



Reflect Reconciliation Action Plan

March 2023–March 2024

GNL
HERITAGE


RECONCILIATION
ACTION PLAN
REFLECT



Cover artwork: Tony Albert
You Wreck Me #9, 2020
Printed photographs and vintage
Captain Cook ephemera on archival paper
24.5 × 24.5 cm
Courtesy of Sullivan+Strumpf

At GML we acknowledge that we live and work on the land of the First Nations.

We know that this land was never ceded, and we respect the rights and interests of Australia's first people in land, culture, and heritage.

We acknowledge their Elders past and present, and support the concepts of voice, treaty and truth in the Uluru Statement from the Heart.

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A message from Reconciliation Australia

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

GML Heritage joins a network of more than 2,200 corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables GML Heritage 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 GML Heritage, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from our CEO

GML Heritage has long been committed to developing a deeper understanding and appreciation of First Nations cultures, histories and heritage together with First Nations communities. We believe First Nations histories and heritage contributes to Australia's distinctive cultural identity, diversity and richness.

We recognise that First Nations peoples have experienced the injustice of dispossession and that sovereignty was never ceded. We support and stand beside First Nations peoples as they create political, economic, social and cultural structures and organisations that reflect their rights and interests free of discrimination and injustice. We understand the UN Declaration on the Rights of Indigenous Peoples and the central concepts of survival, dignity and wellbeing. We stand beside First Nations peoples in the call for voice, treaty and truth in the Uluru Statement from the Heart.

This is GML's first RAP. It states our commitment and provides an opportunity for all of us to explore and extend our relationships with Aboriginal and Torres Strait Islander peoples and communities to shape a better future for heritage. While we are fortunate to have developed strong relationships with many First Nations people, communities, organisations and

agencies, and First Nations peoples have taught us much about how to best advocate for and support them in the continuing protection of First Nations heritage, this RAP sees our efforts more clearly directed and articulated. It encourages each of us and provides opportunities for everyone at GML to be part of the journey towards greater understanding, healing and reconciliation with First Nations peoples, as we live and work together across this dynamic and creative nation.

I am honoured to be the champion of this RAP, and to lead a company that values diversity and inclusion with people who are committed to reconciliation and shaping a better future, not only for heritage, but for each and every one of us.

Sharon Veale
Chief Executive Officer
GML Heritage



About the cover art

In *You Wreck Me*, Tony Albert plays on Australia's self-deprecating humour (known as 'taking the piss') to create 50 unique collages that offer a sharp and timely questioning of our national history. Albert's political interpretation of Miley Cyrus' 'Wrecking Ball' features himself, painted up for ceremony, ploughing down a monument of Captain Cook, recalling the reductive representations that are often imposed on First Peoples.

Hard-hitting truths are sometimes difficult to express. Often artists can tackle controversial issues and convey complexity eloquently. Tony Albert's *You Wreck Me* series is no exception. It playfully and powerfully expresses the myriad challenges implicit in colonialism that are at the heart of Australian nationhood. Aboriginal history and heritage are central to Australian politics, culture and identity. Tony's work resonates with a provocation, helping us creatively imagine how we might work towards an honest reckoning with the past and best negotiate our different historical narratives to together get closer to equality and social justice. Tony's work is visually and intellectually compelling. It motivates us to remember that telling the truth about our past matters for reconciliation, for our nation and all our nation's peoples.



Our business

GML Heritage is one of Australia's most respected heritage consultancies. With offices in Sydney, Canberra and Melbourne, we work across Australia and, from time to time, internationally. Our heritage advisory and consulting services include First Nations cultural heritage, archaeology, public history, urban and built heritage, interpretation and design, community engagement and climate heritage. We care deeply about heritage, communities and the environment.

At GML we strive to contribute positively to our communities and the environment. We collaborate with public, private, corporate and not-for-profit clients to plan, manage and conserve heritage as part of our living future. We understand that research, insight, analysis, and creative thinking, combined with careful listening and consideration, generate the best outcomes. Our diverse team of consultants bring together a deep archive of experience and knowledge across all our services. Leveraging critical thinking and experienced insight, our projects across Australia and overseas deliver outcomes that make the past meaningful now and into the future.

Knowledge-sharing is part of continuous improvement at GML. We are engaged in heritage theory and practice and committed to staying up to date with best practice industry guidelines and standards. Our employees generously share their learning and we frequently host guest speakers to talk

about new research, contemporary industry developments, new platforms and programs, self-care and wellbeing, compliance, and work health and safety.

GML Heritage is governed by a board of directors comprising non-executive and executive members. The board is strategic in focus and leads the company's vision to provide influential and creative services that reshape the future for heritage. Implementation of the vision is the responsibility of the CEO and the executive management team across our Sydney, Canberra and Melbourne offices.

GML currently employs 67 staff. Our staff come from a diverse range of cultural backgrounds and we are proud to employ one First Nations employee.





At GML we strive to contribute positively to our communities and the environment.

Our Reconciliation Action Plan

Our company's values and goals influence our work and our commitment to reconciliation. We appreciate that to shape the future of heritage in Australia we must acknowledge the past.

To us, developing a RAP is an essential step towards creating opportunities and supporting long-lasting partnerships through direct connection and close engagement with First Nations peoples. We are also continually working to strengthen our knowledge of First Nations cultures and to better support reconciliation and the self-determination rights of First Nations peoples within our sphere of influence—our staff, our clients and other stakeholders.

We are dedicated to truth-telling and engaging with First Nations communities to help tell stories of resilience, strength and survival following colonisation.

We understand the rights and interests of First Nations peoples and respect their responsibility and authority for their heritage.

We are strong advocates for legislative reform to better recognise and reflect the aspirations of First Nations peoples in planning, managing, conserving and presenting their heritage. We have provided advice to government and supported many communities through our technical services to promote the protection and conservation of significant First Nations history and heritage.

Our RAP will be an integral part of our organisation's Strategic Plan.

We are dedicated to truth-telling and engaging with First Nations communities to help tell stories of resilience, strength and survival.

Our RAP Working Group

We have established a RAP Working Group (RWG) that will work with First Nations community members, stakeholders and senior leaders to ensure the timely implementation of our RAP and its future development. We will run information sessions for staff about our RAP as part of our internal continuous improvement process. We recognise that the development and implementation of our RAP will take ongoing commitment and engagement.

The RWG includes:

- **Sharon Veale**, CEO and RAP Champion
- **Martin Rowney**, Principal (Canberra)
- **Tim Owen**, Principal (Sydney)
- **Helen Doyle**, Associate (Melbourne)
- **Leah Hunt**, Heritage Consultant (Melbourne)
- **Hayley Gallant**, Manager, Marketing and Communications (current RWG Chair)
- **Brock Deighton**, Manager, People and Operations
- **Maggie Hagarty**, Finance Manager





Our partnerships and current activities

At GML Heritage we:

- engage with Traditional Owners and First Nations communities on a wide range of projects
- advocate with our clients for the inclusion of First Nations history, and for First Nations cultural values to be recognised and integrated into heritage projects
- commence all meetings with an Acknowledgement of Country, and commence external events with Acknowledgement of Country or Welcome to Country as appropriate
- include an Acknowledgement of Country in our reports, on our website and in our email footers
- employ First Nations staff
- maintain a Reconciliation Working Group with representation of First Nations staff
- employ a full-time Traditional Owner Liaison Officer at our Melbourne office
- provide First Nations specific commitments in our strategic business planning documents
- offer all staff the opportunity to mark 'Alternative Australia Day'
- recognise National Reconciliation Week and NAIDOC Week across our social media and internally
- support the Uluru Statement from the Heart
- hold off-site meetings at the Redfern Centre for Indigenous Excellence, Sydney, where possible
- collaborate with Supply Nation and Indigenous led businesses
- work when possible pro bono for First Nations communities to conserve and protect their heritage
- create and host the First Nations Speaker Series with the Museums of History NSW and the Research Centre for Deep History at the ANU to elevate First Nations voices.

First Nations Speaker Series

The First Nations Speaker Series provides a platform for Aboriginal and Torres Strait Islander researchers, authors, artists, professionals and curators to share ideas about history, heritage and culture.

Established by GML Heritage with Museums of History NSW and the Research Centre for Deep History at ANU, the First Nations Speaker Series facilitates holistic, community-led and thought-provoking discussion and supports truth-telling by providing a platform for First Nations storytelling.

Since commencing in 2021, the series has borne witness to powerful stories on topics including repatriation, art, knowledge management and reimagining the past.



Badu Baraya, Parramatta

Parramatta Square sits on a historic landscape with Aboriginal archaeology dating back at least 10,000 years as well as layers of colonial and Victorian period archaeology.

GML Heritage was commissioned by Walker Corporation to design and interpret how the tangible and intangible significance of the site would be communicated to the wider public.

The interpretation design process was informed by historical and archaeological research but led by community and collaboration with the Darug Specialist Panel, and custodian and artist Leanne Mulgo Watson in particular. Watson worked closely with GML's design team.

The resulting design concept *Badu Baraya: Water Song* celebrates the site's Aboriginal and non-Aboriginal history and heritage.

The display interprets the archaeology excavated from 6 & 8 Parramatta Square and the history of this site as the landscape changed – from the ancient wetland landscape, through to colonisation, European built heritage, and the lived experiences of Darug culture today.

The visual form of the creek line and waterholes moves the audience through the different historical phases. Hand-sculpted food vessels, cast in bronze, symbolise each era. The final pool, *Ngara*, calls us to listen to Country.

Leanne Mulgo Watson's artwork etched into the travertine unifies the piece and speaks to the lived continuum of Darug culture in Parramatta today.



Badu Baraya: Water Song
heritage interpretation at Parramatta Square.
Photo: GML Heritage

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	July 2023	Principal, Canberra Heritage Consultant, Melbourne
	Identify First Nations stakeholders and organisations within our local area or sphere of influence.	July 2023	Principal, Canberra Heritage Consultant, Melbourne
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2023	CEO/RAP Champion
	Inform all staff of the RAP, the work of the RWG, the planned activities and outcomes and how all staff can be involved.	May 2023	CEO/RAP Champion Manager, Marketing & Communications
	Launch the RAP to our stakeholders and the broader public through our digital channels.	May 2023	Manager, Marketing & Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey (e.g. clients, RAP network, other like-minded organisations).	May 2023	Manager, Marketing & Communications

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Manager, Marketing & Communications
	Ensure RWG members participate in an external NRW event.	27 May– 3 June 2023	CEO/RAP Champion Manager, Marketing & Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 June 2023	CEO/RAP Champion
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2023	Manager, People and Operations
	Review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2023	Manager, People and Operations

Relationships

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Develop a position paper for increasing understanding, appreciation and recognition of First Nations cultures, histories, knowledge and rights within our organisation.	June 2023	Manager, People and Operations
	Review cultural learning needs within our organisation.	June 2023	Manager, People and Operations
	All GML consulting staff and select support staff to undertake cultural awareness training by a First Nations provider.	August 2023	Manager, People and Operations
	All nominated GML consultants working in First Nations heritage to undertake trauma-informed training delivered by a First Nations provider.	August 2023	Manager, People and Operations
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2023	Principals, Canberra and Sydney
	Expand our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols (e.g. internal videos, SharePoint News).	May 2023	CEO/RAP Champion Manager, Marketing & Communications
	Review and update as required the organisation's Indigenous Cultural and Intellectual Property (ICIP) protocols.	August 2023	Principals, Canberra and Sydney

Action	Deliverable	Timeline	Responsibility
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2023	Manager, Marketing & Communications
	Introduce our staff to NAIDOC Week by promoting external events in our local areas.	June 2023	Manager, Marketing & Communications
	Ensure RWG members participate in an external NAIDOC Week event.	July 2023	CEO/RAP Champion Manager, Marketing & Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.	July 2023	CEO/RAP Champion

Respect

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	August 2023	Manager, People and Operations
	Maintain and grow employment of First Nations staff within our organisation.	December 2023	Manager, People and Operations
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop a list of suppliers for procurement from First Nations owned businesses.	May 2023	Finance Manager
	Update procurement policy to consider including Supply Nation as an identified supplier avenue.	May 2023	Finance Manager
	Investigate Supply Nation membership.	May 2023	Finance Manager

Action	Deliverable	Timeline	Responsibility
Provide a platform where First Nations voices can share ideas, research and stories.	Host and support the First Nations Speaker Series (FNSS) through 2–3 events held during 2023.	July 2023	CEO/RAP Champion Manager, Marketing & Communications
	Work with FNSS partners to identify Aboriginal and Torres Strait Islander organisations and individuals to participate in the series.	July 2023	CEO/RAP Champion Manager, Marketing & Communications

Opportunities

Action	Deliverable	Timeline	Responsibility
Maintain an effective RWG to drive governance of the RAP.	Develop a Terms of Reference for the RWG.	March 2023	RWG Chair
	Conduct a mid-point review of First Nations representation on the RWG.	June 2023	RWG Chair
	Maintain the RWG to govern RAP implementation.	March 2023	RWG Chair
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023	CEO/RAP Champion RWG Chair
	Engage senior leaders in the delivery of RAP commitments.	May 2023	CEO/RAP Champion
	Appoint a senior leader to champion our RAP internally.	March 2023	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2023	RWG Chair Manager, People and Operations
	Consider appointing a First Nations representative to the Board.	December 2023	CEO/RAP Champion

Action	Deliverable	Timeline	Responsibility
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 2023	Manager, Marketing and Communications
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023	Manager, Marketing & Communications
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Manager, Marketing & Communications
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Manager, Marketing and Communications

Governance



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