

REFLECT RECONCILIATION ACTION PLAN

April 2026 — June 2027

RECONCILIATION ACTION PLAN
REFLECT

Arkhefield

COVER IMAGE
CHIGGIL CHIGGIL PA BY JUDY WATSON + UAP
BRISBANE INTERNATIONAL CRUISE TERMINAL

ACKNOWLEDGEMENT OF COUNTRY

—

Arkhefield acknowledges that the Traditional Custodians of the land have for tens of thousands of years managed, cultivated and cared for the landscape where towns and cities were established and continue to grow. We acknowledge and respect their connection and care of Country, and to honour this we strive to create places and spaces that benefit all.

Developed in collaboration with Blaklash and Troy Casey

A STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

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

Arkhefield joins a network of more than 3,000 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 over 5.5 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 Arkhefield 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 Arkhefield, 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



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OUR BUSINESS

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Arkhefield is a Brisbane-based architecture and interior design practice with a national reach, known for creating meaningful places and spaces that benefit all.

For over 30 years, our practice has grown organically through a collaborative and integrated approach to shaping the built environment. From our studio on the traditional Lands of the Yuggera and Turrbal people, our team of 24 professionals works closely with clients and contractors to share both the opportunity and responsibility of delivering high-quality, successful outcomes.

Our design philosophy is rooted in place. As a Queensland-based practice, our work is shaped by the subtropical climate and diverse landscapes that surround us. We strive to create spaces that are not only unique and responsive but also contribute positively to the social and cultural fabric of the communities we serve.

We are proud of our inclusive and innovative studio culture, which fosters creativity through mutual discovery and a shared commitment to design integrity. While we frequently collaborate with Aboriginal and Torres Strait Islander peoples through our projects, we acknowledge that we currently have no Aboriginal and/or Torres Strait Islander staff and are committed to improving representation in our team and on our projects.



RIVER QUAY
by ARKHEFIELD

OUR RAP

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Arkhefield is implementing a Reflect Reconciliation Action Plan (RAP) to formalise our commitment to reconciliation, strengthen our relationship with First Nations peoples and pro-actively improve the way we operate.

As architects and designers, we recognise the responsibility we hold in shaping the environments where people live, work, and gather. Our work offers a unique opportunity to honour Country, elevate cultural narratives, and foster unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Through our RAP, we seek to mature as a practice by deepening our understanding of First Nations cultures, histories, and knowledge systems. We are committed to respectful engagement, with the aim of developing partnerships and a design process that respects Indigenous Cultural and Intellectual Property (ICIP) rights. Our RAP also provides a framework to create meaningful pathways for employment and engagement with Aboriginal and Torres Strait Islander suppliers, organisations, and consultants. This initiative reflects our core values of integrity, quality, and creativity, and supports our goal to enrich lives and enact change.

A RAP Working Group has been established to guide the implementation of our Reconciliation Action Plan. This group with support of the broader team is responsible for progressing our commitments and ensuring that actions are carried out in a meaningful and inclusive way. Currently we do not have Aboriginal and/or Torres Strait Islander representation on our team. This will be addressed as an important early step in the implementation process.

OUR RAP WORKING GROUP



Zoe Ridgway –
Practice Director



Peter Rudledge –
Associate Director
(RAP Champion)



Chantelle Reid –
Studio Manager



Izak Hollins –
Associate - Architect



Lamare Wimberly –
Architect



Andrea Indrananda –
Architectural Graduate



Emma Smith –
Architectural Graduate

Peter Rudledge, Arkhefield Associate Director, is taking on the role of RAP Champion. In this capacity, he supports the visibility and impact of our reconciliation efforts, helping to embed the principles of the RAP both within the organisation and in our external relationships.

OUR RECONCILIATION ACTIVITIES

Arkhefield actively engages in reconciliation and cultural awareness through a range of formal and informal initiatives. Over the past three years, the team has participated in both NAIDOC Week and National Reconciliation Week by discussing the annual themes, their significance, and promoting local events. Staff have completed the SBS Diversity and Inclusion program, including a dedicated First Nations course to deepen understanding of Aboriginal and Torres Strait Islander cultures in the workplace.

Additionally, Arkhefield participated in a cultural landscape walking tour of South Brisbane (Kurilpa) and the Brisbane CBD (Meanjin), led by Professor Paul Memmott and Aboriginal scholar Alex Bond. Throughout the tour, Alex shared insights into the traditional Aboriginal significance of various sites, recounted key historical events from the colonial period, and explained the ongoing cultural relevance of the landscape today. Following the tour, we conducted an internal survey to reflect on what we had learned, what we were curious to explore further, and how this knowledge might inform our design practice. The experience deepened our collective understanding and appreciation of Aboriginal culture and heritage, particularly in relation to place and landscape. It also highlighted the importance of continued learning and the need to engage more meaningfully with Aboriginal and Torres Strait Islander organisations on all of our projects.

In developing Arkhefield's Acknowledgement of Country, the practice collaborated with Blaklash and Troy Casey to ensure it authentically reflected First Nations perspectives and had specific meaning to our organisation. This collaboration grew through ongoing, reflective conversations with Troy, who encouraged us to consider our practice values and explore how these could genuinely align with our Acknowledgement of Country.

As part of the Salvation Army social housing project, Arkhefield engaged with Gimuy Walubara Yidinji Elder and ceremonial leader, Uncle Peter Bumi Hyde, who was engaged to meet with the project team and provide critical input into the cultural safety and design of the project. In the context of this project cultural safety ensured the spaces and places felt welcoming, respectful, safe and appropriate for First Nations peoples.

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BRISBANE INTERNATIONAL CRUISE TERMINAL
by ARKHEFIELD

CHIGGIL CHIGGIL PA
BRISBANE INTERNATIONAL
CRUISE TERMINAL

"This large vessel form is inspired by historical Aboriginal woven bags from this region that I have seen in overseas and national museum collections.
My work is a form of cultural retrieval. The steel cut forms have been weathered, becoming a beautiful red ochre testament to Country and culture and history. It is a Messenger, declaring that this place where we live: Is, Was and Always will be Aboriginal Land and Waters."

Brisbane-based Waanyi artist,
Judy Watson

RELATIONSHIPS

	Action	Deliverable	Timeline	Responsibility (RWG)
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2026	Practice Director
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2026	Practice Director
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Architectural Graduates
		RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2026	Architectural Graduates
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2026	Architectural Graduates
3	Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	April 2026	Architectural Graduates
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2026	Architectural Graduates
		Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2026	Architectural Graduates
4	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2026	Studio Manager
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	Studio Manager



RESPECT

	Action	Deliverable	Timeline	Responsibility (RWG)
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.	July 2026	Associate Director Supported by Architects
		Conduct a review of cultural learning needs within our organisation.	July 2026	Associate Director Supported by Architects
		Develop an understanding and raise awareness within our organisation of Indigenous Cultural and Intellectual Property (ICIP) and the Australian Indigenous Design Charter in relation to our partnerships with First Nations peoples	July 2026	Associate Director Supported by Architectural Graduates
		Develop case studies of Traditional Owner engagement on previous projects, seminars, tours and events to capture lessons learnt, identify successes and keep knowledge current	April 2026	Associate Director Supported by Architectural Graduates
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to develop and improve our understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2026	Architects
		Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026	Architects
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, annually	Architectural Graduates
		Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July, annually	Architectural Graduates
		RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	Architectural Graduates

OPPORTUNITIES

	Action	Deliverable	Timeline	Responsibility (RWG)
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.	August 2026	Associate Director Supported by Architects
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	Studio Manager Supported by Architects
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.	August 2026	Practice Director
		Investigate Supply Nation membership.	April 2026	Architects

GOVERNANCE

	Action	Deliverable	Timeline	Responsibility (RWG)
10	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	August 2026	Associate Director
		Draft a Terms of Reference for the RWG.	April 2026	Associate Director
		Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2026	Associate Director
11	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2026	Architects
		Continue to engage senior leaders in the delivery of RAP commitments.	December 2026	Associate Director
		Maintain a senior leader to champion our RAP internally.	February 2027	Associate Director
		Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2026	Associate Director
12	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 annually	Associate Director
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Associate Director
		Communicate our RAP progress to internal and external stakeholders	August 2026	Associate Director
13	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Associate Director

For public enquiries about our RAP please contact

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