

# RECONCILIATION ACTION PLAN



# Reconciliation Australia

## CEO Statement

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

ck architecture Australia 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 ck architecture 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 ck architecture 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**



Richie Allan of TOAC performing  
a Cleansing Ceremony at  
ck architecture's new office in June, 2021.



# ck architecture

ck architecture is an award winning multidisciplinary architectural and interiors practice. Operating in Canberra and the surrounding region. ck architecture have expertise in full design and documentation services within the community, education, ages care, institutional, sports, and workplace sectors.

We are focused on producing innovative design and expert documentation as a flexible and client focused team. We aim to work closely with our clients and their stakeholders to understand and interpret project drivers and key outcomes. Our approach recognises innovation in sustainability as crucial to design and development.

ck architecture is certified to ISO 9001:2015, an internationally recognised quality system that underpins our approach to projects. This quality

assurance system has proven integral to our delivery of consistent high quality and has allowed us to maintain a reputation for reliability and timely performance. Our client base includes government, council, private and community organisations.

ck architecture currently employ a team of 32 full and part-time experienced professionals in our Canberra office, none of whom knowingly identify as an Aboriginal and/or Torres Strait Islander person. Our staff have large project experience but bring a regional approach to projects and aim to understand the unique requirements of community briefs, budgets, and local content.

We consider ourselves as regional community architects, and staff undertake a variety of projects across ACT and NSW from our Canberra office. The

practice is led by Cassandra Keller and Justine Cox, who are known for their professionalism. Between them they have over 50 years' experience in the industry. Both Cassandra and Justine believe their architectural and interior design work can be a vehicle for social change and community support. The business regularly undertakes pro-bono work for community organisations and is a corporate sponsor of Karinya House an organisation which supports mothers and babies at risk of homelessness.

ck architecture has a strong presence in the Education sector, from the design of early learning centres, primary schools and libraries to multi-function sporting facilities, and tertiary learning environments. ck architecture aims to bring environmentally sustainable design to any project.

# ck architecture

## RECONCILIATION ACTION PLAN

ck architecture practices an inclusive workplace that welcomes difference and where every member of the team can bring their cultural values to work and be their best.

At ck architecture, we rely on strong relationships with our stakeholders to operate our business successfully and deliver our strategic plan.

ck architecture has developed a Reflect RAP to provide our support for a more than just, equitable and reconciled workplace but a reconciled Australia, and with the real intentions of ensuring that we have a culturally safe workplace.

The RAP framework and strategic actions enable us to achieve this through the development of a structured plan that demonstrates our genuine commitment to making our organisation a culturally aware and inclusive workplace for Aboriginal and Torres Strait Islander peoples.

The Reflect RAP supports our strategic focus across our workplace strategic commitments, which aims to collaborate with clients, staff, and community partners to provide sustainable cultural opportunities, making our connections and workplace, a safer smarter and better place.

We are in the process of strengthening our workplace with connections from Aboriginal and Torres Strait Islander peoples and acknowledge their unique place in our shared history. We will always be supported by the Traditional Owners Aboriginal Corporation.

Relationships and connections with the communities within which we operate can be initiated through the countless daily touch points in our business operations and at our client locations, providing opportunities to foster the spirit of reconciliation.

Our RAP actions also deliver on our commitment to impact particularly on employment and education for Aboriginal and Torres Strait Islander peoples living within our areas of operations, mainly through employment and procurement strategies across our business and support for local Aboriginal and Torres Strait Islander led community events and programs.

Our Principals champion our RAP to encourage staff, management and the Senior Leadership Team to be aware of our RAP commitments and to be engaged in all aspects of our RAP.

We believe this RAP will guide and support us to build our knowledge of and respect for Aboriginal and Torres Strait Islander histories and cultures and help us advocate within our sphere of influence.

Our RAP journey has been facilitated by the Traditional Owners Aboriginal Corporation. An Aboriginal owned business that has significant experience in supporting and helping organisations to develop their RAP.

It has involved a staged process, and a good deal of cultural learning for the members of the RAP Working Group including representatives from across all business units in our organisation, currently comprising a RAP Working Group chair, and six committee members. As we progressed our RAP through the discussions and draft stages, we came to understand the significance of the RAP actions and the integrity required in its full implementation.

We look forward to strengthening our relationships with and opportunities for Australia's First Peoples, both within our business and externally, building on what is already a good foundation for a culturally safe workplace.

## Our partnerships/ Current Activities

ck architecture is proudly engaged with TOAC, an Australian Supply Nation Organisation with over 30 years' experience working within Aboriginal communities. Through formal consultancy services TOAC facilitates staff and client education and support, and helps us build authentic and respectful relationships with Indigenous businesses and stakeholders.

Our partnership makes job opportunities within the business sector more accessible for Aboriginal and Torres Strait Islanders communities and meets the guidelines of the Indigenous Procurement Policy Guide 2 for Potential Suppliers (Private Sector).

TOAC is dedicated to ensuring sustainable change for Aboriginal and Torres Strait Islander people and working towards achieving equality in health and life expectancy as much as possible. TOAC always acknowledges the Traditional Owners of the land both past and present in which they work upon their land. ck architecture also proudly supports Karinya House, a community-based organisation providing services to pregnant and parenting women and their families, who serves 17% Aboriginal and Torres Strait Islander clientele. We are also sponsors of an Indigenous rugby team.

For purposes of clarity,  
responsibilities are abbreviated  
and identified as:

TOAC

Traditional  
Owners  
Aboriginal  
Corporation

RWG

RAP  
Working  
Group

RWGC

RAP Working Group  
Committee Member:  
Chair

RWGP

RAP Working Group  
Committee Member:  
Policy

RWGT

RAP Working Group  
Committee Member:  
Technical

RWGG

RAP Working Group  
Committee Member:  
Graphics and Social  
Media

RWGA

RAP Working Group  
Committee Member:  
Administration

## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.			
a)	Identify Aboriginal and Torres Strait Islander stakeholders in and around the locations where we are delivering our projects.	Oct 2022	RWGC
b)	Identify Aboriginal and Torres Strait Islander organisations in and around the locations where we are delivering our projects.	Oct 2022	RWGA
c)	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations with the support of TOAC.	Oct 2022	RWGP
d)	Update our project plan documents to include identifying who the Traditional Owners are of the lands where our projects are delivered. and engaging with them throughout the design process.	Nov 2022	RWGG
2. Build relationships through celebrating National Reconciliation Week (NRW).			
a)	Circulate the Uluru Statement from the Heart and give staff the opportunity to read and discuss it at an internal event during NRW.	April 2023	RWGA
a)	Use the information collected through our recent (Sep 2022) survey with our office to respond to the need for more understandings about NRW.	April 2023	RWGP
c)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our corporate staff through our employee newsletters, emails, meetings.	May 2023	RWGA
d)	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2023	RWG

## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
e)	Research and disseminate information about NRW events local to the areas where we deliver most of our projects.	27 May - 3 June 2023	RWGC
f)	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	RWGC
<b>3. Promote reconciliation through our sphere of influence.</b>			
a)	Communicate our commitment to reconciliation to all CK staff through our internal communication strategies.	Oct 2022	RWGC
b)	Identify external stakeholders that our organisation can engage with on our reconciliation journey using advice and the connections of TOAC as a starting point.	Nov 2022	RWGC
c)	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Nov 2022	RWGC
d)	Provide new staff with the opportunity to engage with the RAP process through training with TOAC.	Jan 2023	RWGA
<b>4. Promote positive race relations through anti-discrimination strategies.</b>			
a)	Conduct a review of our current HR policies and procedures to identify existing anti-discrimination provisions, identifying any gaps in existing policies to align with best practice and consider future needs.	Oct 2022	RWGP
b)	Conduct Diversity training for all employees targeting the needs of our team e.g., recognising unconscious bias, with the aim of promoting positive race relations.	Oct 2022	RWGC
c)	Research and disseminate information about NRW events local to the areas where we deliver most of our projects.	Dec 2022	RWGP

## 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.			
a)	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Oct 2022	RWGA
b)	Conduct a review of cultural learning needs within our organisation through a survey conducted to capture the level of cultural awareness and experiences of our staff with the aim of lifting our knowledge base.	Nov 2022	RWGA
c)	Encourage all senior staff and RWG to attend an Indigenous Walk on Country, and present the information learned to all employees.	Oct 2022	RWGT
d)	Research potential providers of cultural awareness training for our employees.	Oct 2022	RWGA
e)	Through consultation with TOAC and engagement with Aboriginal and Torres Strait Islander artists, create guidelines on the respectful use of and value of Aboriginal and Torres Strait Islander art and language.	Oct 2022	RWGP
f)	With the support of TOAC, prepare a Cultural survey (Aug 2022) to explain our understanding of reconciliation and how our organisation will analyse reconciliation. Share this with our staff and our stakeholders.	Oct 2022	RWGA
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.			
a)	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our business operational area in which we reside and work.	Oct 2022	RWGC
b)	Increase the understanding of our staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct 2022	RWGP

## RESPECT

Action	Deliverable	Timeline	Responsibility
c)	Research and circulate amongst employees a map of Ngunnawal Country and places of significance.	Oct 2022	RWGG
d)	Update CK email signatures to include an Acknowledgement of Country.	Oct 2022	RWGG
e)	Update our new CK website to include an Acknowledgement of Country and acknowledgement of the Traditional Owners of the sites for all projects.	Oct 2022	RWGG
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>			
a)	RAP Working Group members to participate in an external NAIDOC Week event.	1st week in July 2023	RWG
b)	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week through disseminating information through our communication strategies, including internal newsletters, meetings and emails in the weeks leading up to NAIDOC week.	July 2022	RWGC
c)	Introduce our staff to NAIDOC Week by promoting external events in our local areas of activity in our areas within our workplaces.	June 2023	RWGC

## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.			
a)	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2022	RWGC
b)	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2023	RWGC
c)	Through informal sessions, hear about the employment journey of our current Aboriginal and Torres Strait Islander employee (if any) journey, from responding to an advertisement to onboarding and overcoming challenges, to understand what best practice should look like in our organisation.	Mar 2023	RWGA
d)	Using feedback from informal conversations with TOAC to inform the elements of a strategy to support Aboriginal and Torres Strait Islander students in any allied fields of work.	Mar 2023	RWGP
e)	Establish a process for enabling employees to self-identify as Aboriginal and /or Torres Strait Islander people, including as part of hiring questionnaires and in new staff Induction paperwork.	Oct 2022	RWGP
f)	Prepare a list of Aboriginal and Torres Strait Islander architects, interior designers and associated practitioners with the aim of engaging more consultants in our work.	Oct 2022	RWGA
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.			
a)	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2022	RWGP
b)	Identify the current level of procurement from Aboriginal and Torres Strait Islander businesses across our organisation and set a growth target.	Oct 2022	RWGC

## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.			
c)	Investigate Supply Nation membership.	Oct 2022	RWGA

## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.			
a)	Apply a Terms of Reference for the RWG.	Oct 2022	RWGC
b)	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Oct 2022	RWGC
c)	Maintain a RWG to govern RAP implementation	Oct 2022	RWGC
11. Provide appropriate support for effective implementation of RAP commitments.			
a)	Engage senior leaders in the delivery of RAP commitments, particularly by engaging hiring staff who are not in the RWG.	Oct 2022	RWGC
b)	Define resource needs for RAP implementation.	Feb 2023	RWGC
c)	Appoint a senior leader to champion our RAP internally.	Mar 2023	RWGA
d)	Define appropriate systems and capability to track, measure and report on RAP commitments, through 6-monthly and annual reviews of the Reflect RAP.	Mar 2023	RWGP

## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.			
a)	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.	1st Oct Annually	RWGA
b)	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1st Oct Annually	RWGA
c)	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	20 Sep Annually	RWGA Senior leader
d)	Collate and disseminate the RAP outcomes to the staff and leadership across the organisation	Jan 2023	RWGA
13. Continue our reconciliation journey by Auditing our RAP			
a)	Engage a Cultural Audit of RAP.	Dec 2022	RWGC
b)	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	June 2023	RWGA

## CONTACT DETAILS

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