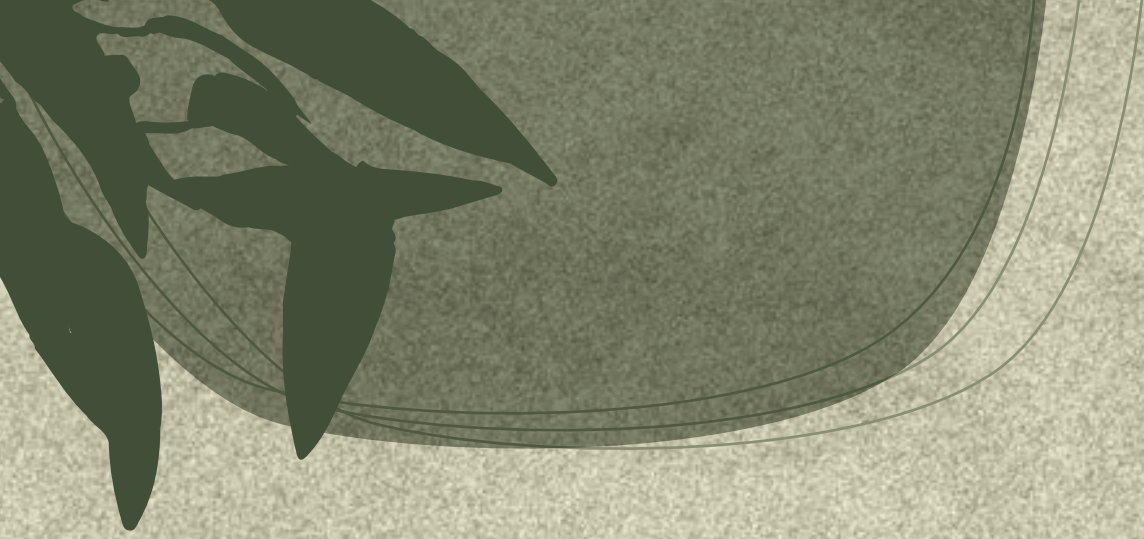




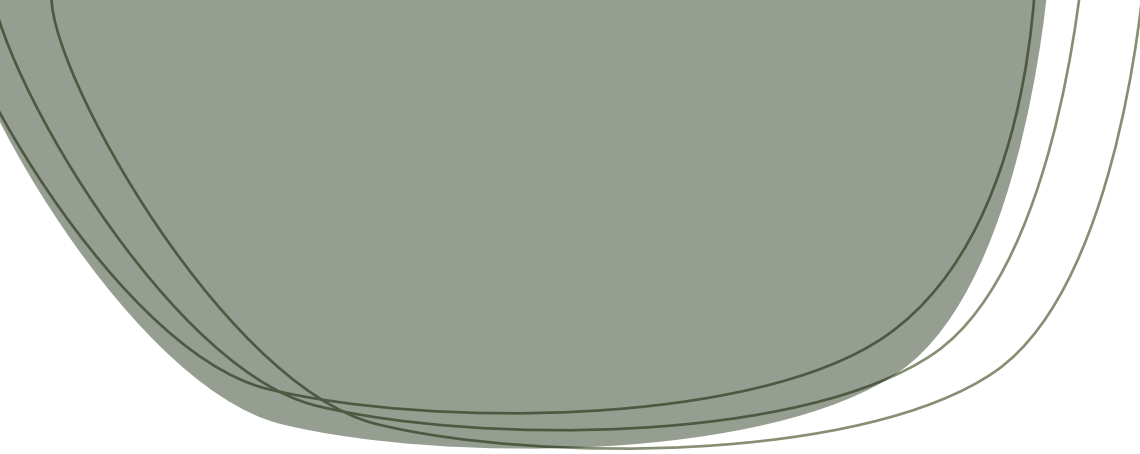
# Reconciliation Action Plan

February 2023 – February 2024





CUSP acknowledge the Traditional Owners of the lands and waters on which we work. We recognise the deep connection of First Peoples to Country and value their contribution to caring for and managing our lands, waters, and seas. We pay our respects to Elders past and present and extend that respect to all First Nations peoples.



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# 1 CEO Statement



Karen Mundine  
Chief Executive  
Officer  
Reconciliation  
Australia

Reconciliation Australia welcomes CUSP Landscape Architecture to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CUSP Landscape Architecture 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 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 CUSP Landscape Architecture 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 CUSP Landscape Architecture, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





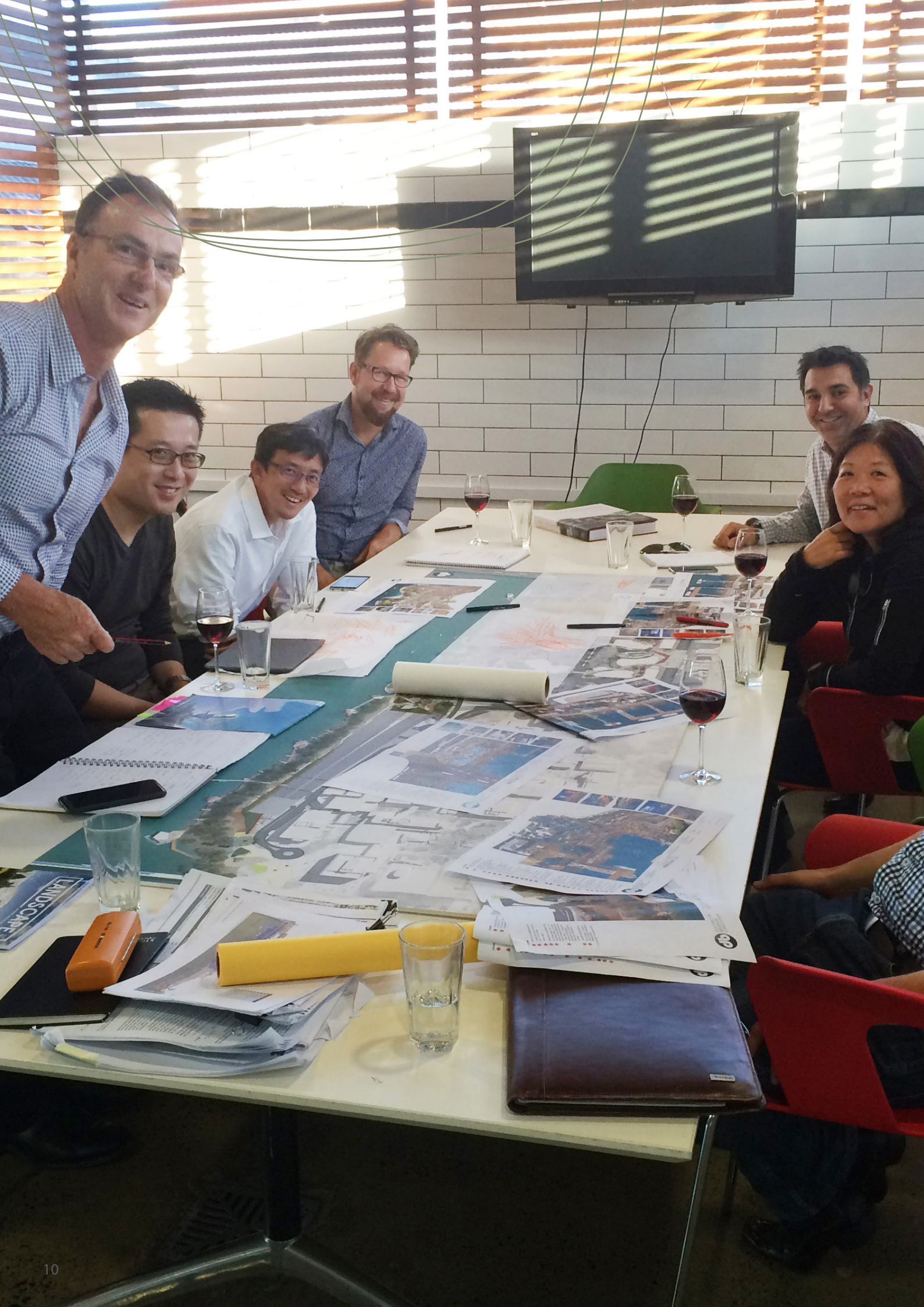


## 2 Our Vision

Our vision for reconciliation is a nation that has a rich and proud Aboriginal and Torres Strait Islander peoples cultures. A nation that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of CUSP, our vision for reconciliation is having our core values aligned with that of the First Nations values and we see it as a priority with our community, clients, and stakeholders. We view advocacy for reconciliation and engagement with First Nations peoples as a standard practice with our clients.

CUSP commit to having a prominence of First Nations' cultures and caring for Country in every project that we work on and will look to gain inspiration from First Nations peoples' uses of plants as part of the design and development stage of each project.



## 3 Our Business

At CUSP, we create legacies for future generations, and utilise the transformative power of landscape to improve peoples' lived experience. We design places that will not only improve over time but will add value to communities for decades to come. Well-designed landscapes are not only beautiful but make more desirable locations for living as well as tourism. Our designers imbue places with a sense of belonging and identity and encourage environmental awareness through human interaction with the landscape.

Our mission is to enrich quality of life through sustainable, healthy, and resilient environments.

### VALUES

#### Creativity

We strive for design excellence and seek to deliver healthy environments of enduring sustainable impact.

#### Collaboration

We value good communication with our clients and stakeholders to build long term relationships built on trust and respect.

#### Integrity

We deliver meaningful and resilient projects that offer site responsive sense of place- integrity of design with integrity of service.

#### Diversity

We embrace diversity in people, culture and environments.

Since starting in 2013 Stephen Pate and Daniel Wright have steadily grown CUSP to become one of the leading Landscape Architecture firms in Queensland. This rapid growth has been on the back of a diverse portfolio of urban development, public realm and infrastructure projects.

CUSP head office is located on Commercial Rd, Newstead, Brisbane and employees 27 staff. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person. Our core activities are based within QLD.



## 4 Our RAP

We believe in leaving the world a better place than when we found it. Through our work, we aim to bring light to the conversation around the importance of the environment and ecology to ensure the environment continues to support all life for generations to come. We hope to combat environmental and ecological challenges, support and strengthen biodiversity and natural ecosystems.

We believe that it is imperative that we, as Landscape Architects, acknowledge the history of the lands we manipulate and strive for mutually beneficial outcomes with tangible results through the advocacy of First Nations peoples.

We have established a RAP Working Group with members across our team who have displayed a genuine interest in the topic. This RWG has been established under the guidance of our directors. We plan to implement the RAP in a very inclusive way, through group discussions, presentation and other events that make the process of learning immersive and enjoyable. We want to embed the RAP actions into our everyday way of working.

RAP Working Group consists of:

**Stephen Pate**

Director + RAP Champion

**John Tynan**

Associate

**Alexandra Lindsay**

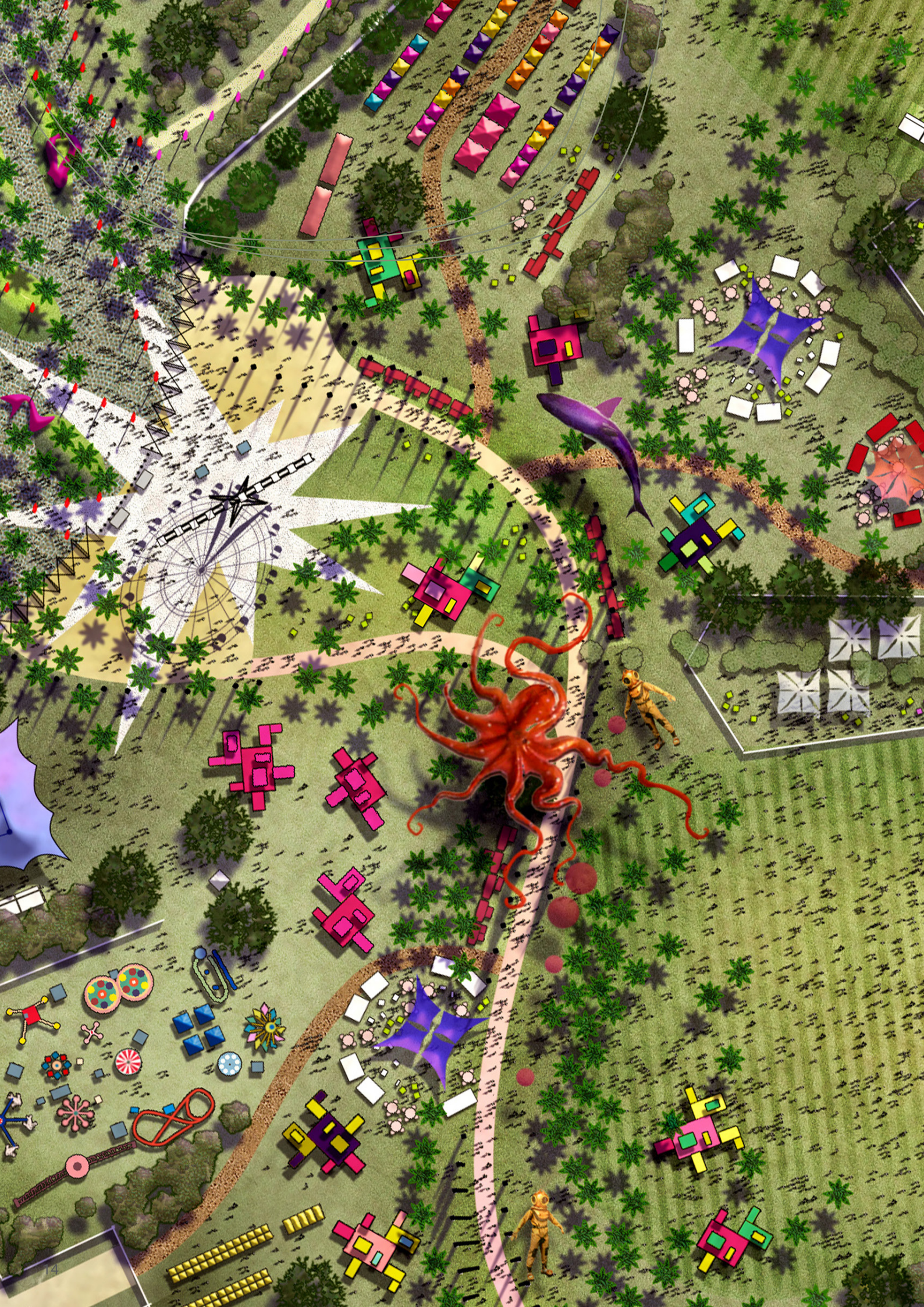
Project Landscape Architect

**Brett Davidson**

Landscape Architect

**Emma Darbyshire**

Administration Assistant



## 5 Our Partnerships & Activities

CUSP has made a number of steps toward reconciliation recently. We have:

- Implemented Acknowledgment of Country statements to our emails and are in the process of doing this on our website, bid documents and other collateral
- Implemented Acknowledgement of Country to our weekly internal meetings
- Incorporated the name of the Traditional Custodians of the Land on which we work, in the way we record and communicate our projects
- Familiarised ourselves with the RAP of our professional association, AILA
- Pledged to research the First Nations' Country at the beginning of every project we undertake and present our findings to our clients
- Reference of Indigenous Plant use by First Nations peoples incorporated into CUSP Plant Schedule
- Developed strong engagement with the following people on the below projects;
  - Queens Wharf, Brisbane for DBC (Engagment with Turrbul and Jagera)
  - Aura Peoples Place, Caloundra for Stockland (Engagment with Kabi Kabi via Blaklash)
  - Providence Artifact Wall, Ripley Valley for Stockland (Engagement with YUP)
  - Engagement with QYAC across the following projects;
    - Mt Vane and Mt Bippo Lookouts
    - Cylinder Beach Camping Ground
    - Ranger Base/ temporary accommodation at Mulgumpin





## 6 Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Review and update Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2022	Project Landscape Architect – AL
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	Administration Assistant - ED
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Project Landscape Architect – AL
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023	Director
	• 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	Director
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	March 2023	Director
	• Review and update external stakeholders that our organisation can engage with on our reconciliation journey	March 2023	Landscape Architect – BD
	• Review and update RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2023	Project Landscape Architect – AL
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	April 2023	Administration Assistant - ED
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2023	Administration Assistant - ED



# 7 Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2023	Landscape Architect – BD
	• Conduct a review of cultural learning needs within our organisation.	August 2023	Landscape Architect – BD
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	August 2023	Project Landscape Architect – AL
	• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2023	Project Landscape Architect – AL
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Administration Assistant - ED
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Administration Assistant - ED
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	Project Landscape Architect – AL



## 8 Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2023	Associate – JT
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2023	Administration Assistant - ED
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.	September 2023	Associate – JT
	• Investigate Supply Nation membership.	September 2023	Associate – JT



## 9 Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	February 2023	Administration Assistant - ED
	• Draft a Terms of Reference for the RWG.	April 2023	Administration Assistant - ED
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2023	Director
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2023	Associate – JT
	• Engage senior leaders in the delivery of RAP commitments.	December 2022	Director
	• Appoint a senior leader to champion our RAP internally.	October 2022	Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2023	Administration Assistant - ED
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	June 2023	Administration Assistant - ED
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	Administration Assistant - ED
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023	Administration Assistant - ED
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Administration Assistant - ED



RECONCILIATION  
ACTION PLAN

REFLECT

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Position: Director

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