP Champion
Director

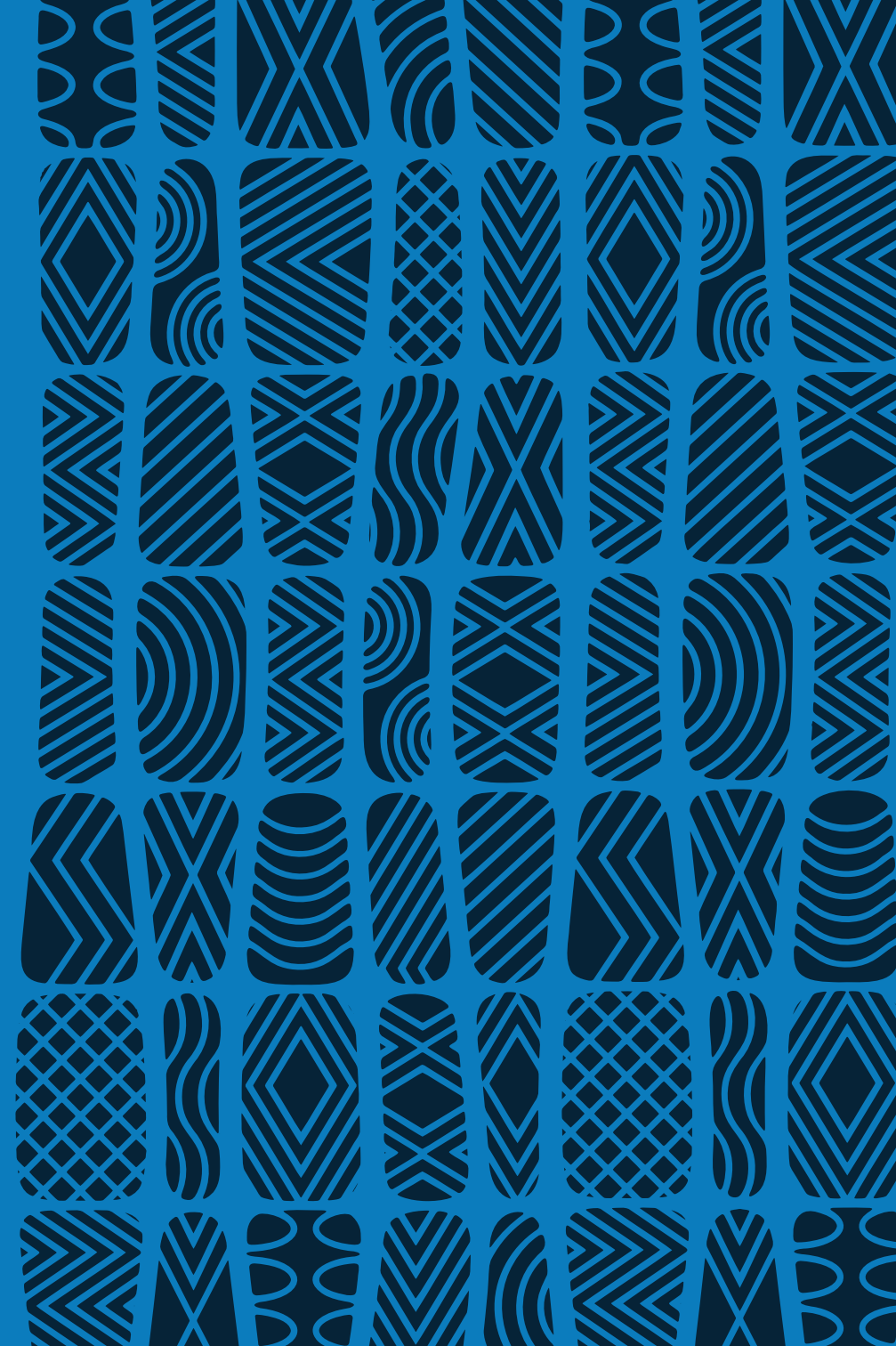
Nicholas Harries
RAP Working Group Chairperson
Senior Town Planner

Tim McBride-Burgess
Team Leader Representative
Director

Patrick Brennan
RAP Director Group Representative
Director

Mel Crawley
Head of People and Operations

Jessica Thomas
RAP Working Group Member
Associate





Relationships

ACTIONS	DELIVERABLES	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 local area or sphere of influence. 	June 2026	RAP Champion
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2026	Team Leader Representative Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	July 2026	Head of People and Operations
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May–3 June, 2026	All RAP Working Group
	<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, 2026	RAP Champion
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	May 2026	Company Managing Director
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	June 2026	RAP Director Group Representative
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	June 2026	RAP Director Group Representative
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	October 2026	Head of People and Operations
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	October 2026	Head of People and Operations



Respect

ACTIONS	DELIVERABLES	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.• Conduct a review of cultural learning needs within our organisation.	October 2026	Team Leader Representative Director
		October 2026	RAP Champion
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.• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2026	RAP Working Group Member
		October 2026	Team Leader Representative Director
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 amongst our staff about the meaning of NAIDOC Week.• Introduce our staff to NAIDOC Week by promoting external events in our local area.• RAP Working Group to participate in an external NAIDOC Week event.	May 2026	RAP Working Group Chairperson
		June 2026	RAP Working Group Chairperson
		First week in July, 2026	RAP Working Group Chairperson



Opportunities

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2026	Contour Directors
		October 2026	RAP Champion
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.• RAP Working Group members to participate in an external NRW event.• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	April 2026	Head of People and Operations
		27 May–3 June, 2026	All RAP Working Group
		27 May–3 June, 2026	RAP Champion



Governance

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain the established WG to govern RAP implementation and see through each deliverable in this RAP. Draft a Terms of Reference for the RWG. Establish Aboriginal and Torres Strait Islander representation on the RWG. 	<p>November 2027</p> <p>June 2026</p> <p>November 2027</p>	<p>RAP Champion</p> <p>Team Leader Representative Director</p> <p>RAP Director Group Representative</p>
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Continue to engage senior leaders in the delivery of RAP commitments to see through each deliverable in this RAP. Ensure that a senior leader to champion our RAP internally is retained to see through each deliverable in this RAP. Define appropriate systems and capability to track, measure and report on RAP commitments. 	<p>May 2026</p> <p>November 2027</p> <p>November 2027</p> <p>May 2026</p>	<p>Team Leader Representative Director</p> <p>RAP Champion</p> <p>RAP Working Group Chairperson</p> <p>Team Leader Representative Director</p>
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	<p>June annually</p> <p>1 August annually</p> <p>30 September, annually</p>	<p>RAP Working Group Chairperson</p> <p>RAP Working Group Chairperson</p> <p>RAP Working Group Chairperson</p>
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	<p>November 2027</p>	<p>RAP Working Group Chairperson</p>



Contact details:

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RAP Working Group Chairperson

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