



kirk

**Reflect  
Reconciliation  
Action  
Plan (RAP)**

July 2022 - July 2023



**RECONCILIATION  
ACTION PLAN**

**REFLECT**



### Cover Artwork

Artist: Arthur Koo'EKKA Pambegan Jr (1936-2010)  
Lived Aurukum, Cape York Peninsula, QLD  
Senior member of the Wik-Mungkan people  
An Elder of the Winchanam ceremonial group

Title: Untitled XI (Walkan-Aw and Kalben Designs) 2007

Description: Ochres with acrylic binder on linen

Location: KIRK Indigenous Art Collection, Brisbane  
(Turrbal and Jagera peoples)

*The coastal region north of Aurukum township has an distinctive formation of cliffs, where the area's dark red bauxite is layered with strata of white clay. These are the very markings of red and white bands of colour used in traditional body painting for ceremony and for sculpture decoration and more recently canvas painting of Aurukum.*

### Warning

Readers should be aware contained the names and artwork of deceased Aboriginal and Torres Strait Islander people.

***We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and future.***



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## A message from Reconciliation Australia

Reconciliation Australia welcomes Richard Kirk Architects to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Richard Kirk Architects 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 Richard Kirk Architects 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 Richard Kirk Architects, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



## Our vision for reconciliation

*Understanding place and Country is key to composing a relevant and sensitive design. The RAP provides a roadmap for how we may engage with First Nations Peoples and to respectfully learn from their knowledge systems about Country.*

## A message from our Founding Director

KIRK recognise that we design places that occupy land that have prior occupation by Aboriginal and Torres Strait Islander peoples.

We are energised by the opportunity to learn from one of the world's oldest living cultures. First Peoples have a deep and unique knowledge of the country from which plan to learn from through listening, collaborating, and be inspired by.

We have embarked upon the reconciliation journey out of respect for this prior connection to place and to create greater opportunity for First Peoples in the work that we do.

We would also like to personally thank Françoise Lane, a proud Meriam woman and a talented Interior Designer, Textile Designer and Artist from Indij Design for her insightful review and assistance to our RAP Working Group with our Reflect Reconciliation Action Plan.

**Richard Kirk LFRAIA HON. AIA**  
Director, KIRK



Mon Repos Turtle Conservation & Interpretative Centre  
(Lands of the Taribelang people), Bundaberg by KIRK  
Photographer Scott Burrows

## Our business

KIRK is a nationally recognised, award winning design lead practice that provides Architectural, Interior Design, Urban Design, Project Management and Environmental Climate Optimisation services as our core business.

KIRK operates from our head office in Brisbane (Mianjin/Meanjin), on the traditional land of the Turrbal and Jagera peoples, as well as from the Kuala Lumpur office in Malaysia which services the Asian market and clients.

KIRK currently employs approximately 25 staff across these offices.



*Multiple studios using small, project focused teams.*

*A collaborative practice that supports, creates and explores.*

*Committed to making authentic buildings and places.*

*Advocating, advancing & delivering sustainable design solutions.*

We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

With each project, we work to make evocative places and buildings that are memorable and clearly legible in terms of how they are spatially organised and constructed.

The practice has a deep passion for developing construction methods and material knowledge to produce unique buildings that respond directly to each client, brief, country, culture and circumstance.

KIRK is not only responsive to client briefs but also pro-active. The diversity of projects within the practice has developed a robust design sensibility and process. KIRK encourages a collaborative process for all project types and stages. This allows projects to benefit from the full depth and breadth of experience and knowledge possessed by client organisations, staff, users and stakeholders and traditional owners.



James Cook University (JCU), Townsville  
(Lands of the Wulgurukaba & the Bindal people)  
Indigenous Education & Research Centre by KIRK  
Photographer Andrew Rankin

## Our RAP

Reconciliation Australia provides a structured framework to the process and development of a Reconciliation Action Plan (RAP). The four different RAPs are designed to suit organisations through the different levels of maturity throughout the reconciliation process:

- *Reflect*;
- *Innovate*;
- *Stretch*; and
- *Elevate*.

KIRK is **developing a Reflect RAP** to recognise and develop our contribution and commitment to reconciliation. We see the KIRK Reflect RAP as a formalisation of our reconciliation journey and to assist our staff, colleagues and clients develop respectful and positive relationships built on trust and respect.

KIRK's RAP signals our intent to invest in the development of deeper relationships with Aboriginal and Torres Strait Islander people and to actively seek opportunities for further engagement and partnerships.

KIRK intends to **approach our Reflect RAP** through the establishment of an active and effective RAP Working Group (RWG) to include diversity of staff, Aboriginal and Torres Strait Islander representation, key business decision makers and a RAP Chair/Champion. The RWG will assist KIRK to maintain traction and progress our RAP actions through the life of this RAP and into the development of our next 'Innovate' RAP.

KIRK has historically developed relationships and involved a number of Aboriginal and Torres Strait Islander peoples and businesses in the design and delivery of our projects. This engagement and interaction has been positive and enriching for all. We believe that through the development and implementation of the KIRK RAP, we will be able to successfully develop and foster further positive engagement as well as increase our understanding of Aboriginal and Torres Strait Islander heritage and culture.



Françoise Lane  
Director, Indij Design  
(Kaurareg & Meriam people)



Richard Kirk  
Director, KIRK  
KIRK RAP Champion



Dr Andrew Magub  
Principal, KIRK



Jonathan Ward,  
Associate, KIRK



Caryn Streeter  
Architect, KIRK



Rodney On  
Accountant, KIRK



Bethia Diao  
EA/Office Manager, KIRK

## Our RAP Working Group (RWG)

KIRK started our Reconciliation Action Plan (RAP) journey in 2021 and quickly established a RAP Working Group. The RWG will be the governing body of the RAP and is responsible for the preparation, implementation and reporting stages of the RAP. The RWG membership will be reviewed annually.

The KIRK RWG has been carefully assembled to include:

### KIRK Staff representing wide range of levels

- Promoting an entire organisational approach;
- Ensuring the RAP is supported across multiple teams; and
- Ensuring that the responsibility for preparing, implementing and reporting the RAP is everybody's responsibility.

### Aboriginal and Torres Strait Islander representatives

- To ensure guidance by Aboriginal and Torres Strait Islander perspectives;
- To assist in preparation a culturally appropriate RAP;
- To provide guidance to the RWG through culturally sensitive issues; and
- To demonstrate Aboriginal and Torres Strait Islander participation is important and essential.

### Key decision makers

- To ensure senior management support and a manageable pathway to internal approval and implementation.

### RAP Chair

- To manage the RWG meetings and ensure accountability of all members; and
- To provide a senior point of contact for internal and external parties in relation to the KIRK RAP.

### RAP Champion

- To promote and increase awareness of the KIRK RAP internally and externally; and
- To be an example through commitment and actions in relation to the preparation, implementation and reporting of the KIRK RAP.



Aboriginal and Islander Independent Community School  
(Lands of the Turrbal and Jagera peoples)  
Multi-use Sports Hall by KIRK  
Photographer Aperture

## Our partnerships/current activities

KIRK has a long history of participation in Aboriginal and Torres Strait Islander project and engagement with Traditional Owner stakeholders.

### **Musgrave Park Cultural Centre**

(Lands of the Turrbal and Jagera peoples)

In 2000 KIRK was commissioned to develop the concept design a new Cultural Centre for Brisbane's Aboriginal and Torres Strait Island Community.

### **Aboriginal and Islander Independent Community School (Murri School)**

(Lands of the Turrbal and Jagera peoples)

KIRK have been involved with the Murri School since 1999 when we assisted the school with insurance negotiations after a fire at the school destroyed one its major buildings.

The successful outcome resulted in the provision of the necessary funds to undertake a complete masterplan and to implement several stages of new facilities. A key contribution was the development of a classroom that responded to the cultural requirements for high levels of transparency from the classroom to the outdoor landscape and the provision of a fully covered area for the whole class so that lessons could be taught outdoors. KIRK supported the school in assisting with the additional funding required by these additional requirements that did not fit into the usual block grant funding model.

Our engagement with the school continues until this day where we have completed a masterplan refresh and another successful funding round for the next stage. Our involvement with the school, provided us with the opportunity to work with a range of notable local indigenous community leaders, such as Tiga Bayles and Charlie Watson.

### **James Cook University, Indigenous Education & Research Centre, Townsville**

(Lands of the Wulgurukaba & the Bindal peoples)

In 2017 KIRK designed and delivered a refurbishment to existing buildings for the JCU Indigenous Education & Research Centre in Townsville.



### **Maroochydore Community & Cultural Centre**

(Lands of the Gubbi Gubbi and Kabi Kabi peoples)

In 2020 KIRK was engaged to undertake an investigation study for a new Community & Cultural Centre. Kirk included in our submission the offer for the entire client stakeholder group to undertake an Indigenous Cultural Awareness engagement program. This service was not requested by the client, but we included the service at our own cost to ensure the client stakeholders improved their cultural awareness at the start of this important community facility. The program was provided by Mundanara Bayles, The Black Card.

### **James Cook University, Cairns Campus Masterplan**

(Lands of the Yirrganydji and Yidinji peoples)

As an important part of this project KIRK included engagement with the Traditional Owners to ensure the project could address and include key concerns or opportunities from the local Yirrganydji and Yidinji peoples. The service was not requested by the client, however was included by KIRK.

### **Mon Repos Turtle Centre**

(Lands of the Taribelang people)

The new Mon Repos Turtle Centre was designed for marine turtle research, protection and education. The facility has been sensitively located in an environmental conservation park and the Traditional Owners tell the dream time story of the sea turtles at Mon Repos 'Gunyim Milbee' to highlight the important connection of their people to Mon Repos. The facility includes the 'Gigji' Indigenous Cafe and the design process involved Traditional Owners engagement and input into the project and design.

### **James Cook University, Technology Innovation Complex, Townsville**

(Lands of the Wulgurukaba & the Bindal peoples)

KIRK led the engagement and input from Traditional Owners to inform and curate the JCU TIC Public Art Strategy. This process saw the shortlisting and selection of Indigenous artists to respond to the JCU Public Art Masterplan and Artwork Opportunities embedded into the JCU TIC building. KIRK's design for the TIC also included material and fabrication selections that supported local indigenous owned suppliers, including selectively harvested native timbers from Far North Queensland.

James Cook University (JCU) Technology Innovation Complex, Townsville  
(Lands of the Wulgurukaba & the Bindal people)  
Indigenous Art Integration by KIRK  
Indigenous artist concept design Robert Andrew (Yawuru people)



## Relationships

The relationship between the Australian community and Aboriginal and Torres Strait Islander peoples is central to the process of reconciliation.

KIRK propose the following actions to help develop significant relationships underpinned by trust and respect.

Action	Deliverable	Time frame	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	December 2022	Director
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	November 2022	Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2023	EA/Office Manager
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June 2023	Architect
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June 2023	Associate
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	July 2022	Director
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	August 2022	Director Accountant
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	September 2022	Director Accountant
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	October 2022	Principal
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	July 2022	Principal Accountant

Artist: Arthur Koo'EKKA Pambegan Jr (Wik-Mungkan people)  
 Title: Untitled XI (Walkan-Aw and Kalben Designs) 2007  
 Description: Ochres with acrylic binder on linen  
 Location: KIRK Indigenous Art Collection, Brisbane (Lands of the Turrbal and Jagera peoples)



## Respect

Developing an ongoing understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences supports progress toward all five dimensions of reconciliation.

KIRK propose the following actions to help develop respect and cultural competence for the Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Time frame	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	August 2022	Director Accountant
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	July 2022	Director Accountant
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	August 2022	Associate
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.</li> </ul>	November 2022	Architect Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2023	EA/Office Manager
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2023	EA/Office Manager
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2023	Associate Architect

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## Opportunities

Equal participation in a range of work and life opportunities is essential for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples.

KIRK proposes the following actions to help develop and implement culturally appropriate, partnership-centered solutions that promote the unique rights of Aboriginal and Torres Strait Islander peoples helps to create a positive environment for participation equally across education, employment and health opportunities.

Action	Deliverable	Time frame	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.	July 2022	Principal
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2022	Director Associate
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 2022	Accountant Associate
	• Investigate Supply Nation membership.	October 2022	EA/Office Manager

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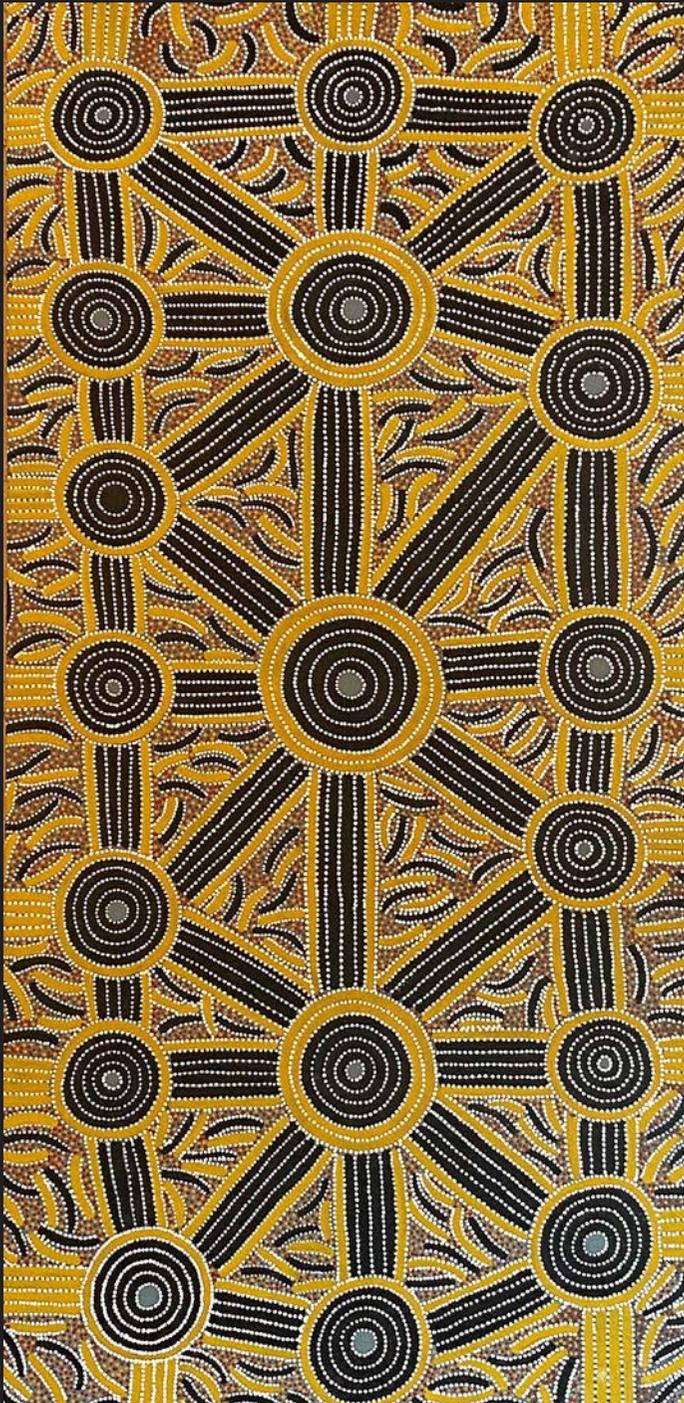


## Governance

Active and effective governance is required to drive the RAP process and evolution to the next stage of RAP. KIRK propose the following governance actions as part of our Reflect RAP.

Action	Deliverable	Time frame	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	July 2022	Principal
	• Draft a Terms of Reference for the RWG.	July 2022	Principal
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2022	Principal
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	July 2022	Principal Accountant
	• Engage senior leaders in the delivery of RAP commitments.	July 2022	Director Principal
	• Appoint a senior leader to champion our RAP internally.	July 2022	Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2022	Principal Accountant
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	EA/Office Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	EA/Office Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	EA/Office Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	EA/Office Manager

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## Contact details

Name: Bethia Diao  
Position: Executive Assistant/Office Manager  
Phone: (07) 3434-8000  
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Artist: Lindsay Bird Mpetyane (Alyawarre and Anmatyerre people)  
Description: Acrylic on canvas  
Location: KIRK Staff Studio, Brisbane (Lands of the Turrbal and Jagera peoples)

link