

Fulton Trotter Architects

# REFLECT RECONCILIATION ACTION PLAN

## JUNE 2024- JUNE 2025



RECONCILIATION  
ACTION PLAN

REFLECT

Health Hub, Eight Mile Plains  
Artist: Ailsa Walsh  
Photographer: Scott Burrows



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## ACKNOWLEDGEMENT OF COUNTRY

Fulton Trotter Architects pays our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy.

The foundations laid by these ancestors gives strength, inspiration and courage to current and future generations, both First Nations and non-First Nations peoples, towards creating a better nation.

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

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

Fulton Trotter Architects 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 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 Fulton Trotter 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 Fulton Trotter Architects, 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





## OUR BUSINESS

Fulton Trotter Architects is a design practice specialising in social infrastructure projects primarily in the education, aged care, health, and civic sectors. Our core services include architecture, interior design, strategic master planning, urban design, and traditional project leadership. Fulton Trotter Architects is an enduring design practice that has evolved through successive generations for more than 80 years. We focus on long term outcomes in every aspect of our work.

Fulton Trotter Architects reaches a diverse range of communities across eastern Australia with projects in Brisbane, Sydney and in regional Queensland and New South Wales. We currently have 2 offices in Australia: Brisbane (Meanjin, on Turrbal Country) and Sydney (Warrane, on Gadigal land). Fulton Trotter Architects currently employs 45 people in Australia with one of our team identifying as a First Nations person.

Individually, and as a collective, we are committed to raising consciousness and awareness of First Nations cultures and histories. We strive to demonstrate respect for our First Nations Peoples, recognizing the importance of restoring dignity and promoting equality. Paul Sekava (Director) leads our Reconciliation Working Group which consists of representatives from all levels of our company, including Erin Dawson (Associate) and Faye Holmes (Associate | People & Practice). Through this Reconciliation Action Plan, we will actively seek ways to increase opportunities for current and future generations of First Nations Peoples.

## RAP WORKING GROUP



**Paul Sekava (Director)**  
Reconciliation Working Group Lead



**Erin Dawson (Associate)**  
Reconciliation Working Group



**Faye Holmes (Associate | People Practice)**  
Reconciliation Working Group

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## OUR RECONCILIATION ACTION PLAN

We believe that developing a Reflect Reconciliation Action Plan (RAP) will help enable us to gain a deeper understanding of reconciliation.

Our RAP aims to:



Whilst we frequently involve First Nations Knowledge Holders alongside other project stakeholders, we are eager to develop a knowledge of First Nations suppliers, contributors and artists to ensure we can increase their involvement and specify appropriate products where possible.

Internally, we believe that by learning about the past and by acknowledging and celebrating culturally significant dates such as National Reconciliation Week, NAIDOC Week, and National Sorry Day, we can gain a deeper understanding of the events that took place over the last 230+ years. This understanding will help us acknowledge past wrongs and pave the way for reconciliation moving forward.

We recognise the importance of understanding contemporary First Nations peoples' lifestyles and the impact of past events. To implement our Reflect RAP, we will actively engage with relevant First Nations organisations and Knowledge Holders and connect with local Aboriginal and Torres Strait Islander stakeholders and businesses to build mutually beneficial relationships. We know that effective consultation will be key to successfully implementing this Reflect RAP.

In addition to external consultation, we will look inward and review our staff's learning needs, internal protocols, and engagement in local Aboriginal and Torres Strait Islander events. We will continue to employ Aboriginal and/or Torres Strait Islander people where possible and create professional development strategies for the whole team.

At Fulton Trotter Architects, we strive for an inclusive narrative that honours and respects the ancestors and Elders of this land. We encourage our team to take time to consider each other and learn from one another, and our Reconciliation Action Plan (RAP) embodies this spirit of inclusivity and respect.

## BUILDING KNOWLEDGE WITHIN FULTON TROTTER ARCHITECTS

As part of our reconciliation journey to becoming a culturally safe and competent organisation, we brought our team together to work through an inclusion and sensitivity training course. To ensure we provide this foundation of knowledge and awareness for all staff, this course is now included in our Induction Program for new employees when they commence their employment with us.

This course covered critical topics including:

- Who are Aboriginal and Torres Strait Islander peoples?
- Getting to know Aboriginal and Torres Strait Islander cultures.
- The importance of family and kinship in Aboriginal and Torres Strait Islander cultures.
- The impacts of colonisation: Understanding the past to make sense of today.
- Understanding the impact: the Stolen Generation and intergenerational trauma.

The course aims to promote understanding and appreciation of Aboriginal and Torres Strait Islander peoples' cultural diversity, covering key themes of Aboriginal and Torres Strait Islander cultures, and preferred terminology and is designed to enhance inclusivity in our workplace.

Moving forward, we'll prioritise keeping this knowledge relevant and integrating it into our daily operations. Our RAP Working Group is actively exploring ways to remind our team of our RAP goals. One way we could achieve this is by utilising First Nations artwork on everyday items such as desk accessories and reusable cups.

## BUILDING UNDERSTANDING WITHIN THE FULTON TROTTER ARCHITECTS LEADERSHIP TEAM

Recognising the importance of leading by example, we strive for all Fulton Trotter leaders to not only build knowledge, but also to develop a deep understanding and appreciation of First Nations peoples.

One of the first exercises for our leadership team in our journey toward greater acknowledgment of our First Nations peoples was an Aboriginal Cultural Landscape Walking Tour in South Brisbane. Led by Kabi Kabi scholar Mr. Alex Bond and Professor Paul Memmott of the University of Queensland, our directors and associates were deeply moved by the stories of the land, seasons, histories and people. While this was a singular event, its ongoing benefits have inspired us to pursue similar initiatives in the future.



Aboriginal Cultural Landscape Walking Tour  
Photographer: Fulton Trotter Architects



## CONNECTING WITH COUNTRY IN THE BUILT ENVIRONMENT:

We believe that cross-cultural awareness, knowledge and understanding are critical to producing a better built environment. One that respects and responds to Country and First Nations cultures, with the aim of moving ever closer towards a society of inherent respect, inclusion, and wellbeing.

Motivated to establish and maintain mutually beneficial relationships with First Nations Peoples, stakeholders, and organisations; we held a forum titled “Connection to Country”. With First Nations presenters, this forum provided an opportunity for us to discuss how to join this journey in an appropriate, sensitive and informed way. In attendance was our leadership team, several clients and consultants.



**South East QLD Satellite Hospitals - Redlands**

Artist: Casey Coolwell-Fisher Photographer: Hutchinson Builders

We aim for all our projects to involve consultation with Aboriginal and Torres Strait Islander Knowledge Holders. The nature of this consultation will vary depending on the project, however, the advantages of conducting a cultural heritage assessment, involving both First Nations and Second Nations participants is clear.

These assessments aim to identify, assess and manage the cultural significance of places, objects, landscapes, and practices that hold importance to Aboriginal and Torres Strait Islander peoples. We are committed to undertaking these assessments to better understand and protect cultural heritage values in compliance with applicable legislation and policies.

## OUR PARTNERSHIPS, CURRENT ACTIVITIES AND INITIATIVES:

### Fulton Trotter Forum “Connection to Country”

This forum; provided an opportunity for us to welcome some of our partners within the architectural sector: Troy Casey (Kamilaroi, Director at Blaklash Creative), Kym Korbe (Koa, Kuku Yalanji [Wakka Wakka], Manager of the RAP Program at UnitingCare Queensland) and Joel Anderson (Manager of Social Responsibility and Indigenous Participation at Hutchinson Builders).

- **Troy Casey** - spoke about Designing with Country in mind. His energetic and deeply personal presentation discussed his company's agenda for creating positive social change for First Nations Australians, as well as his vision for ensuring that First Nations' voices are embedded across projects within public art, placemaking and urban design.
- **Kym Korbe** - spoke about Storytelling – an essential Connection to Country. Kym discussed her experiences leading UnitingCare's Aboriginal and Torres Strait Islander Strategy and Partnerships team, her commitment to strengthening relationships between UnitingCare, the wider community and First Nations communities across Queensland.
- **Joel Anderson** - focused on his experiences working for more than a decade with Aboriginal and Torres Strait Islander communities across Australia - 'Timing, Tokenism and Tangible Outcomes: Lessons learnt in First Nations Engagement, Design and Construction'. A descendant of the Awabakal People from the NSW Central Coast, he highlighted the benefits in community engagement, education, training and employment programs for First Nations youth within the construction industry. He also spoke about valuable lessons that he and his team have learned to improve the programs and opportunities into the future.



Fulton Trotter Forum - Connecting with Country  
Photographer: Fulton Trotter Architects

### NSW Connecting with Country Framework

We have participated in (and in some cases led) Connecting with Country design processes across a number of NSW State Government projects – in keeping with NSW Government Architect's Connecting with Country Framework.

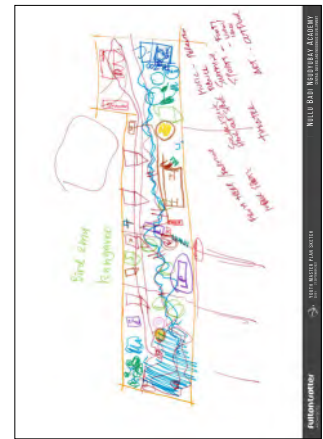
This process involves undertaking a consultative design process with members of the local First Nations community in order to develop connections with Country that can inform planning, design and delivery of built environment projects. This has been utilised on projects such as Cronulla High School, Cecil Hills High School, Glen Innes Hospital and the Dubbo Alcohol and Other Drugs Residential Rehabilitation Facility.

This process has assisted in developing tools and methods for First Nations engagement that can be built upon and employed within future design projects.



## Nullu Badi Ngudyubay Academy master plan

Fulton Trotter Architects were very excited to be involved with a master plan for the Nullu Badi Ngudyubay Academy, an Indigenous led school, open to everyone that combines a cultural curriculum with the delivery of the mainstream curriculum. The academy also supports delivery of health, social and community services and adult learning for parents and kin of students. Our partners in contributing to this project were Central Queensland Indigenous Development (Rockhampton) Jason Field CEO and James Mundy Manager of Communities client liaised with Fulton Trotter Architects.



**NBNA Workshop**  
Photographer: Fulton Trotter Architects



**NBNA Proposed Masterplan**  
Masterplan: Fulton Trotter Architects

## Satellite Hospital Projects

We collaborated and consulted with Blaklash who represented the Metro North artists Melissa Bond -Bribie Satellite Hospital (Kabi Kabi) and Brittney Bond - Kallangur Satellite Hospital (Kabi Kabi). And Metro South artists - Casey Coolwell-Fisher on Redlands Satellite Hospital Project (Quandamooka People) and - Ailsa Walsh on Eight Mile Plains Satellite Hospital Project (Yuggera and Kullilli tribes).

## Blaklash

An Aboriginal design studio specialising in country-centred design and cultural placemaking. Blaklash works in partnership with artists, designers and creatives, and produces community-celebrated projects that express First Nations perspectives through artistic process, practice and presentation.

## Connecting with Country – Community Member Involvement

We have also undertaken consultation with members of the following groups as part of developing Connecting with Country processes:

- Gandangara Local Aboriginal Land Council – for Cecil Hills High School
- Glen Innes Local Aboriginal Land Council – for Glen Innes Hospital
- Inverell Traditional Custodians – for Inverell Hospital Yarning Circle
- Dubbo Local Aboriginal Land Council – for the Dubbo Alcohol and Other Drugs Residential Rehabilitation Facility

Further to this, we have consulted closely with the following community members and knowledge holders as part of developing the details for a number of Connecting with Country processes:

- Aunty Barb Simms – Traditional Custodian consulted with us to develop a Connecting with Country strategy and artwork for Cecil Hills High School
- Aunty Yvonne Simms – Traditional Custodian consulted with us in developing artwork for Cronulla High School
- Bruce Howell – Aboriginal Education Consultative Group representative consulted with us to develop the Connecting with Country strategy and artwork for Cronulla High School



**Kallangur Satellite Hospital**

Artist: Brittney Bond Photographer: Hutchinson Builders



**Eight Mile Plains Satellite Hospital**

Artist: Ailsa Walsh Photographer: Scott Buirrows

## Engaging First Nations consultants and cultural heritage assessments

It is now common to consult with, and listen to, leaders of Aboriginal and Torres Strait Islander peoples' communities across all stages of our projects. This can be a formal arrangement where a First Nations consultant is engaged, or an informal meeting with local community Elders and Knowledge Holders.

Fulton Trotter Architects is committed to acting in ways that can deliver positive outcomes by valuing and respecting Aboriginal and Torres Strait Islander people's cultural knowledge by co-leading the design and development of our projects.

In line with the NSW Connecting with Country Programme, all NSW built environment projects will be developed with a Country-centred approach guided by Aboriginal and Torres Strait Islander peoples, who know that if we care for Country, Country will care for us.



ACTION 1

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

DELIVERABLES	TIMELINE	RESPONSIBILITY
1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2024	Director (responsible for RAP)
1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2024	Directors, Senior Associates and Associates

ACTION 2

Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLES	TIMELINE	RESPONSIBILITY
2.1 Champion Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Associate   People & Practice
2.2 RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	RAP Working Group – lead by a Director, Associate, Associate   People & Practice with support by other Directors, Senior Associates and Associate
2.3 Encourage and enable participation team involvement in at least one external event to recognise and celebrate NRW, lead by our senior leaders.	27 May- 3 June, 2025	RAP Working Group – lead by a Director, Associate, Associate   People & Practice with support by other Directors, Senior Associates and Associates



NRW 24 Staff visiting Art Gallery Sydney, NSW  
Photos: Fulton Trotter Architects



## ACTION 3

Promote reconciliation through our sphere of influence.

DELIVERABLES	TIMELINE	RESPONSIBILITY
3.1 Communicate our commitment to reconciliation to all staff.	May 2025	Associate   People & Practice
3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2024	Lead: Associate   People & Practice Directors and Associates; RAP Working Group,
3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. <ul style="list-style-type: none"><li>– Australians Together (involvement in education sphere)</li><li>– Reconciliation Australia – whole office newsletter subscription?</li><li>– Govt Departments for First Nations engagement – exploring economic opportunities</li></ul>	September 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associates

## ACTION 4

Promote positive race relations through anti-discrimination strategies.

DELIVERABLES	TIMELINE	RESPONSIBILITY
4.1 Research best practice and policies in areas of race relations and anti-discrimination.	June 2024	Associate   People & Practice
4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024	Associate   People & Practice



ACTION 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLES		TIMELINE	RESPONSIBILITY
5.1	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2024	Director (responsible for RAP)
5.2	Conduct a review of cultural learning needs within our organisation.	June 2024 (reviewed annually)	Associate   People & Practice

ACTION 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLES		TIMELINE	RESPONSIBILITY
6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.  – Collate for each project	December 2024	Project Teams (as these vary from project to project, team structure varies.
6.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.  – Revisit Inclusivity Training – Explore other options for ongoing training and knowledge building	Ongoing with quarterly reviews – August, November 2024 & February, May 2025	Associate   People & Practice  RAP Working Group – lead by a Director, Associate, Associate   People & Practice with support by other Directors, Senior Associates and Associates



Kallangur Satellite Hospital  
Artist: Brittney Bond Photographer: Hutchinson Builders



## ACTION 7

**Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**

DELIVERABLES	TIMELINE	RESPONSIBILITY
7.1 <ul style="list-style-type: none"> <li>– Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> <li>– Engage leadership team in reviewing NAIDOC theme – 2024 “Ignite – Keep the fire burning”</li> </ul>	First week in July 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate
7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate
7.3 RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate



NRW 24 Staff visiting Yiribana Gallery Sydney, NSW  
Photographer: Fulton Trotter Architects



NRW 24 Staff visiting Art Gallery Sydney, NSW  
Photographer: Fulton Trotter Architects



# OPPORTUNITIES

## ACTION 8

**Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**

DELIVERABLES	TIMELINE	RESPONSIBILITY
8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2024	Associate   People & Practice + Leadership Team
8.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Ongoing Review - June 2024 & Jan 2025	Associate   People & Practice + Leadership Team

## ACTION 9

**Increase Aboriginal & Torres Strait Islander supplier diversity to support improved economic & social outcomes.**

DELIVERABLES	TIMELINE	RESPONSIBILITY
9.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Ongoing - Review Jan 2025	Associate   People & Practice + Leadership Team
9.2 Investigate Supply Nation membership.	Dec 2024	Associate   People & Practice + Leadership Team



Eight Miles Plains Health Hub  
Artist: Ailsa Walsh Photographer: Scott Burrows

ACTION 10

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

DELIVERABLES	TIMELINE	RESPONSIBILITY
10.1 Maintain a RWG to govern RAP implementation.	Review membership Jan 2025	Associate   People & Practice
10.2 Review and update Terms of Reference for the RAP Working Group.	Jan 2025	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate
10.3 Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group. – Approach Kym Korbe (as paid consultant) – Approach Leeann Bell as an internal RWG participant	Nov 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate

ACTION 11

Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLES	TIMELINE	RESPONSIBILITY
11.1 Define resource needs for RAP implementation.	June 2024	Director with Associate   People & Practice
11.2 Engage senior leaders in the delivery of RAP commitments.	June 2024	Associate   People & Practice
11.3 Maintain a senior leader to champion our RAP internally.	Review - Jan 2025	Director (Responsible for RAP)
11.4 Define systems & capability to track, measure & report on RAP commitments.	June 2024	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate



## ACTION 12

Build accountability and transparency through reporting RAP achievements, challenges & learnings both internally and externally.

DELIVERABLES	TIMELINE	RESPONSIBILITY
12.1 Contact Reconciliation Australia to verify that primary & secondary contact details are up to date, ensuring key RAP correspondence is not missed.	June annually	Associate   People & Practice
12.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Associate   People & Practice
12.3 Complete & submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Associate   People & Practice

## ACTION 13

Continue our reconciliation journey by developing our next RAP.

DELIVERABLES	TIMELINE	RESPONSIBILITY
13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	RAP Working Group – lead by a Director, Associate, Associate   People & Practice, with support by other Directors, Senior Associates and Associate



Eight Miles Plains Health Hub  
Artist: Ailsa Walsh Photographer: Scott Burrows