



**CK ARCHITECTURE**

INNOVATE RAP  
JUNE 2025 - 2027



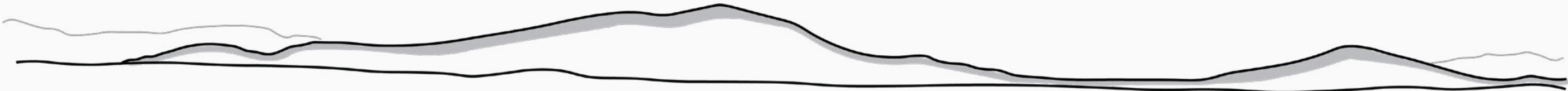
# Contents

Dhawura ngunna dhawura Ngunnawal.  
We are located on Ngunnawal Country.

ck architecture acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands, waters and skies. We are proud to live in a country with the world’s oldest continuous living cultures and are grateful for their care of Country.

We thank all Elders and Knowledge Holders for their guidance and sharing of their stories and cultural practices. Together we undertake a journey of understanding the past, for the present, and to move towards a shared future.

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Cover image:  
Aunty Agnes Shea High School Opening Smoking Ceremony,  
Ngunnawal Country  
Photo by Carl Bauer, Communications & Engagement at ACT Government

# Statement from CEO of Reconciliation Australia

## First Innovate RAP

Reconciliation Australia commends ck architecture on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for ck architecture to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, ck architecture will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ck architecture is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals ck architecture's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ck architecture on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



# Our Vision for Reconciliation

For ck architecture, reconciliation is a continuous journey of connecting via listening, learning, and sharing.

We envision a future Australia that fosters equitable opportunities and outcomes for all based on strong relationships and mutual respect. A future where Aboriginal and Torres Strait Islander voices aren't questioned - they are heard, listened to and uplifted; an Australia that celebrates and embraces Aboriginal and Torres Strait Islander cultures at the forefront of society, history and the built environment space.

We believe everyone should have the right to enter a space and feel seen, heard and safe. At ck architecture, our role as designers provides us a unique opportunity in influencing and shaping the built environment, and we recognise our impacts on Country, Community and Culture. We envision a future Australia where this approach is empathetically embedded into the planning and design processes across all of Australia, where co-design is undertaken with meaningful conversation that places First Nation voices at the forefront of embedded design process.

By continuously learning, connecting, and holding space for all voices, we aim to contribute meaningfully to a shared future that honours Australia's rich Aboriginal and Torres Strait Islander heritage and cultures, and builds a more inclusive, connected, and respectful tomorrow.



Kangaroo paw from the garden,  
Ngunnawal Country  
Photo by Justine Cox, Principal

# Our Business

ck architecture is an award-winning multidisciplinary architectural and interiors practice, operating in Ngunnawal Country, Canberra and the surrounding region. ck architecture has expertise in full design and documentation services across community, education, independent living and aged care, sports and recreation, social housing and workplace sectors.

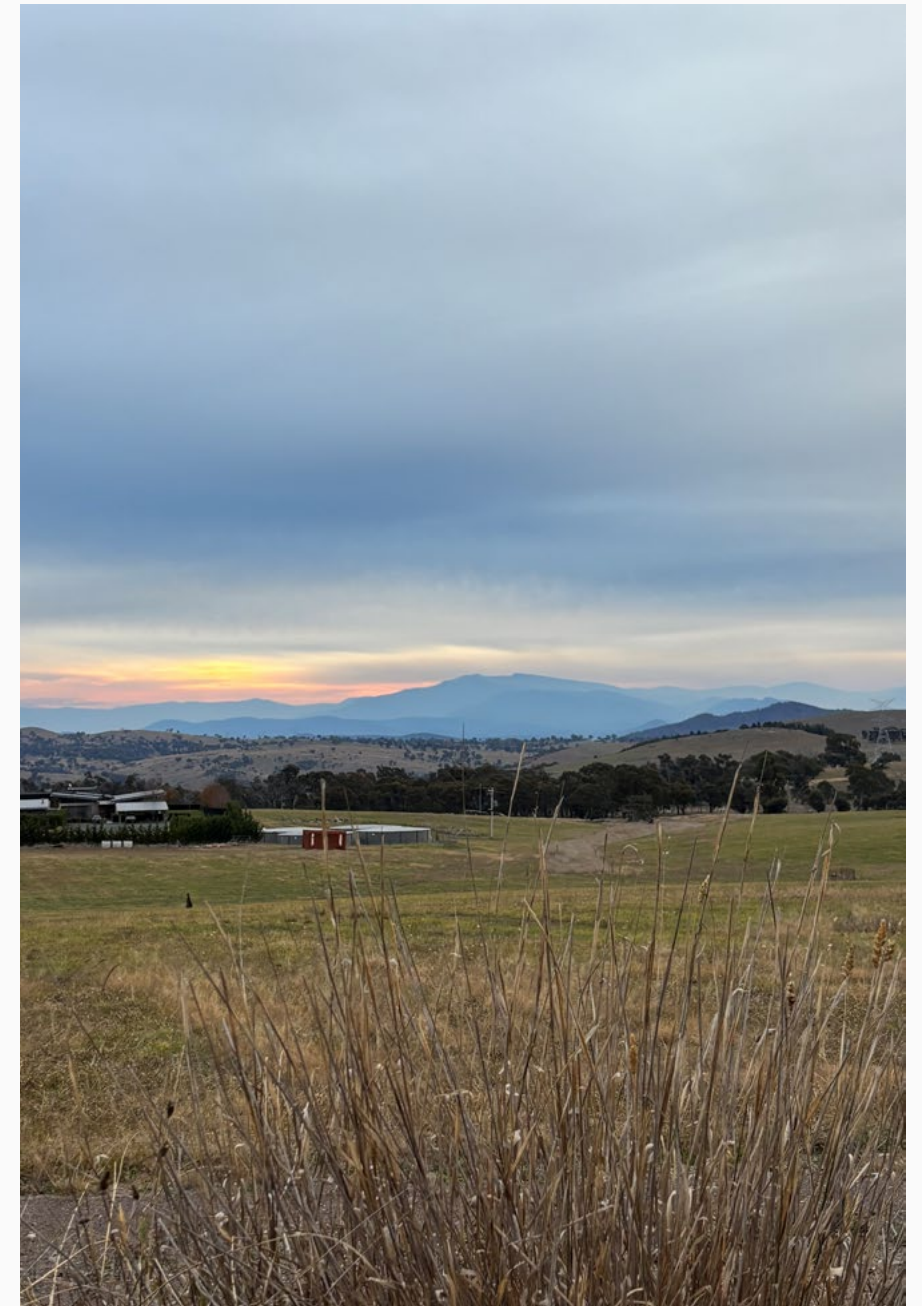
At ck architecture, we create spaces that extend beyond function and brief, delivering holistic and socially responsible designs that serve and support the wider community. Our work is driven by a commitment to design excellence, fostering sustainable and inclusive communities, and demonstrating industry leadership through innovative solutions. We believe that architecture has the power to make a meaningful difference, and we strive to create environments that enhance the lives of those who use them.

Our approach is underpinned by a commitment to understanding the needs of our clients and their stakeholders, cultivated by ongoing collaboration throughout the design process to bring their visions to fruition. Our clients include government, local councils, private and community organisations.

Our practice is led by Cassandra Keller and Justine Cox, who possess over 50 years of combined experience and a strong reputation for professionalism and care. They first collaborated at Mitchell, Giurgola & Thorp, working under Aldo Giurgola – the principal architect of New Parliament House – where they cultivated a multidisciplinary and consultative approach to architecture. Their shared belief in the power of architecture and interior design as a vehicle for social change continues to shape our practice today.

We currently employ a team of 32 full-time and part-time professionals in our Canberra office. At present, none of our team members identify as an Aboriginal and/or Torres Strait Islander person.

With every project, we acknowledge that the land on which we work is not empty – nor did its story begin with colonisation. These lands are rich in Aboriginal and Torres Strait Islander histories, knowledge, and cultures. We are committed, where appropriate, to collaborating with Traditional Custodians and Aboriginal and Torres Strait Islander peoples to explore how the built environment can reflect and respect their knowledge, customs, and values.



Towards the Brindabellas,  
Ngunnawal Country  
Photo by Madeleine Underwood, Senior Architect



# Our RAP

At the core of ck architecture's practice is the belief that architecture and design serve as a vehicle for social change and community support.

We recognise that Aboriginal and Torres Strait Islander peoples are not afforded equal health, economic, and education opportunities as non-Indigenous peoples. As architects and designers, we are in a unique position to engage and connect with Aboriginal and Torres Strait Islander communities through our work, contributing to the bettering of outcomes through culturally specific design and procurement processes.

The development and implementation of our Innovate RAP continues our reconciliation journey, outlining a holistic approach to creating meaningful relationships with Aboriginal and Torres Strait Islander peoples,

fostering respect by expanding our organisation's awareness and understanding, and seeking out opportunities for growth.

Our Innovate RAP reinforces our commitment to creating a culturally aware, safe, and inclusive workplace while strengthening our processes to empower Aboriginal and Torres Strait Islander peoples. Beyond our workplace, it reflects our support for a more just, equitable, and reconciled Australia.

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.

Our Innovate RAP supports our strategic focus across our workplace commitments, which includes collaborating with clients, staff, and community partners to provide sustainable cultural opportunities, making our connections and workplace a safer, smarter and better place.



Honeysuckle Creek in the Namadgi National Park,  
Ngunnawal Country  
Photos by Claudine Rivers, Graduate of MArch





# Our RAP Working Group (RWG)

Our RAP Working Group plays a vital role in driving the implementation of our Innovate RAP, ensuring that our commitments translate into meaningful action. Comprising representatives from various areas of our practice, the group is dedicated to fostering cultural awareness, accountability, and continuous improvement.

Our Principals, Cassandra Keller and Justine Cox, actively champion our RAP, encouraging staff, management, and the Senior Leadership Team to be aware of our commitments and

engage fully in all aspects of our RAP. Through their leadership, the RAP Working Group collaborates with internal teams and external partners to embed Aboriginal and Torres Strait Islander perspectives into our workplace culture, projects, and community engagement.

Through ongoing education, consultation, and advocacy, we strive to create a more inclusive, culturally safe, and socially responsible practice.



The bike ride home,  
Ngunnawal Country  
Photo by Martin Duong, Administrative Assistant

Roles and responsibilities of the RAP Working Group are as follows:

RWG First Nations Advisor	RWG Champion	RWG Chair	RWG Policy
Richie Allan, Traditional Owners Aboriginal Corporation (TOAC)	Shoba Cole, Senior Associate	Cassandra Keller, Principal	Madeleine Underwood, Senior Architect  Roberto Moreno, Graduate of MArch
RWG Comms	RWG Outreach	RWG Administration	RWG Diversity & Inclusion
Alex Whitby, Administrative Assistant	Claudine Rivers, Graduate of MArch	Alex Whitby, Administrative Assistant	Claudine Rivers, Graduate of MArch
Sally Marett, Communication & Creative Champion	Madison Bauer, Associate  Sally Marett, Communication & Creative Champion		

## Our Partnerships

ck architecture is proudly engaged with Traditional Owners Aboriginal Corporation (TOAC), an Australian Supply Nation Registered organisation with over 30 years' experience working within Aboriginal communities. Through formal consultancy services TOAC facilitates staff and client education and support, helping us build authentic and respectful relationships with Aboriginal and Torres Strait Islander 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 peoples and working towards achieving equality in health and life expectancy. TOAC always acknowledges the Traditional Owners, past, present and emerging, of the lands in which they work upon.

ck architecture is also a long-standing supporter of Karinya House, a community-based organisation providing residential and outreach support service for pregnant and parenting women. Approximately 17% of the women assisted by Karinya House identify as Aboriginal and/or Torres Strait Islander.

We are also proud sponsors of the Knightriders Aboriginal Rugby 7s Team.

For my husband and I, it was very important for us to surround our home with native plants indigenous to the Ngunnawal Country. We wanted to support the natural environment, but more importantly, we wanted our children to have an inherent connection with the land they live on, created through every day active and passive experience of the native plants and animals. Since we moved in, we have slowly converted our suburban yards into native gardens where local animals and birds frequently visit to feed, drink and for shelter.

Words by Vlasta Brown, Associate



# Our Reconciliation Journey To Date

In 2019, the Closing the Gap Report was tabled in the Australian Parliament, prompting our architecture to reflect on how we could contribute to improving life outcomes for Aboriginal and Torres Strait Islander peoples within our industry and community. Through consultation with First Nations advocates, we recognised the need for a structured framework to underpin and guide our reconciliation journey.

Upon examining the components of a Reconciliation Action Plan (RAP), we found that its principles aligned with our core value – promoting equity, respect, and collaboration for long-term societal benefit. A RAP formalised our commitment to reconciliation, ensuring that our efforts were both intentional and impactful.

## Reflect RAP: Establishing Our Commitment

Our Reflect RAP helped us take meaningful steps toward building relationships, respect, and trust between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It encouraged learning about First Nations histories, cultures, and contributions, fostering respect and awareness within our workplace and the broader community.

Through our Reflect RAP, which was active from October 2022 – October 2023, we established our RAP Working Group (RWG) and delivered several key initiatives, focusing on cultural learning, awareness, and integrating reconciliation into our practice.



A chance encounter,  
Ngunnawal Country  
Photo by Madison Bauer, Associate



## Key Achievements Under Our Reflect RAP:

### Deepening Our Understanding of Country and Culture

Learning what Country means to Aboriginal and Torres Strait Islander peoples.

Undertaking cultural awareness training for senior ck team members.

Engaging in cultural immersion experiences, including:

- 'Walks on Country'
- Language workshops
- Weaving workshops

Learning Aboriginal and Torres Strait Islander cultures, knowledge, histories and connection to Country through different mediums (art, film and books):

- Connections (National Museum of Australia)
- Voice to Parliament handbook
- The Last Daughter (Brenda Matthews)

### Embedding Reconciliation into Our Design and Business Practices

Establishing co-design processes to ensure meaningful First Nations engagement.

Understanding Indigenous Cultural and Intellectual Property (ICIP) and actively promoting ICIP clauses within client contracts.

Seeking opportunities to engage Aboriginal and Torres Strait Islander artists and photographers in the built environment sector.

### Fostering Cultural Visibility and Advocacy Within ck architecture

Delivering Acknowledgement of Country workshops to ensure staff feel confident in delivering meaningful Acknowledgements in both internal and external meetings.

Including a status update of RAP activities as a permanent agenda item in monthly all staff administration meetings and enabling a 'question and answer' session for all staff.

Including a RAP segment in the monthly internal newsletter containing:

- Progress of RAP activities
- Sharing of cultural learnings
- Upcoming events (internal and external)

### Advancing Cultural Visibility and Advocacy in the Broader Community

Establishing regular social media communications to share Aboriginal and Torres Strait Islander histories and cultures.

Actively supporting the Voice Referendum internally by providing the ck team with reliable information to foster understanding, and externally by promoting the Yes campaign across our social media channels

Organising events which promote and foster understanding of Aboriginal and Torres Strait Islander matters, and provide opportunities for connection between First Nations peoples and new collaborators within the built environment industry.



2023 NAIDOC Week Event: “A Yarn with Aunty Violet and Aunty Mary – Displacement, Reconciliation and the Voice to Parliament”

As part of our Reflect RAP, ck architecture partnered with engineering firm NDY (Norman Disney & Young) to co-host a special NAIDOC Week event in 2023. This collaborative initiative brought both offices together for a shared learning experience centred around truth-telling, reconciliation, and the national conversation on the Voice to Parliament.

The event, titled “A Yarn with Aunty Violet and Aunty Mary – Displacement, Reconciliation and the Voice to Parliament”, featured two respected local Elders who generously shared their personal stories and perspectives. Their powerful reflections on the impacts of displacement and their hopes for the future gave attendees

a deeper understanding of the lived experiences of Aboriginal and Torres Strait Islander peoples.

This event came together through a shared commitment between ck architecture and NDY to actively support reconciliation by creating space for education, respectful dialogue, and cultural exchange. Planning began as a conversation between our RAP Working Group and NDY’s representatives, where we saw the opportunity to join forces and amplify the impact of our individual efforts.

The result was a meaningful gathering that not only strengthened cross-industry relationships but also encouraged open conversations within our teams about how we can each contribute to reconciliation. It was a powerful reminder of the importance of listening, learning, and standing in solidarity with First Nations communities.

2024 NAIDOC Week Event: “A Yarn with Yidinji Elder Uncle Bumi Hyde and architect Dr Shaneen Fantin – Building Strong Relationships”

As part of our Reflect Reconciliation Action Plan (RAP), ck architecture facilitated a special 2024 NAIDOC Week event titled “Building Strong Relationships”. This meaningful gathering was organised by ck architecture and included DJAS and The Mill, two other local architectural firms, to bring together voices from architecture, community, and culture.

The event featured a powerful and engaging yarn with Yidinji Elder Uncle Bumi Hyde and architect Dr Shaneen Fantin. Together, they explored the importance of building strong, respectful relationships between First Nations and non-Indigenous Australians, particularly within the built environment and design industries. Their insights provided an opportunity for reflection on how we, as architects and collaborators, can support culturally safe practices and embed genuine engagement into our work.

Although The Mill is not currently on a RAP journey, their support and participation in the event demonstrated a shared interest in learning, listening, and contributing to reconciliation through collective action.

This event came together through open dialogue and a shared desire between ck architecture, DJAS, and The Mill to create a space for cultural learning and connection during NAIDOC Week. It was a valuable moment to pause, listen deeply, and reflect on how strong relationships form the foundation for reconciliation.

A key learning from our Reflect RAP was that everyone is at different stages of their reconciliation journey. As a result, we have embraced compassionate and open conversations to ensure that reconciliation is an ongoing and inclusive process. These initiatives have laid a strong foundation for our Innovate RAP, where we will continue to build on our learnings and deepen our engagement with First Nations peoples and perspectives.



The rolling Brindies,  
Ngunnawal Country  
Photo by Cassandra Keller, Principal

# Case Study: Integrating Connection to Country in Our Design Process

Our Reflect RAP and the evolution of our design process are intrinsically linked. As we deepened our reconciliation journey, it became clear that our approach needed to evolve – growing to embrace the emerging framework for ‘Connecting with Country’. This journey is best illustrated through two key education projects, each reflecting our increasing understanding and commitment to embedding First Nations cultural narratives into our practice.

ck architecture undertook the reference design for Shirley Smith High School in 2020, marking our first steps toward integrating Connection to Country into our design response. We were learning in real-time – navigating an unfamiliar space and forging relationships that had not yet been established. With the guidance of Arcadia Landscape Architecture, we engaged in a process that challenged our existing approach, pushing us to listen, learn, and adapt.

Through this journey, we had the privilege of meeting Ngunnawal Elder Aunty Violet and Ngunnawal Knowledge Holder Richie Allan, whose insights and perspectives were invaluable. However, as we progressed, it became evident that we were still finding our way, often uncertain

of the best approach. This experience was both humbling and eye-opening – it revealed that while our intentions were strong, we still had much to learn in truly embedding First Nations knowledge and perspectives into our work.

Through our ongoing learning initiatives – including cultural awareness courses, immersive ‘Walk on Country’ experiences, conferences, seminars, and industry discussions – we have deepened our understanding of how to meaningfully integrate Connection to Country into our design approach. Engaging with online presentations such as Parlour’s “Deadly Djurumin Yarns”, reading publications such as the “First Knowledges” series, and strengthening our partnership with Traditional Owners Aboriginal Corporation have all contributed to this evolving process, reinforcing the principle that every project must begin with Country.

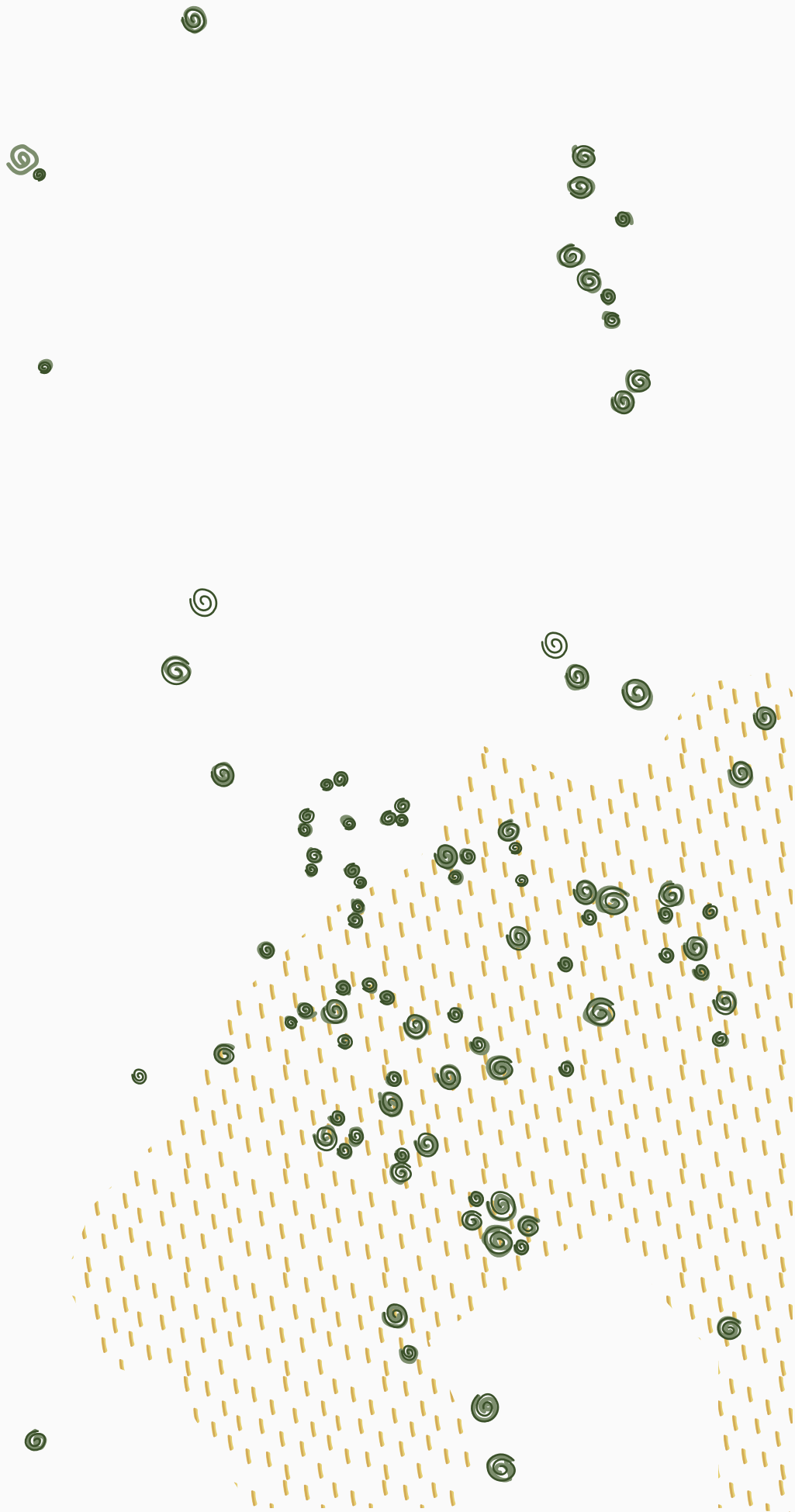
This growth is reflected in our latest project, Aunty Agnes Shea High School – a new ACT Government high school on Ngunnawal Country - where our refined approach places First Nations perspectives and cultural narratives at the heart of the design.

We commenced with a ‘Walk on Country’ led by Richie Allan, seeing Country through his eyes and hearing Country through his ears. It was a time of listening

and being present, followed by reflections and aspirations. Through a collaborative design process we formed a ‘design story’ that comes from Country and underpins the design.

Our design narrative for Aunty Agnes Shea High School is inspired by the six seasons of Ngunnawal Country. The spaces bring the seasons to life, drawing inspiration from the interplay between flora and fauna of each of the seasons. Carefully selected imagery, colours, materials and textures are woven together to create a school that respects and honours the connection and significance of Country, guided by the wisdom and traditions of First Nations peoples.

At the heart of our design process is the sharing of cultural knowledge. To ensure this knowledge is accessible and enduring, communication plaques have been installed in the school, allowing students, staff, and visitors to engage with and understand the significance of the six seasons and their connection to place. This approach reinforces the school’s role as not just a place of learning, but a space of cultural awareness and respect.





# Case Study: Integrating First Nations Art into Architecture

At ck architecture, our approach to commissioning artwork is grounded in our design foundation – Connection to Country. This means seeking artists who identify as Aboriginal and/or Torres Strait Islander and who have a connection to the Country on which the project resides.

Through our reconciliation journey, we have moved away from viewing commissioned artwork as standalone pieces – such as framed works on walls or sculptural objects – and have embraced an integrated model where art seamlessly becomes part of the architecture itself.

Aunty Agnes Shea High School marks a pivotal project in this evolution, where art and architecture come together to celebrate Country. We closely collaborated with five exceptionally talented First Nations artists: Richie Allan, Leah Brideson, Jazz Matthews, Kristal

Matthews, and Bek Weddell. Our belief is that every project should honour and respect the deep cultural history of the land it occupies. At Aunty Agnes Shea High School, First Nations art is not merely displayed – it is embedded into the very fabric of the building through a co-design process and close collaboration with the artists from concept to completion.

This project features both standalone artwork, displayed in the School Library's Seasons Room with artist recognition and a description of the story behind the piece, and a broader artistic integration of each artwork woven throughout the school's design. This approach creates a rich cultural narrative, enhancing the learning environment and fostering a deep connection to place and community.



Richie Allan with his artwork "Autumn",  
Ngunnawal Country  
Photo by Geoff Chew, Graduate of MArch

# Case Study: Meaningful Acknowledgement of Country

As part of our reconciliation journey, cultural awareness training provided our team with a deeper understanding of the distinction between a Welcome to Country and an Acknowledgement of Country. More importantly, it reinforced the significance of delivering a meaningful Acknowledgement – whether personalised or universal – that recognises First Nations peoples as the Traditional Custodians of the lands, waters, and skies on which we live and work, as well as honouring their cultures, histories, and ongoing connection to Country.

Our goal was to commence with an Acknowledgement of Country for administrative meetings, significant events, and client presentations. To ensure that all staff felt confident in delivering an Acknowledgement, we conducted workshops where team members were taught the structure and fundamentals of an Acknowledgement of Country,

as well as the significance and practice. In addition, we considered the elements of personalising Acknowledgments to enable an authentic voice.

By formalising this practice into our workplace culture, we continue to foster respect, awareness, and a deeper connection to reconciliation in our daily operations.

I relate most deeply to this holistic relationship with Country from spending time in the area around North Batemans Bay. From what I understand, the Yuin peoples were the Traditional Custodians of this land. I appreciate having the opportunity to explore the hidden caves and stunning natural formations such as Yellow Rock. Over many visits growing up I have begun to appreciate how this environment can be more than a children's playground to explore, but a place of beauty... Although I don't visit these places that often, the memory of my experiences of these places stays with me. I often reflect upon how the Traditional Custodians sustained themselves here for thousands of years and preserved what is here for future generations and consider how important a holistic relationship to Country must have been for that existence.

Words by Myles Bunning, Senior Architect



# Case Study: Supporting First Nations Photographers Through Architectural Photography



Tiffany photographing the Aunty Agnes Shea High School entrance,  
Ngunnawal Country  
Photo by Sally Marett, Communication & Creative Champion

As part of our commitment to reconciliation during our Reflect RAP, our RWG Champion Shoba Cole actively participated in several panel discussions focused on First Nations perspectives and creative industries. One such occasion was “Deadly Dialogues: Photographers in Conversation” at the National Library of Australia. The panellists included Uncle Mervyn Bishop, Adjunct Professor Wayne Quilliam, Aunty Barbara McGrady, Tiffany Garvie, Michael Jalaru Torres, and Tamati Smith. The discussion explored the depth, diversity, resilience, and longevity of First Nations photographers and highlighted Blak Lens, a “community-led collective supporting established, emerging, and aspiring Blak photographers and videographers across Australia”.

Through this community, we connected with Tiffany Garvie, recognising an opportunity to raise awareness and promote the capabilities of First Nations photographers within the sphere of architecture and the construction industry. We kept Tiffany informed about our projects, seeking opportunities for alignment between her availability and project milestones.

That opportunity soon arrived. We introduced Tiffany to Hindmarsh Construction, where she undertook the architectural photography for our Margaret Hendry School Expansion project. Seeing the project through her lens was a privilege, and even more significant is her continued engagement with Hindmarsh on the documentation and final photography of Aunty Agnes Shea High School.

This experience reinforced two key lessons: meaningful connections and creating opportunities have lasting impact.

We extend our gratitude to Tiffany Garvie for her passion, talent, and dedication to the art of photography.

# Case Study: Embedding Allyship Through Meaningful Action

Throughout our reconciliation journey, we deepened our understanding of what it means to be an ally for First Nations people - taking meaningful and ongoing actions to support, respect, and amplify their voices, rights, and perspectives.

Our commitment has been demonstrated through both symbolic gestures and substantive actions. We publicly supported the Voice to Parliament referendum through our social media platforms, signalling our stance on meaningful representation. More importantly, we took steps to incorporating Indigenous Cultural and Intellectual Property (ICIP) clauses within our client contracts, ensuring the protection of First Nations knowledge and cultural heritage.

Our approach was informed by insights gained from Parlour’s Deadly Djurumin Yarns “Law, Lore & Law”. From these discussions, we learned that one of the most impactful actions professionals can take is to help safeguard Indigenous Cultural and Intellectual Property.

As part of our commitment, for projects requiring a ‘Connection to Country’ response, we proactively integrate ICIP

protections during the tender process. Our contract review ensures that ICIP clauses are included from the outset. If not already present, we incorporate them into our tender response, leaving no ambiguity regarding ck architecture’s dedication to upholding First Nations cultural rights within the design process.

Through these actions, we continue to move beyond symbolism, embedding reconciliation into our practice in a way that is both tangible and enduring.



## Today, members of the Architecture + Design Reconciliation Industry Network Group affirm our support of the Uluru Statement from the Heart and its call for the establishment of a First Nations voice enshrined in the Australian Constitution.

We represent a broad group of architecture and design practices, each with endorsed Reconciliation Action Plans that formalise our commitment to advancing reconciliation in Australia.

We believe the Voice is a simple, sensible, and positive step in the process of righting the wrongs of the past and building a more equitable Australia.

We shape spaces and places on Country across Australia. As a design community, we have begun a process of better connecting with Country – through close engagement and participatory processes led by First Nations communities. We have witnessed the positive impacts of engaging directly with Aboriginal and Torres Strait Islander people whose wisdom, generosity, and world-view enrich our work and the built environment.

We respect the principle of self-determination. We’re committed to working towards greater equity and prosperity for Aboriginal and Torres Strait Islander peoples.

We call on other industries, businesses and organisations to join us – to stand up, speak up, and support an incredibly important moment in Australia’s history.

We urge all Australians to learn more about the Uluru Statement and make an informed decision in the Referendum.

Find out more by visiting [ulurustatement.org](http://ulurustatement.org) and [yes23.com.au](http://yes23.com.au)

### Signatories

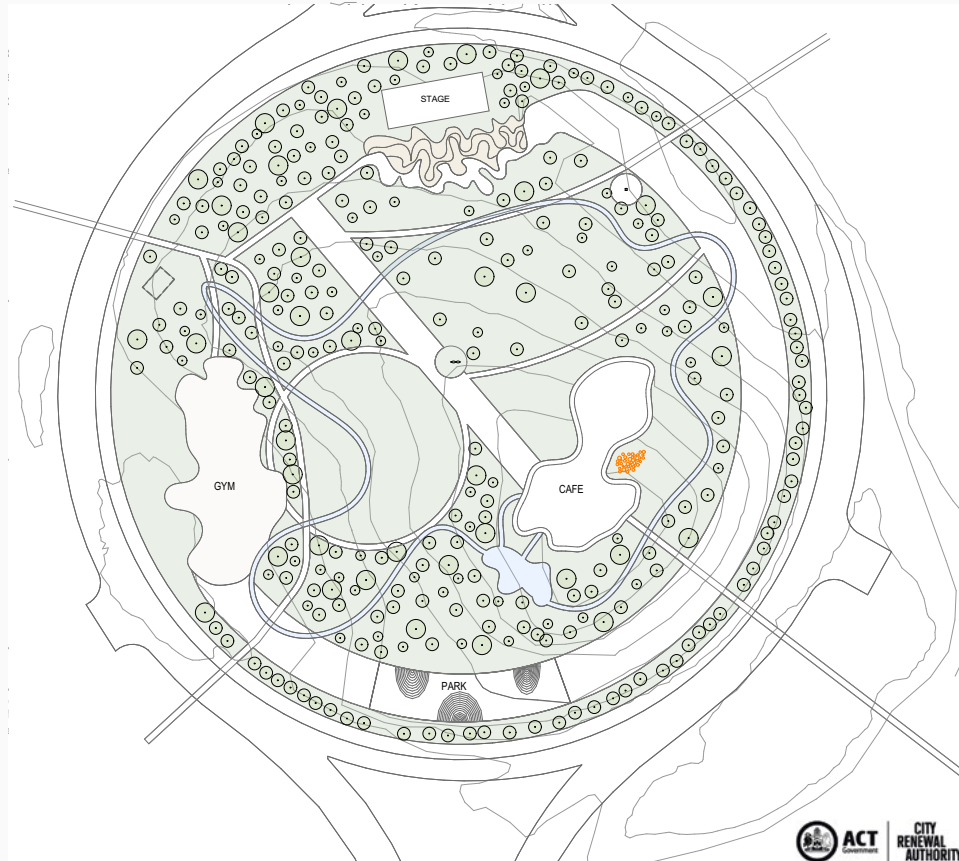
AJC Architects	Edition Office	Nguluway DesignInc
Bates Smart	Fender Katsalidis	NH Architecture
BKK Architects	Fitzpatrick + Partners	Oculus
BRAND Architects	Gresley Abas	Peddle Thorp
Breathe	Jackson Clements Burrows	Philips/Pilkington Architects
Carter Williamson Architects	Kerstin Thompson Architects	Sam Crawford Architects
ck architecture	Kosloff Architecture	Schored Projects
Clare Cousins Architects	Lovell Chen	Six Degrees Architects
Clarke Hopkins Clarke	March Studio	Tract
COX	McBride Charles Ryan	TRCB
Denton Corker Marshall	Meld Studios	Walter & Walter
DesignInc	MGS Architects	Warren and Mahoney

ARCHITECTURE & DESIGN RECONCILIATION INDUSTRY NETWORK GROUP, OPEN LETTER OF SUPPORT FOR THE VOICE, 2023

The Architecture & Design Reconciliation Industry Network Group’s Open Letter of Support for the Voice to Parliament and its signatories (2023)



# Case Study: Exploring Architecture - A Career Discovery Experience



Charlie and her submission for the ACT Government City Renewal Authority's City Hill Park ideas exhibition (2024)



ck architecture are a long-term supporter of the ACT Government & NAWIC 'Understanding Building & Construction Program', through providing formal internships and work experience within the construction sector. Through the 'ATC Women in Construction Pathways Program' run by the Australian Training Company we were pleased to be connected with Charlie White, a Year 11/12 First Nations student from Hawker College.

Charlie was keen to pursue a career in architecture, and through the Australian School-based Apprenticeship (ASbA) – Certificate II in Construction Pathways, she sought to gain deeper insight into the profession via a twelve month (one day per week) paid internship program with ck architecture. This pathway provided her with valuable exposure to both the technical and creative aspects of architecture, allowing her to spend time in a professional office environment. She engaged in hands-on experiences, observing real-world projects, understanding design processes, and collaborating with industry professionals.

Charlie had the opportunity to explore critical aspects of the profession, such as problem-

solving, client engagement, sustainability considerations, and the regulatory landscape. She also gained insights into the software tools architects use, the importance of teamwork in multidisciplinary projects, and the balance between creative vision and practical constraints. Through this experience, Charlie could assess whether she enjoyed the challenges and rewards of architecture, from conceptual design to project execution, and determine if this was the right career path for her. We also provided Charlie with the opportunity to observe a crucial aspect of architectural education – the final student presentations at the University of Canberra. These presentations, often referred to as design critiques or "crits", are a fundamental part of an architecture degree. They allow students to showcase their projects to a panel of academics, industry professionals, and peers, receiving critical feedback that helps refine their design thinking and problem-solving skills.

By attending these reviews, Charlie was able to witness the diversity of architectural ideas, the rigorous design process, and the level of communication and justification required to present a concept effectively. Observing this process also highlighted the importance of resilience, adaptability, and constructive criticism – key skills for any aspiring architect. This experience provided Charlie

with a valuable glimpse into the academic expectations of an architecture degree, helping her further assess whether the profession aligned with her interests and aspirations. During the twelve month period Charlie was with, us she was also invited to take part in meetings with ck's First Nations collaborators where she was interested to do so and was also exposed to some aspects of First Nations cultures she was previously unfamiliar with. This included a public talk by the curator of the NGA's 'Emily Kam Kngwarray' exhibition and a meeting with Yuin man Bill Bashford to hear about his employment journey.

Unfortunately, Charlie ultimately decided that architecture was not the right path for her. However, we are grateful to have been part of her journey in exploring the profession and gaining valuable insights into the built environment industry. We appreciate her curiosity, dedication, and willingness to engage in the experience, and we have no doubt that she will find success in whichever path she chooses. We wish her all the best for the future and look forward to seeing where her passion takes her.

# Relationships

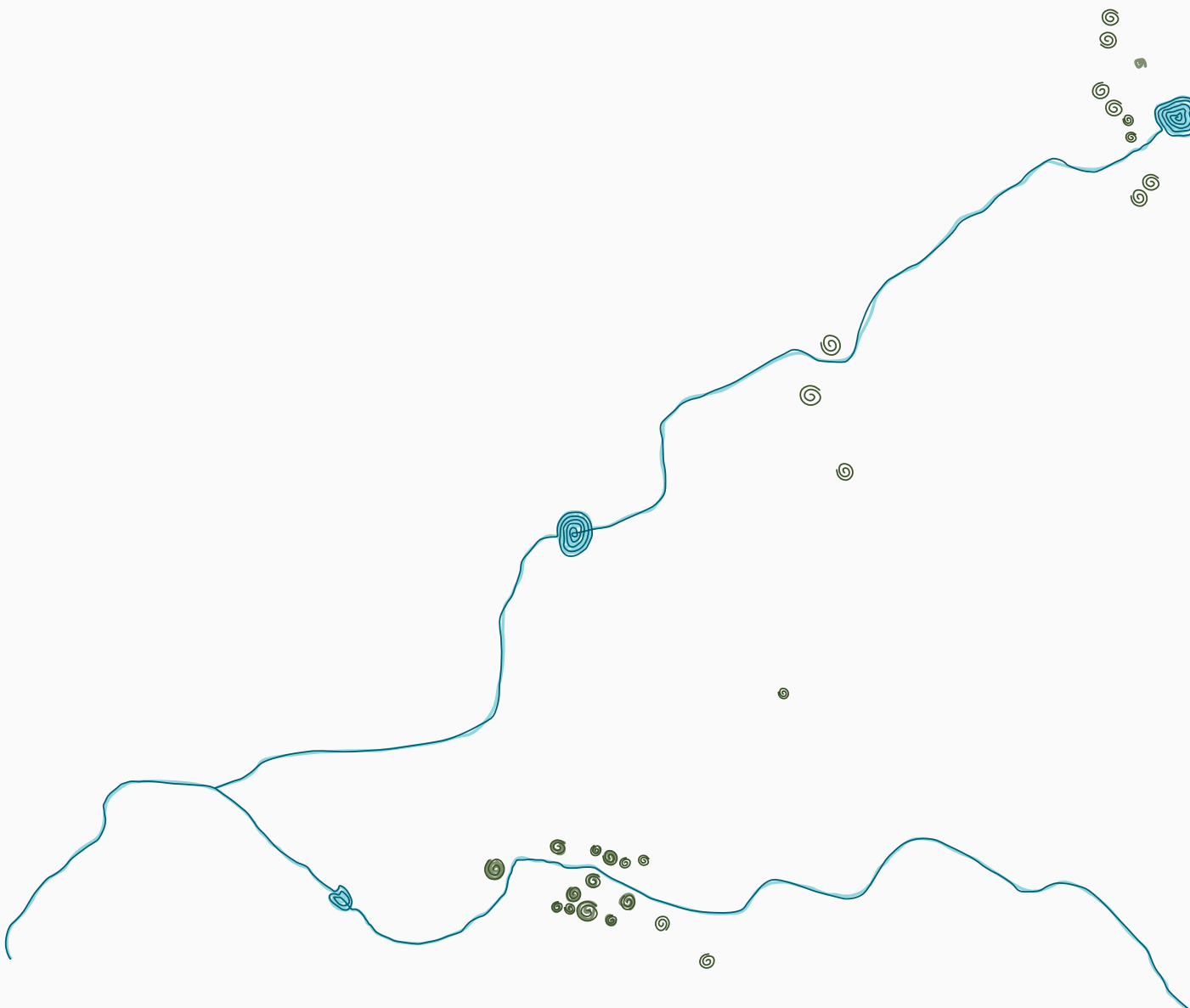


We understand at its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

collaborators with similar visions for reconciliation as our own, and embedding First Nations-led consultancy in all our client and stakeholder engagement processes.

ck architecture commits to creating positive outcomes for First Nations peoples within the built environment industry. We believe this is done by fostering deep, symbiotic partnerships with Aboriginal and Torres Strait Islander peoples, seeking out repeat clientele and

We are continuing and strengthening the relationships we have built on our RAP journey so far and embrace all opportunities to form new ones.



Central West NSW,  
Wiradjuri & Kamilaroi Country  
Photo by Meredith Piper, Interior Designer



# Relationships



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2025	Outreach
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	Policy
	Establish a co-design process framework. including: <ul style="list-style-type: none"> <li>• Principles of co-design – establish guiding principles</li> <li>• Stages of engagement – engagement within the life cycle of a project</li> <li>• Decision making protocols</li> <li>• Roles &amp; responsibilities</li> </ul>	January 2026	Chair with RWG
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026 & 2027	Comms
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026 & 2027	Outreach, Admin
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026 & 2027	Chair
	Organise at least one NRW event each year.	27 May - 3 June 2025, 2026 & 2027	Outreach, Admin
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026 & 2027	Outreach, Admin

# Relationships



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	Chair, Policy
	Communicate our commitment to reconciliation publicly: <ul style="list-style-type: none"> <li>Update the content of the ck architecture website's RAP page biannually.</li> <li>Post social media content monthly.</li> </ul>	Monthly 2025, 2026 & 2027	Comms
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. <ul style="list-style-type: none"> <li>Facilitate an annual event connecting a First Nations Knowledge Holder/Consultant/Organisation to our collaborators in the built environment industry.</li> </ul>	June 2025 & 2026	Chair, Outreach, Admin
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation: <ul style="list-style-type: none"> <li>Continue our engagement with A+D RAP Ring.</li> <li>Continue our engagement with AIA ACT Chapter First Nations Advocacy Task Group.</li> </ul>	Quarterly 2025, 2026 & 2027	Outreach
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2025 & 2026	Chair, Policy, D&E
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2026	Policy, Comms
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2025	Policy, Outreach
	Educate all staff on the effects of racism.	October 2025 & 2026	Chair, D&E
Promote Aboriginal and Torres Strait Islander histories and cultures within the built environment and public spaces.	Advocate the benefits of embedding local First Nations histories and cultures into the built environment through public art, landscapes, and storytelling spaces in all tender submissions.	Project-dependent (Review progress June 2026)	Champion, Comms
	Collaborate with local First Nations communities to incorporate Indigenous languages in place-naming and interpretative signage within projects.	Project-dependent (Review progress June 2026)	Outreach

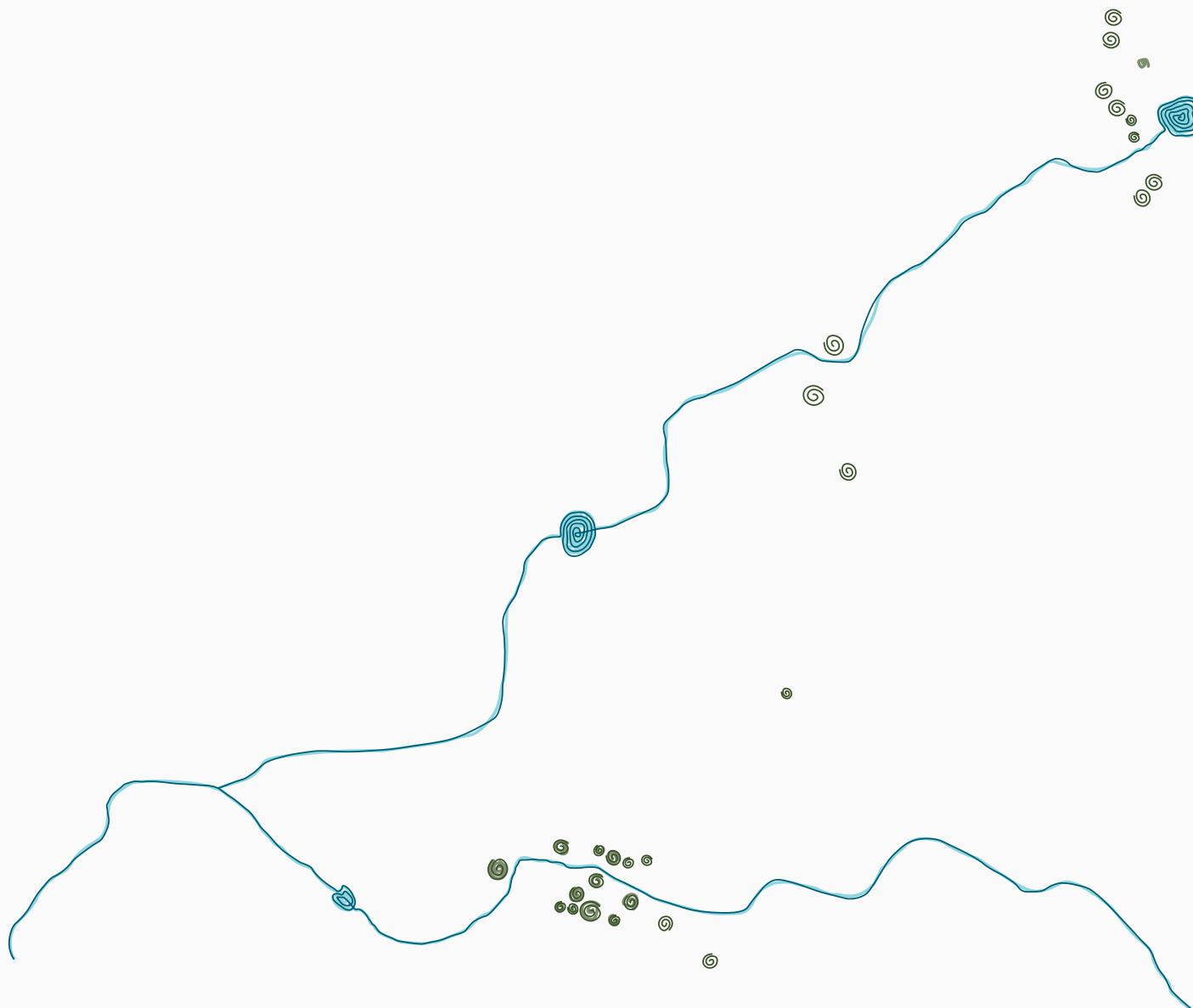


# Respect



We believe that for reconciliation to progress, actions must come from a place of genuine appreciation and understanding, not of tokenistic box-ticking activities. We recognise that this authenticity is only achieved through holding genuine respect for Aboriginal and Torres Strait Islander cultures, histories and knowledge.

ck architecture strengthens our respect through continuous learning, embedding practices such as 'Walks on Country', cultural awareness training and Acknowledgement of Country into our business-as-usual processes. Holding this respect allows us to be better advocates for First Nations peoples in our industry, amplifying their voices and placing their contributions at the forefront of our designs.



Along the Queanbeyan River corridor,  
Ngunnawal Country  
Photo by Alex Whitby, Administrative Assistant

# Respect



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2025	Chair, Champion
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2025	Chair, Outreach
	Develop, implement, and communicate a cultural learning strategy document for our staff: <ul style="list-style-type: none"> <li>Establish a roadmap outlining our cultural learning goals.</li> <li>Create a visual map of current and past projects, highlighting their locations across Country, as well as the cultural learning gained.</li> </ul>	April 2026	Policy, Comms
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning: <ul style="list-style-type: none"> <li>Mandate that registered architects must undertake 1 formal point of CPD training related to First Nations topics annually.</li> <li>All senior staff to undertake cultural awareness course.</li> <li>All senior staff to undertake a 'Walk on Country' with a First Nations Knowledge Holder.</li> </ul>	March 2026 & 2027	Chair with RWG
	Launch a Cultural Learning Hub on the ck internal Learning Portal – a central digital space where ck employees can access resources on First Nations histories, cultures, and contributions to the built environment.	April 2026	Comms
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025 & 2026	Chair with RWG
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	September 2025	Policy
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2025 & 2026	Chair, Outreach
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Monthly 2025, 2026 & 2027	Chair with RWG



# Respect



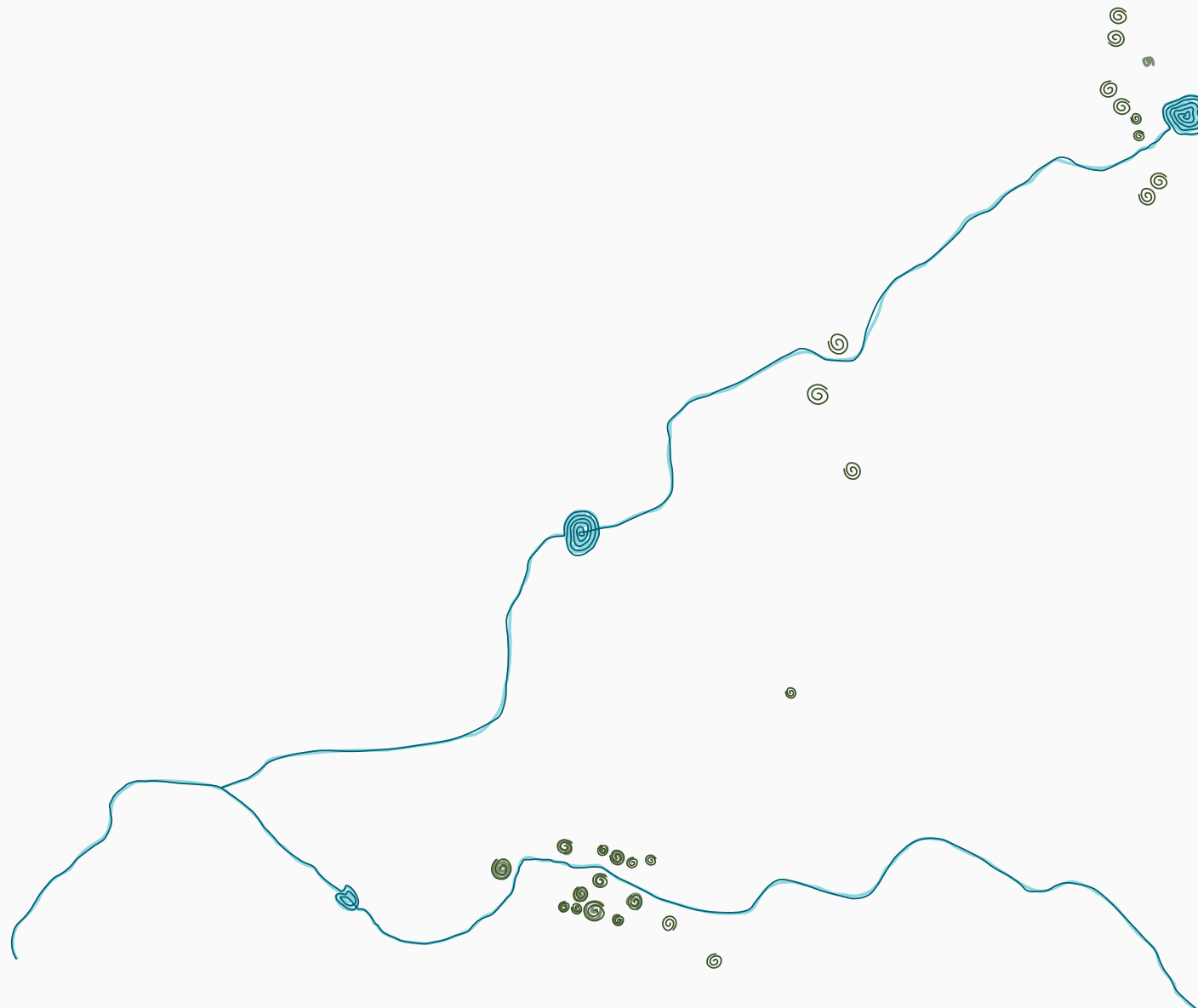
Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	Chair with RWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025 & 2026	Chair, Policy, D&E
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 & 2026	Chair with RWG
Establish ethical guidelines to support respectful use of Indigenous Cultural and Intellectual Property.	<div>Work with Aboriginal and Torres Strait Islander design professionals to develop a set of ethical and cultural design guidelines for ck architecture projects:<ul style="list-style-type: none"><li>• Develop an internal First Nations Design Reference Guide – outlining how projects can reflect cultural narratives.</li><li>• Ensure that First Nations Indigenous Cultural and Intellectual Property (ICIP) and design contributions are ethically recognised and credited.</li><li>• Establish protocols for engaging with Aboriginal and Torres Strait Islanders artists to incorporate artwork and cultural motifs in designs.</li></ul></div>	January 2026	Chair with RWG

# Opportunities



ck architecture believes that co-creation and co-design with Traditional Owners creates better architecture. We also believe that as architects, engineers and builders, Aboriginal and Torres Strait Islander peoples bring rich and unique perspectives, pulling our industry away from its historically colonial modes of thinking.

We realise it is this colonial history that has meant Aboriginal and Torres Strait Islander peoples have not been afforded the same opportunities as their non-Indigenous counterparts. It is our responsibility to create space for these opportunities, which we do by partnering with Traditional Owners to provide consultancy services, smoking ceremonies and 'Walks on Country' as part of our works, and hosting internships for young Indigenous students.



The family home in Dubbo,  
Wiradjuri Country  
Photo by Patrick Hennessy, Architectural Assistant



# Opportunities



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2027	Chair
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2027	Champion, Policy, TOAC
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2027	Chair, Policy, Admin
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2027	Chair, Admin
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2027	Chair, Policy, Admin
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2026	Chair with RWG
	Investigate Supply Nation membership.	February 2026	Admin
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2026	Chair with RWG
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025 & 2026	Chair, Champion
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Chair, Outreach
	Establish a preferred supplier list of First Nations businesses for materials & finishes, art, landscaping, furniture and consultancy services.	February 2026	Chair with RWG
	Prioritise supporting First Nations carbon reduction projects when purchasing carbon credits under our carbon neutral certification.	March 2026 & 2027	Admin
	Prioritise purchasing office supplies and equipment from First Nations businesses.	October 2026	Admin

# Opportunities



Action	Deliverable	Timeline	Responsibility
Support the growth of First Nations-led businesses in the built environment industry.	Commit to collaborating with and promoting Aboriginal and Torres Strait Islander businesses through ck architecture’s supply chain and industry networks.	July 2025	Chair with RWG
	Advocate for the inclusion of Aboriginal and Torres Strait Islander perspectives in regulatory frameworks, building codes, and government policies.	August 2025	Chair with RWG
	Sponsor and co-host First Nations-led industry events to increase visibility and influence.	June 2026 & 2027	Chair with RWG
Strengthen partnerships with First Nations-led architecture and design firms to ensure genuine collaboration in projects.	Commit to joint ventures or partnerships with Aboriginal and Torres Strait Islander firms on relevant projects.	Project-dependent (Review progress June 2026)	Chair, Champion
	Ensure Aboriginal and Torres Strait Islander firms have opportunities to lead on culturally significant projects.	Project-dependent (Review progress June 2026)	Chair, Champion
Create and encourage career pathways into the built environment industry for First Nations students.	Investigate the establishment of regular co-design workshops within schools to showcase the design processes within the built environment industry.	January 2026	Outreach
	Offer mentorship for any First Nations student wanting to pursue a career in design or construction.	March 2027	Chair, Outreach



# Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Bimonthly 2025, 2026 & 2027	Champion
	Establish and apply a Terms of Reference for the RWG.	August 2025	Policy
	Meet at least four times per year to drive and monitor RAP implementation.	Bimonthly 2025, 2026 & 2027	Chair with RWG
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2026 & 2027	Chair with RWG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025, 2026 & 2027	Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2026 & 2027	Admin
	Appoint and maintain an internal RAP Champion from senior management.	June 2025	Chair
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 2025, 2026 & 2027	Admin
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025 & 2026	Admin
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025 & 2026	Champion, Admin
	Report RAP progress to all staff and senior leaders monthly.	Monthly 2025, 2026 & 2027	Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2025, 2026 & 2027	Comms
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Admin
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Admin
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Admin



Reflections on the lake,  
Ngunnawal Country  
Photo by Sally Marett, Communication & Creative Champion