

# Reflect

# RECONCILIATION

# ACTION PLAN

December 2024 - June 2026







**OUR DESIGN WORK IS  
UNDERTAKEN ON THE  
UNCEDDED, SOVEREIGN  
LANDS OF ABORIGINAL  
AND TORRES STRAIT  
ISLANDER PEOPLES ALL  
OVER AUSTRALIA.**

**WE ACKNOWLEDGE  
THE IMPORTANT,  
ANCIENT HISTORIES  
AND CULTURES THAT  
HAVE OCCUPIED THIS  
COUNTRY FOR OVER  
60,000 YEARS AND  
PAY OUR DEEPEST  
RESPECT TO ELDERS  
PAST, PRESENT AND  
EMERGING.**





Koorie Heritage Trust Stage 2. Lyons in collaboration with Greenaway Architects and Architecture Associates (2024).  
Located on the traditional lands of the Wurundjeri people.  
Photo by Peter Bennetts.



# Statement from CEO of Reconciliation Australia



## INAUGURAL REFLECT RAP

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

Lyons joins a network of more than 2,500 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 Lyons 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 Lyons, 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**



Lyons Studio Artwork Nyuntu anangu maruku ngurangka ngaranyi [You are on Aboriginal Land] by Jalak Graphics, limited edition poster endorsed by Traditional Owners of Uluru (1985).

Photo by Stephanie Pahnis.

# Our Business

Through our architectural design work, we are committed to the long-term project of indigenising the built environment. As a creative design practice, we have a long lineage of projects which demonstrate our ongoing commitment to reconciliation in Australia. We see this Reconciliation Action Plan as an extension of this commitment, to enact change and growth within the architectural profession, built environment and our staff, to better support truth telling, diversity, Aboriginal and Torres Strait Islander economies, and best practice engagement for all projects.

Lyons is a national, ideas-led design practice of 100 in-house professional staff. Lyons is a leading Architectural and Urban Design practice specialising in public projects in the educational, research, justice, cultural and healthcare sectors. Core to the Lyons approach is collaboration, listening and ongoing creative conversations that include a breadth of building stakeholders. It is a process founded on reciprocal knowledge sharing with the goal of achieving rich, design focused projects. Through this approach, the practice has delivered several projects that have been recognised for their commitment to Aboriginal and Torres Strait Islander cultures.

From our 'home base' in Naarm (Melbourne) on the traditional lands of the Wurundjeri Woi Wurrung and Boon Wurrung people, our practice undertakes design work around Australia, so we are fortunate to connect with communities across the country. Depending on the scale of projects, we typically deliver interstate projects in collaboration with local architectural practices, with Lyons leading design and consultation; and the local practice providing local expertise and on-site presence during the construction phase.

Our recent work has involved close collaboration with First Nations communities to bring their knowledge and thinking directly into the design work. Our multi-award winning design for Yagan Square (named after the Whadjuk Noongar frontier leader Yagan) in Boorloo (Perth) involved a close consultation process with Whadjuk Noongar Elders and led to the incorporation of a number of key design themes and commissioned art works. Also on the lands of the Whadjuk Noongar People, the new medical school for Curtin University involved collaboration leading to a design that incorporates both western and First Nations knowledge systems on health.

In Naarm (Melbourne) we have worked with the Koorie Heritage Trust on designing their original headquarters and the subsequent extension in the iconic Federation Square, including gallery spaces for exhibiting local artists, education spaces for the Koorie community and its outreach to the broader community. Also in Naarm, University of Melbourne's New Student Precinct involved close consultation with their Reconciliation Action Plan with First Nations led design themes and activations.

Located in Ballarat but servicing the large Grampians Health catchment, the Ballarat Base Hospital Redevelopment (BBHR) was developed in close consultation with Wadawurrung Traditional Owners and embeds Country in the design approach. The BBHR is currently under construction.

The Manjali Studio School located in the Kimberley is currently in construction. Once complete the school will enable students to learn a community led curriculum on Bunuba Country.

Lyons is committed to equal opportunity hiring for Aboriginal and Torres Strait Islander peoples, and actively engages with First Nations consultation groups across our projects nation-wide to ensure meaningful integration, representation, and immersion. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.





Yagan Square. Lyons in collaboration with Iredale Pedersen Hook Architects, ASPECT Studios and Maddison Architects (2018). Located on the traditional lands of the Whadjuk Noongar people. Photo by Peter Bennetts.



# Our RAP

## Our RAP Intentions

Whether it be within our practice or within our projects, we are open to ways we can be continually improving. By preparing a Reconciliation Action Plan (RAP) we are dedicated to unearthing limitations within our practice and our industry and working towards improving them.

Specifically, as a design focused practice, we are looking forward to reflecting and developing in the following areas:

### Design

- To work with Aboriginal and Torres Strait Islander communities to bring diverse cultural knowledge directly into our design work, recognising the importance of Country for each community, incorporating spiritual, ecological, and cultural knowledge, past histories, and future aspirations.
- To acknowledge to our practitioners on Aboriginal and Torres Strait Islander land that First Nations cultures and identities are relevant to all projects we work on.
- To explore how our project work can better serve First Nations users.
- Expand our knowledge of how public space and buildings can create culturally safe environments that celebrate culture and, where appropriate, acknowledge history.
- To develop an engagement framework to designing on Country that is sustainable, meaningful and tailored to each project.
- To realise opportunities to embed and express meaningful cultural and historical narratives in design and the public realm.

### Culture & Practice

- Become recognised as an employer that supports diversity.
- Ensure that our policies and processes attract and support staff from a diversity of backgrounds, including Aboriginal and Torres Strait Islander peoples.
- Promote and cultivate cultural safety both within our practice, and the Architectural profession.
- Enable our staff to actively learn and engage with the reconciliation process through our project work and research, fostering sustainable growth in our collective understanding of First Nations cultures.

- Encourage and empower our staff, colleagues, and industry to participate in discourse on reconciliation through our work in the built environment, and to challenge power structures in traditional project and professional hierarchies.

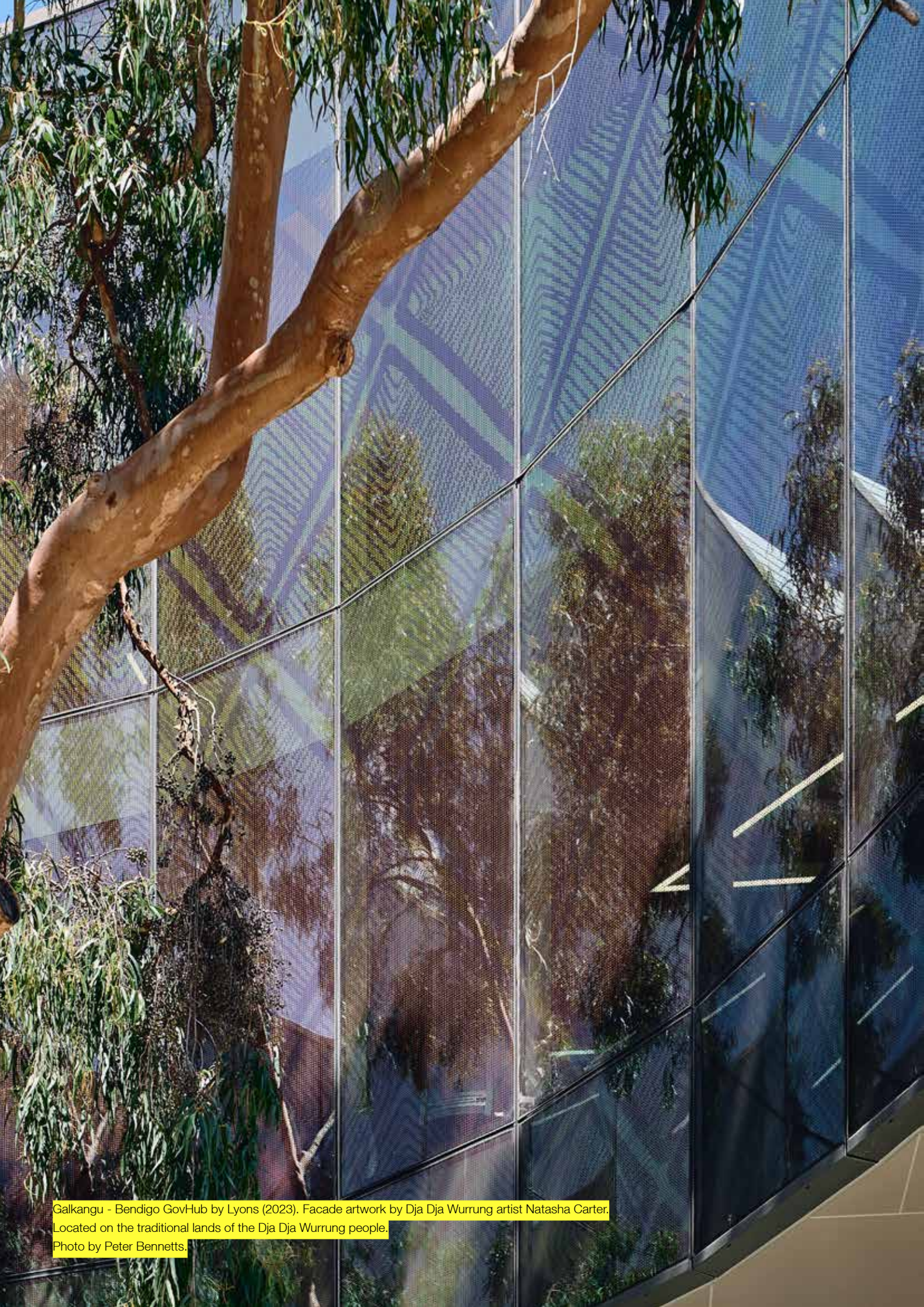
### Economies

- Actively support First Nations led businesses and design consultancies. Reflect on how this has been approached in our past projects and utilise this knowledge and findings for future projects, expanding our knowledge and networks of Aboriginal and Torres Strait Islander designers, consultancies, representatives, and manufacturers.
- Identify ways that procurement processes can support First Nations businesses both within our projects and our business processes.
- Seek opportunities to collaborate with clients and consultants who share an active interest in reconciliation.
- Continue supporting reconciliation through the engagement of First Nations consultants in our project teams, and through procurement or specification of goods and services from First Nations owned businesses.

### Engagement

- Continue striving for best practice consultation with Traditional Owners and Elders within our projects, seeking early and prolonged engagement on all architectural projects.
- To undertake genuine consultation with Traditional Owners and Elders as an integral part of our project work and research, entailing open ended creative dialogue with First Nations stakeholders to ideate innovative outcomes through a multi-disciplinary lens.
- To challenge our clients and collaborators to engage with reconciliation and consideration of First Nations peoples and communities within their organisations through design.
- Actively participate in professional forums where strategies for reconciliation can be shared, discussed, and progressed.





Galkangu - Bendigo GovHub by Lyons (2023). Facade artwork by Dja Dja Wurrung artist Natasha Carter. Located on the traditional lands of the Dja Dja Wurrung people. Photo by Peter Bennetts.



## Implementing Our RAP

There is a significant appetite amongst staff to engage in the office reconciliation journey evidenced by a large turn out to in-office events such as an office-wide *'Building Aboriginal Cultural Competency'* workshop program facilitated by the Koorie Heritage Trust, in-office NAIDOC week celebrations and an in-office practice discussion focusing on The Voice to Parliament referendum. The implementation of the RAP at Lyons will focus on maximising the reach of the learnings to staff members across the office.

The RAP Working Group, comprises representatives from the Board, Practice Executive and project staff and will be led by RAP Champion and Founding Director Carey Lyon. The RAP Working Group will be responsible for communicating RAP progress and outcomes to the office more broadly and are accountable for implementing its actions. The RAP Working Group will take advice from key advisers, comprising senior staff members who have shown leadership (born out of personal interest) in delivering projects with successful and rigorous consultation with Aboriginal and Torres Strait Islander communities. The RAP Working Group will be supported by a broader group of staff, with representation from all levels of the office, to implement the agreed actions of each stage of the RAP. It is anticipated that the membership of the RAP Working Group will expand to incorporate RAP implementation teams addressing specific actions, as well as working with existing practice organisational teams.

Currently the RAP Working Group does not have Aboriginal or Torres Strait Island representation. This will be addressed as an important early step in the implementation process.

## Lyons RAP Working Group

### Carey Lyon

Director - RAP Champion

### Diana Jones

Senior Principal

### Kate Woodman

Principal

### Grant Trewella

Associate

### Fiona Lew

Associate

### Nina Wyatt

Associate

### Daniel Zarko

Architect

### Stephanie Pahnis

Architect





## Our Reconciliation Journey

Over the past 20 years, Lyons engagement with Aboriginal and Torres Strait Islander communities and the resulting cultural representation in the projects that we deliver has grown from informal design explorations and professional advocacy by individual Directors, to being an integral aspect to how the office conceives and delivers projects.

### Early Explorations and Seeded Ideas:

#### Central Institute of Technology (2011)

*In collaboration with T&Z Architects.*

*Located on the lands of the Whadjuk Noongar peoples.*

Responding to a briefed inclusion of an Indigenous Support Centre, the design explored ways that the building could be porous and welcoming to First Nations users, as well as the incorporation of meaningful art, totems, and culture within the building fabric. These early explorations provided critical learnings for the practice that have been built upon in subsequent projects. It highlighted the opportunity for projects to create a positive experience for Aboriginal and Torres Strait Islander users and reinforced the benefit of early consultation with Traditional Owners and representatives.

#### NUspace, University of Newcastle (2017)

*In collaboration with EJE Architecture.*

*Located on the lands of the Awabakal peoples.*

Taking the learnings from the Central Institute of Technology and applying them to a project that had no specific briefing for First Nations focused spaces or consultation, Lyons incorporated early design ideas into the competition submission, prompting the University to initiate a consultation process and build relationships with Traditional Owners.

#### AIA Working Group & Which Way? Conference (2007)

In his role as President of the Australian Institute of Architects (2006/2007), Founding Director Carey Lyon set up a working group to build on the learnings from Paul Memmott's publication 'Take 2: Housing Design in Indigenous Australia' in advancing Indigenous housing policy. This working group facilitated the 'Which Way: Directions in Indigenous Housing' conference held in Alice Springs. Carey's leadership in this space has continued to be an influence on the practice in the years subsequent.

## Learning & Growth

As the value of acknowledging Australia's rich First Nations cultures within public spaces has become increasingly recognised both amongst our client groups and within the architectural industry, Lyons have been able to take learnings from a broad range of projects to grow and establish a framework for cultural engagement. With each project we complete, we bring learnings to the next one in an effort to continually expand our knowledge and improve our processes. Examples of these projects are explored in further detail in the project case studies throughout this document.

The projects identified in our reconciliation journey highlight the success the office has had in responding to and integrating First Nations perspectives into architecture projects in the Educational and Public spheres, however it also highlights the barriers that exist in other typologies such as Health and Justice. Going forward, we will continue to advocate for Aboriginal and Torres Strait Islander consultation as key to a project's successful delivery, core to Lyons service and key to the creation of inclusive spaces.

While our reconciliation journey to date has primarily been through our project engagements, in recent years the office has established several initiatives within the practice to improve our understanding and celebrate the richness of Aboriginal and Torres Strait Islander cultures.





Site visit for Studio Schools of Australia on Bunuba Country (2022).  
Photo by Stephanie Pahnis.



# Our Partnerships & Current Activities

We believe in working with Aboriginal and Torres Strait Islander communities to bring their cultural knowledge directly into the design approach of our project work. We start with recognising the importance of Country for each community, incorporating spiritual, ecological, and cultural knowledge, past histories and future aspirations, and the need for these to be appropriately recognised in an architectural context. As design professionals in Australia, practicing on Country, First Nations cultures and identities are relevant and important to all the projects we work on.

We have identified five key ways that our practice currently engages with reconciliation and Aboriginal and Torres Strait Islander peoples:

1. Project outcomes arising from meaningful engagement
2. Advocating for early and genuine engagement with Traditional Owners, stakeholders, and communities
3. Embedding Aboriginal and Torres Strait Islander design consultants within our project team
4. Partnering with Aboriginal and Torres Strait Islander communities on pro-bono and low-bono work
5. Furthering the practice's knowledge of Aboriginal and Torres Strait Islander cultures

These are outlined below, with reference to Case Study Projects, which we consider exemplary of each thematic, and which reflect other ways that the themes can evolve.

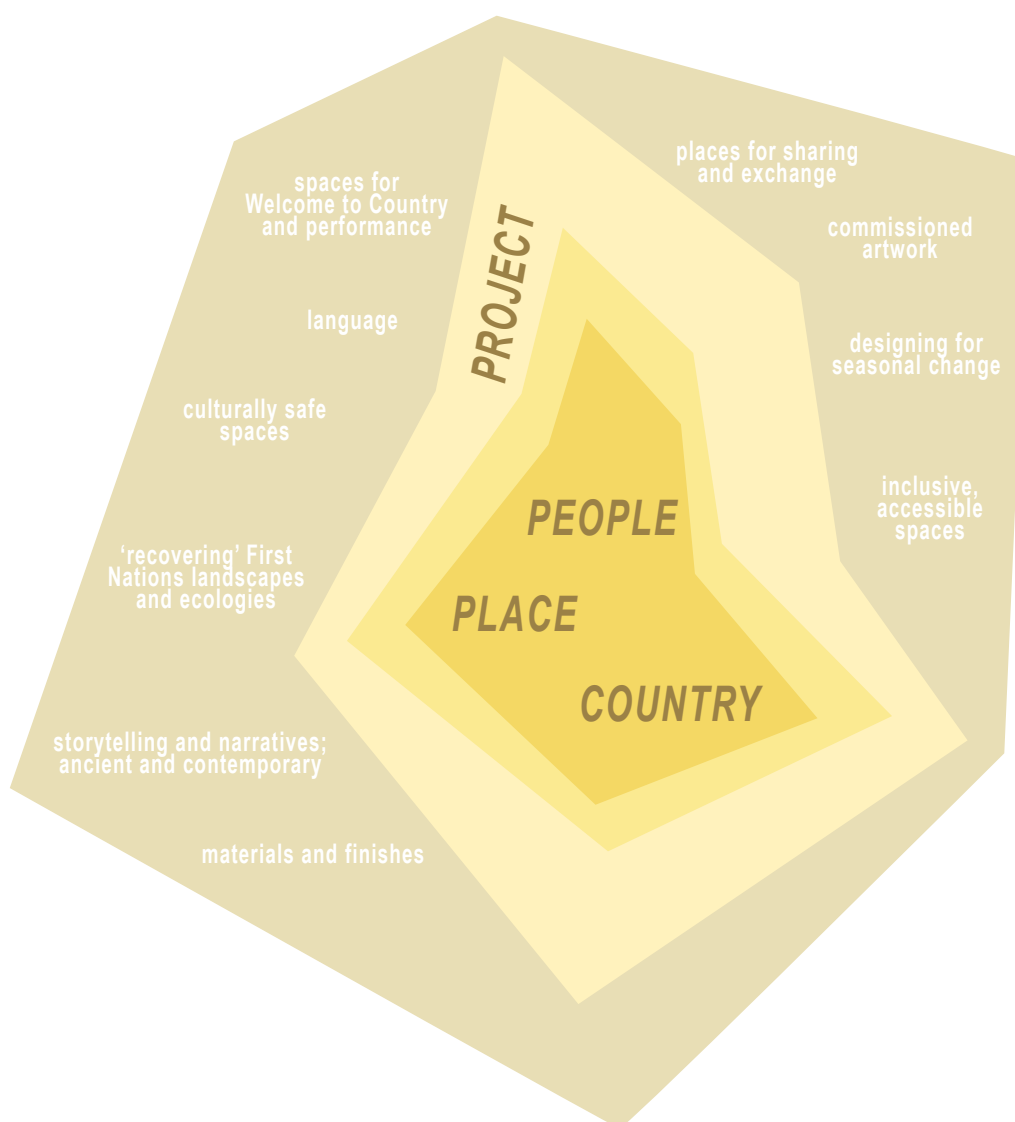


Figure 2: Cultural design themes explored throughout Lyons projects



## CASE STUDY 1

# NEW STUDENT PRECINCT

**Sector:** Education and Learning

**Collaborators:** Koning Eizenberg Architecture, Aspect Studios, NMBW Architecture Studio, Greenaway + Greenshoot, Architects EAT, Breathe Architecture and Glas Urban

**Client:** University of Melbourne

**Traditional Land:** Located on the traditional lands of the Wurundjeri people

**Size:** 37,300 square metres

**Project Status:** Complete, 2022

**Further Reading:** [lyonsarch.com.au](https://lyonsarch.com.au) > Projects > New Student Precinct



The New Student Precinct (NSP) at The University of Melbourne unveils rich cultural histories and shapes diverse new interactions. The project focuses on reconnecting the campus to the city and facilitates opportunities for University life to expand and meld with its surroundings. The precinct is designed around existing heritage buildings, allowing us to harness and enhance existing cultural histories. Delivered through an intensely collaborative process, we led a multi-talented team of six architecture firms and two landscape architects, all University alumni, to deliver a cohesive precinct, embedded with diversity, inclusivity and accessibility. Completed in 2022, the project aims to transform the student experience at the University of Melbourne while deeply rooting it in its cultural past.

Photo by Peter Bennetts.



## Project Outcomes Arising from Meaningful Engagement

Our project experience shows the rewards for design outcomes, stakeholder ownership and user experience, that come from working with Traditional Owners, design consultants and stakeholders across the length of the project. Not only is a meaningful and genuine process in and of itself important for fostering a sense of ownership for Aboriginal and Torres Strait Islander stakeholders, but our experience is also that by engaging creatively, openly and with curiosity, the design outcomes more meaningfully embody the cultural narratives that are shared.

To achieve this, Lyons have developed a highly collaborative process to engage with Traditional Owners and stakeholders from the Country where a project is sited and to document what is important to them. This design approach is part of our standard service and can be adapted to suit the different institutional structures that Lyons works within.

Lyons develops this strategy directly with Traditional Owners and in partnership with First Nations architects and artists. The strategy documents and 'authorises' the cultural knowledge that guides the work of the design team and provides a basis for developing an appropriate design response. We then continue to collaborate directly with Elders and stakeholders via workshops in which design ideas are presented and discussed, a feedback loop is created, and further comments incorporated into the emerging design work.

Project experience has allowed the practice to build up an understanding of recurring principles that are consistently voiced during consultation with Traditional Owners. These ideas include, but are not limited to, universal access, access to views and landscape, opportunities to embed functional spaces within landscape and understanding the site's natural history (waterways, geology etc). As a result, we can embed these principles in the design early with the aim to reduce the cultural loading or consultation fatigue experienced by many First Nations representatives.

Through our project experience we have at times encountered challenges to maintaining the design initiatives that have arisen through First Nations consultation and engagement. For example, briefing and scope changes or value management impacts through the course of a project, or shifting of project priorities through changes to client team members. These occasions reinforce the importance of undertaking consultation early in the project, embedding those outcomes into the underlying design strategies, and enabling them to manifest in multiple ways.



Figure 3: New Student Precinct project principles



## CASE STUDY 2

# YAGAN SQUARE

**Sector:** Urban Design

**Collaborators:** Iredale Pedersen Hook Architects, ASPECT Studios and Maddison Architects

**Client:** Metropolitan Redevelopment Authority and Perth City Council

**Traditional Land:** Located on the traditional lands of the Whadjuk Noongar People

**Size:** 11,500 square metres

**Project Status:** Complete, 2018

**Further Reading:** [lyonsarch.com.au](http://lyonsarch.com.au) > Projects > Yagan Square

Creating a sense of place in an urban environment requires the convergence of stories and carefully designed buildings. Yagan Square is a product of such convergence, a civic space formed from stories of the site's past. A project of local and state significance for the city of Perth and Western Australia, Yagan Square has become one of the city's most popular community, meeting and celebration places. More than just a transit area for thousands of workers and residents, the space holds cultural significance for the city. Our design embodies the rich history of the site and facilitates new opportunities to meet, connect and celebrate. We relied heavily on collaboration to ensure Whadjuk Noongar history was woven throughout the design. The result is a space organically embedded with meaning and history for the public to engage with on whichever level they choose.

Artwork *Wirinby* by Tjilyungoo—Noongar man Lance Chadd.

Photo by Peter Bennetts.



## Advocating for Early and Genuine Engagement with Traditional Owners, Stakeholders, and Communities

In the context of complex, fast paced projects with many stakeholders, safe-guarding consultation processes with Traditional Owners is not without its challenges. To have meaningful impact on design and spatial outcomes, we advocate for consultation to begin early in the project, and to continue throughout the duration of the project. Conversations with clients about the most appropriate cultural engagement framework occurs as early as the request for tender submission.

At Yagan Square in the heart of Perth, Lyons in collaboration with IPH Architects, ASPECT Studios and Maddison Architects, took steps to engage with the Southwest Aboriginal Corporation in the early design competition phase to seek their endorsement for cultural narratives embedded in the design. Having been selected as the design architects, the design team worked closely with Dr Richard Walley, who developed the *Kaart, Koort, Waanginy* (Head, Heart, Talking) consultation process with the Metropolitan Redevelopment Authority in WA.

After this project, Lyons consulted again with Dr Richard Walley on the Edith Cowan University's City Campus. Examples such as this, where collaboration and working relationships with First Nations peoples extend beyond the boundaries of one project into another, have been a particularly rewarding part of our reconciliation journey to date.

This advocacy also extends outside of individual projects to industry talks such as a panel discussion by Director Neil Appleton titled 'A Bid for Transparency' as part of the Blakitecture series at MPavilion. This discussion focused on how procurement methods can enable or limit project and consultation outcomes.

We note that First Nations users are likely to engage with many of the project types that we typically undertake. Whilst clients in the Tertiary Education and Local Government sectors typically have established briefing and consultation principles to address the needs of First Nations users, we have encountered limitations in other sectors, such as Health and Justice, and see opportunities for transformation through advocacy in these fields.



Figure 4: Yagan Square project principles



### CASE STUDY 3

## KOORIE HERITAGE TRUST STAGE 1

**Sector:** Cultural

**Collaborators:** Indigenous Architecture and Design Victoria

**Client:** Koorie Heritage Trust

**Traditional Land:** Located on the traditional lands of the Wurundjeri People

**Size:** 950 square metres

**Project Status:** Complete, 2015

**Further Reading:** [lyonsarch.com.au](http://lyonsarch.com.au) > Projects > Koorie Heritage Trust



When it comes to representing First Nations culture through the built environment, architecture and design play an important role. This project saw the relocation of the Koorie Heritage Trust from its former King Street premises into the refurbished Yarra Building at Federation Square. It was an opportunity for us to show the role that architecture and design can play in facilitating collaboration and representing culture in the community. The relocation held deep symbolism for the Koorie Heritage Trust hence our methodologies required thoughtful collaboration to connect our design thinking to Indigenous perspectives.



## Embedding Aboriginal and Torres Strait Islander Design Consultants within our Project Team

Lyons has worked side-by-side with Aboriginal and Torres Strait Islander designers to bring their design thinking into early conceptual conversations, and to continue this thinking throughout the duration of the project.

The relationships developed through these consultations has also allowed the practice to economically support and provide mentoring to emerging First Nations led businesses. A prominent example has been the relationship we have had with Jefa Greenaway and Indigenous Architecture and Design Victoria (IADV) over the past 10 years. Lyons were a founding sponsor of IADV and advocated for them to be engaged as part of the design team for Koorie Heritage Trust. Lyons have collaborated with Jefa Greenaway on several subsequent projects. This ongoing collaboration has been one of great richness and learning for the office. As part of the Lyons reconciliation journey, we look forward to extending our network of First Nations designers and engagement consultants to inform future projects.

## “GNOKAN DANNA MURRA KOR-KI”

The Koorie Heritage Trust motto groups two Koorie languages (Gunditjmara and Yorta Yorta) and means “Give me your hand my friend”.



Figure 5: Koorie Heritage Trust project principles

#### CASE STUDY 4

## MANJALI STUDIO SCHOOL

**Sector:** Education, Cultural and Residential

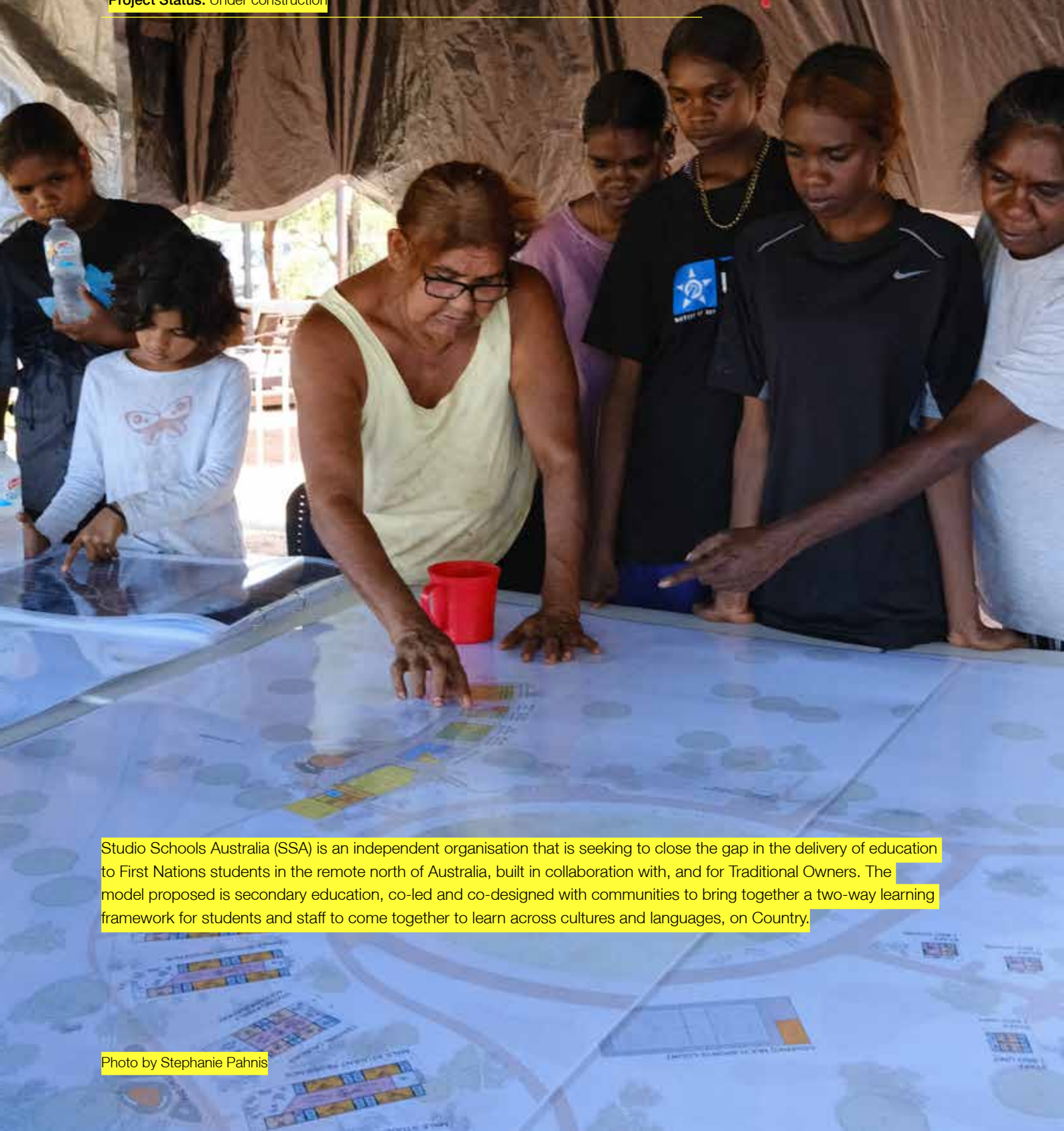
**Client:** Studio Schools of Australia

**Location:** Kimberley, Western Australia

**Traditional Land:** Located on the traditional lands of the Bunuba People

**Size:** 4,200 square metres

**Project Status:** Under construction



Studio Schools Australia (SSA) is an independent organisation that is seeking to close the gap in the delivery of education to First Nations students in the remote north of Australia, built in collaboration with, and for Traditional Owners. The model proposed is secondary education, co-led and co-designed with communities to bring together a two-way learning framework for students and staff to come together to learn across cultures and languages, on Country.

Photo by Stephanie Pahnis



## Partnering with Aboriginal and Torres Strait Islander Communities on Pro-bono and Low-bono Work

Lyons have shown a commitment to support projects that directly service First Nations communities by offering professional services on a pro-bono and reduced fee basis. To assist Koorie Heritage Trust in securing funding and support for their facility at Federation Square, Lyons completed the business case at no cost. More recently Lyons have worked directly with remote Aboriginal communities in Arnhem Land and the Fitzroy Valley in the Kimberley to assist them in the delivery of important housing and community infrastructure. Recognising the importance of these projects for the communities they serve; the practice has taken these projects on with reduced fees.

Not only have these projects been enriching in the cultural understanding that have been gained, we have also been exposed to the challenges for developing architectural frameworks for remote and climatically harsh conditions. The wider office has been kept up to date with the design development and learnings from the projects via regular design talks.

## Furthering Staff Knowledge of Aboriginal and Torres Strait Islander cultures

Lyons continues to make strides towards direct and specific encouragement of inclusion for all cultures including Aboriginal and Torres Strait Islander peoples. In order to achieve this, we understand that a culturally safe work environment is a priority for all employees. To this end, Lyons engage our staff in activities to further expand their understanding of First Nations culture. Office initiatives include; participation by all staff members in Koorie Heritage Trust's 'Building Aboriginal Cultural Competency' workshop program, facilitating a design talk focused on the Studio Schools Australia project to celebrate NAIDOC week, the inclusion of First Nations artwork and furniture within our studio space, and the inclusion of Aboriginal and Torres Strait Islander place names for project locations on our website. In 2023, during The Voice to Parliament referendum debate, the studio engaged in advocacy for the 'yes' vote including hosting an internal 'kitchen table' discussion, contribution to the @architectsforthevoice instagram campaign and participation in external industry events.

The practice hosts a design studio as part of RMIT's Masters of Architecture program. While the theme of the studio changes semester to semester, a consistent thread in the studio is how Australian identity, as expressed through the built environment, can represent the three parts of our national heritage as conceptualised by Noel Pearson; "our ancient heritage, our British inheritance, and our multicultural triumph".<sup>1</sup>



Figure 6: Manjali Studio School project principles

<sup>1</sup> Pearson, Noel. 'A Rightful Place: Race, recognition and a more complete commonwealth.' Quarterly Essay. Issue 55 2014.





Curtin University, Midland Campus. Lyons in collaboration with Silver Thomas Hanley (2019). Window Artwork *Ngook* by Justin martin, Susan Milne and Greg Stonehouse. Located on the traditional lands of the Whadjuk Noongar people. Photo by Douglas Mark Black.



# Implementation

In the process of reflecting on our past projects, and current work and activities, we recognise that we have developed experience in consultation with First Nations project stakeholders, collaborating with First Nations consultants and exploring ways that the design of public facilities can express and reflect cultural narratives and information.

Through our RAP we look to build upon this towards our reconciliation aims and intentions, promoting cultural safety within our practice, expanding our staff knowledge and respect for First Nations peoples and histories, furthering the ways in which we support First Nations businesses, designers and consultants, and understanding how our work can better serve First Nations users.

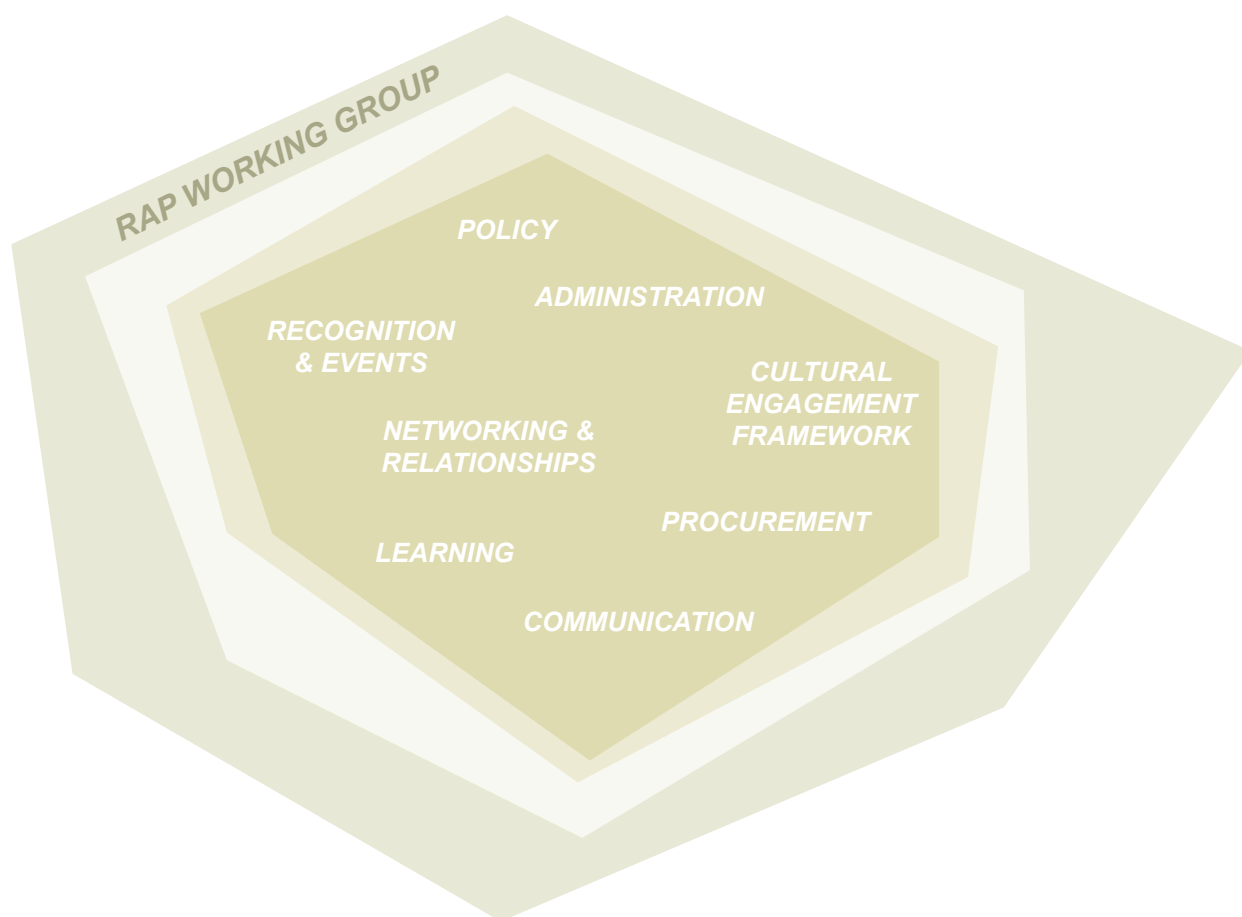


Figure 7: RAP Working Group structure

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2025	Architect
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Associate
	Reflect and collate information on the First Nations consultation and engagement processes on past projects to better inform processes on future projects. Utilise learnings to prepare and implement Lyons Engagement Framework for consultation with First Nations representatives on projects.	December 2025	Associate
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Associate
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025	Associate
	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	Associate
<b>Continue to promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff through monthly staff wide 'Loop in' updates.	Monthly	Director with Front of House coordinator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2025	Architect
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2025	Architect
	Investigate opportunities for participation in Architecture, Construction and Urban Design professional forums that focus on engaging in reconciliation as the focus.	December 2025	Architect
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Principal / Studio Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs, including staff training on anti-discrimination.	December 2025	Principal / Studio Manager



# Respect

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation, including consideration of a practice wide cultural competency training program.	April 2025	Associate
	Conduct a review of cultural learning needs within our organisation.	April 2025	Associate
	Establishing a reference collection of books and information resources (hardcopy and digital).	December 2025	Lyons 'Book Club'
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area and project locations.	April 2025	Communications Coordinator
	Establish protocols for identifying and recording information regarding Aboriginal Place Names and Traditional Owner groups into project information records, to ensure they are correctly acknowledged in project communications.		
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Associate
	Incorporate an Acknowledgement of Country: - on the Lyons website and Intranet - in the Lyons studio, - in design bid and presentation documents.	July 2025	Communications Coordinator & Submissions Coordinator
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by continuing to celebrate NAIDOC Week on an annual basis.</b>	Continue to raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Associate
	Continue to develop staff awareness of NAIDOC Week by promoting external events in our local area.	June 2025	Associate
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Associate

# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2025	Principal / Studio Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Principal / Studio Manager
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement of business operations supplies from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Architect
	Develop resources to support the specification of project materials, products and suppliers on projects from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Principal / Studio Manager
	Investigate Supply Nation membership.	April 2025	Architect



# Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Confirm membership of the RWG to lead the RAP implementation.	April 2024	Principal
	Draft a Terms of Reference for the RWG and RAP Implementation Teams	April 2025	Principal
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2025	Principal
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	April 2025	Principal
	Continue to engage senior leaders in the delivery of RAP commitments by providing quarterly updates to Practice Executive about RAP actions.	December 2024, March 2025, June 2025, September 2025, December 2025, March 2026	Principal
	Appoint a senior leader to champion our RAP internally.	November 2024	Principal
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	Principal
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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	Principal
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Principal
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Principal
	Establish processes to brief new staff on the RAP through the induction process.	January 2025	Principal / Studio Manager
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Principal

**RAP Contact:** Kate Woodman

**Position:** Principal

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Cover Images:

Koorie Heritage Trust. Lyons in collaboration with Indigenous Architecture and Design Victoria (2015). Various Koorie artwork featured within this image form part of the permanent Koorie Heritage Trust collection. Located on the traditional lands of the Wurundjeri people.  
Photo by Peter Bennetts.

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