



**RECONCILIATION
ACTION PLAN**

REFLECT

ORA Office of Regional
Architecture

Reflect Reconciliation Action Plan

November 2026 – April 2028

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



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

Office of Regional Architecture 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 Office of Regional Architecture 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 Office of Regional Architecture, 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

A MESSAGE FROM OUR FOUNDER



When I founded Office of Regional Architecture (ORA), my hope was that our work would leave the Wheatbelt communities we serve, and the Country we build on, better than we found them. Stepping into the role of Founder and Practice Advisor, and as our RAP Champion, I am proud to support our Director, Tuan Ngo, and our whole team as we take this first, deliberate step on our reconciliation journey.

This Reflect RAP does not promise everything at once. It commits us to listening, to building genuine relationships with Aboriginal and Torres Strait Islander peoples, including the Ballardong Nyoongar community around Brookton, and to understanding our sphere of influence before we act. I look forward to championing this work internally, and to seeing where it leads our practice next.



Rosalie Pech Eva

Founder & Practice Advisor, RAP Champion

Our business

Office of Regional Architecture is an accredited architectural practice offering a full range of architectural and planning services to our clients in regional Western Australia.

The practice, based in the heart of the Wheatbelt at Brookton on Ballardong Nyoongar Country, has completed a variety of building and planning projects across the Wheatbelt, Great Southern and South West regions over the past fifteen years.

Our team currently includes a Director, a Founder & Practice Advisor, a Registered Architect, and an Architectural Graduate, and we do not currently have any Aboriginal or Torres Strait Islander staff.

We have offices in Brookton and Mt Hawthorn (Perth), Western Australia. Most of our staff work remotely from various locations in the Perth/Peel metropolitan area, with one regionally based staff member.

Our RAP

We recognise the 60,000-year history of Australia's First Nations peoples, the oldest continuous living culture on earth. We recognise that this culture is a vibrant tapestry interwoven with traditional activities, customs, and spirituality, and is deeply connected with the terrestrial landscape, waters and rivers, and constellations. The impact of colonisation severely eroded and devastated Aboriginal and Torres Strait Islander culture, such that it is not well represented in our mainstream Australian identity and society. Moreover, the health and well-being of First Nations peoples have been detrimentally affected during the colonial, and now the contemporary, period. It is fundamental that ORA, as a practice responsible for shaping the built environment and taking part in reconciliation, is mindful of the impact our work can have on Aboriginal and Torres Strait Islander people, their customs, spirituality and connection to Country, and that our outcomes are co-designed and delivered with, rather than for, Aboriginal and Torres Strait Islander communities.

ORA's RAP will guide each of our staff's daily actions and our decision-making process, in architectural practice, business, and in our personal lives so we can align ourselves as a team and individually to make a positive contribution to reconciliation, empowered by learning, knowledge, respect and compassionate understanding.

Our RAP is championed internally by Rosalie Pech Eva, Founder & Practice Advisor (RAP Champion), who is responsible for driving and championing awareness of, and engagement with, our RAP across the practice.

We will approach implementing our RAP by reporting regularly on our progress to our whole team at practice meetings; engaging with First Nations stakeholders, including Seabrook Aboriginal Corporation and the Ballardong Nyoongar community, to seek guidance and advice on our commitments; involving a representative from each role across our small team in our RAP Working Group, so that deliverables are shared and visible across the practice; and taking a top-

down approach, with our Director and RAP Champion personally driving delivery of our RAP commitments.

We have started on our reconciliation journey with our Acknowledgement of Country developed with input from local elder Charne Hayden, and with regular community contact with some local elders and the peak Aboriginal and Torres Strait Islander organisation in our region, Seabrook Aboriginal Corporation, under Chairperson Charlene Hayden. We have also embarked on our learning journey on the Culture and History through our involvement with local community events such as Walk for Reconciliation and NAIDOC Week, and are now developing our RAP.

Our partnerships/current activities

- An Acknowledgement of Country has been developed and implemented across our email signatures, official documents, and presentations.
- Attendance by Director at official local Seabrook Aboriginal Corporation events and activities, and taking up opportunities to engage in dialogue at those events and activities, such as Walk for Reconciliation and NAIDOC Week.
- Seeking advice from the Board and elders of Seabrook Aboriginal Corporation regarding correct protocols for addressing Architectural Services Proposals to Aboriginal Communities and Boards.
- Seeking letters of introduction and references from local community groups (Seabrook Aboriginal Corporation) that ORA are known and have worked with to for Aboriginal-led projects and organisations outside of Ballardong Nyoongar Country.
- Delivering architectural services to Kaata-Koorliny Employment and Enterprise Development Aboriginal Corporation (KEEDAC) in Narrogin, undertaken respectfully and with an attitude of deep listening and a readiness to learn and seek to understand.
- Reconnecting directly with KEEDAC following our leadership transition, sharing our updated capability statement and folio, and offering continued architectural support for future projects, informed by practical insights from our earlier work on the Northam KEEDAC landscape project.
- Continuing to seek out and prioritise opportunities to deliver architectural services for Aboriginal and Torres Strait Islander organisations and communities, as part of our future approach to reconciliation.



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
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.	December 2026	Lead: Director Support: Project Architect
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2027	Lead: Director Support: Project Architect
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April (annually)	Lead: Director
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June (annually)	Lead: Director Support: Project Architect
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June (annually)	Lead: Director Support: Founder & Practice Advisor (RAP Champion)
3. Promote reconciliation through our sphere of influence.	Continue to share our ongoing commitment to reconciliation with all staff.	November 2026	Lead: Director Support: Project Architect
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2027	Lead: Director Support: Project Architect
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2027	Lead: Director Support: Project Architect
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2027	Lead: Director Support: Architectural Graduate
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2027	Lead: Director Support: Architectural Graduate



RESPECT

Action	Deliverable	Timeline	Responsibility
1. 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.	June 2027	Lead: Director Support: Project Architect
	Conduct a review of cultural learning needs within our organisation.	July 2027	Lead: Director Support: Architectural Graduate
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2027	Lead: Director Support: All staff
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2027	Lead: Founder & Practice Advisor (RAP Champion) Support: Director
3. 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)	Lead: Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July (annually)	Lead: Director Support: Architectural Graduate
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July (annually)	Lead: Director Support: Architectural Graduate



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
1. 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.	September 2027	Lead: Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2027	Lead: Director Support: Architectural Graduate
2. 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.	October 2027	Lead: Director Support: Project Architect
	Investigate Supply Nation membership.	October 2027	Lead: Director Support: Project Architect



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	December 2026	Lead: Project Architect
	Draft a Terms of Reference for the RWG.	December 2026	Lead: Project Architect
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Review February 2028	Lead: Director Support: Founder & Practice Advisor (RAP Champion)
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2026	Lead: Director
	Engage senior leaders in the delivery of RAP commitments.	December 2026	Lead: Founder & Practice Advisor (RAP Champion) Support: Director
	Maintain a senior leader to champion our RAP internally.	Review March 2028	Lead: Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2026	Lead: Director Support: Project Architect
3. 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)	Lead: Project Architect
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August (annually)	Lead: Project Architect
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	Lead: Project Architect
	Communicate our RAP progress to internal and external stakeholders.	November (annually)	Lead: Project Architect
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Lead: Project Architect

Contact details

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