



Reflect Reconciliation Action Plan

January 2025 - December 2025



RECONCILIATION
ACTION PLAN

REFLECT

m3architecture

Contents

About our Cover Artwork	4
Reconciliation Australia Statement	6
About m3architecture	7
Our RAP	8
Our Partnerships & Activities	10
Relationships	17
Respect	18
Opportunities	19
Governance	20



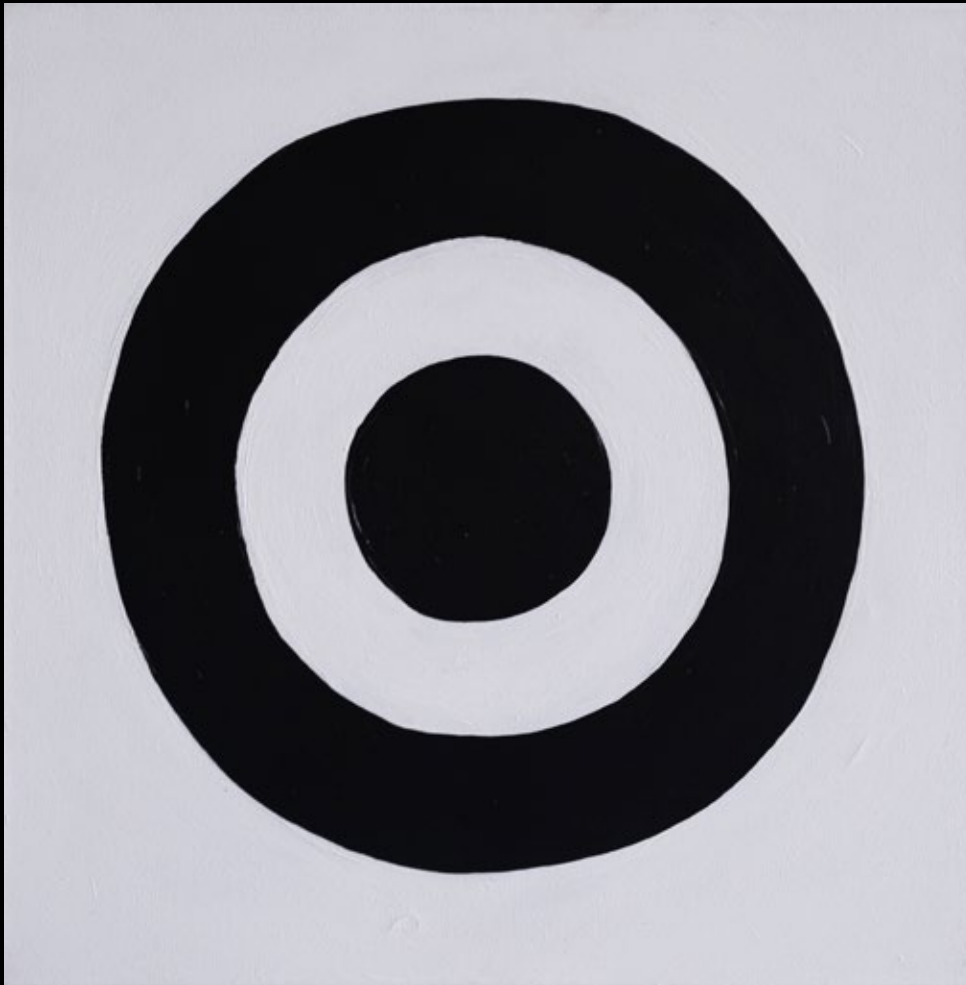
Above: The University of Queensland, Elkhorn Project

We at m3architecture acknowledge the Traditional Custodians of the land, throughout Australia, on which we are privileged to work and design. Our Brisbane studio is located on the Country of the Jagera and Turrbal peoples.

We recognise the ongoing contribution of Aboriginal and Torres Strait Islander people to the continuation of cultural, spiritual and educational practices, as we pay respect to Elders past and present.

We are committed to our reconciliation journey and proudly support the Uluru Statement from the Heart.

About our Cover Artwork



m3architecture was honoured to purchase First Nations artist Jennifer Herd's artwork, *Target*, to commemorate the launch of our Reflect RAP.

"The black target is a bold universal symbol created as an icon for truth telling. Its imperfection takes aim at the injustices experienced by my people throughout colonial history and highlights our ongoing struggle for rights. It also brings focus to the need for unity, reflecting a traditional meeting place, a symbol of coming together and embracing the importance of truth telling as we continue to progress reconciliation, rights and justice."

Jennifer Herd

Artist, Mbarbarrum woman of Far North Queensland

Above: *Target* by Jennifer Herd

This is conceptual/minimalist art. There is nothing superfluous, so the message is clear.

It is ubiquitous and profound, literal and metaphorical – a black target on a background of white. It hurts – because it is a metaphor for Jennifer herself, and First Nations people more broadly.

It is accurate but 'imperfect' – its accuracy is the symbol of a target, its imperfection is the emotion of being a target, mesmerising and vulnerable.

The painting creates focus – on the importance of Jennifer's life stories that propel her work.



The painting currently hangs in our studio, centred on our main meeting table.

It draws our attention to subject matter at the heart of reconciliation.

It has clarity and establishes focus.

Message from Reconciliation Australia

Reconciliation Australia welcomes m3architecture to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

m3architecture 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 m3architecture 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 m3architecture, 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

“For years, the built environment has been used as a tool for colonisation – to displace First Peoples, assimilate Western identities and stage claim to land. Recent years have seen a marked shift in the industry’s awareness, acknowledgement and action towards reconciling our work with its context. But at some level we have struggled to move past what leading historian Mark McKenna calls “ornamental recognition of Indigenous Australians”. Until the processes we use to design our built environments are adapted to include community, culture and Country, colonisation of our spaces will continue.”

Dr Danièle Hromek

Spatial designer and Country-Centred designer, Budawang/Dhurga/Yuin woman
Extracted from: 2021, Shaping Country: Cultural Engagement in Australia’s Built Environment,
Arcadia Landscape Architecture (pg 2-3)

About m3architecture

m3architecture is an architecture practice located in Queensland. Our practice works across various scales and sectors and has completed projects across the East Coast of Australia from Eastern Kuku Yalanji Country (Cape Tribulation) in the North of Queensland to the Eora Nation (Sydney) in New South Wales.

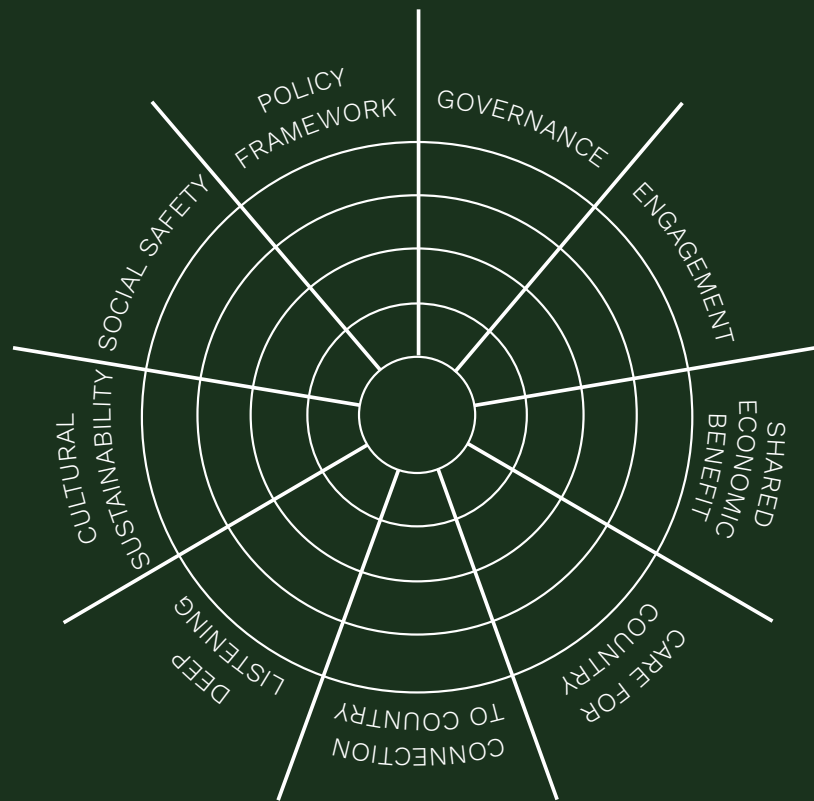
Our practice operates from our office in Petrie Terrace, Brisbane, on the traditional lands of the Turrbal and Jagera/Yuggera People. Our practice is founded on the search for ideas particular to each client and every project situation, and in the making of unique architecture with contemporary and cultural relevance.

This approach is predicated upon deep client engagement. We are known to be alert listeners and receptive to what we see and hear. More than anything, we have developed radars for the idiosyncratic – those things that make one client different to the next.

The true value in our approach is to our clients; to us, our role as architects is to understand how to convert our clients’ stories into the language of architecture.

m3architecture currently employs 31 staff, none of whom identify as Aboriginal and/or Torres Strait Islander persons.

Our RAP



Above: Setting First Nations Design Criteria, St Rita's College Master Plan, by Burrundi Studios

Why develop a RAP?

m3architecture is developing a Reflect RAP to progress and inform our commitment to reconciliation. Through this RAP, we aim to formalise our reconciliation journey and assist our staff, colleagues, and clients in developing culturally appropriate architecture built on strong relationships, trust and a deeper consideration of people and place.

The m3architecture Reflect RAP signifies that we are intent on investing in and strengthening our relationships with Aboriginal and Torres Strait Islander peoples and that we are earnestly pursuing opportunities for engagement and partnership in all current and future projects.

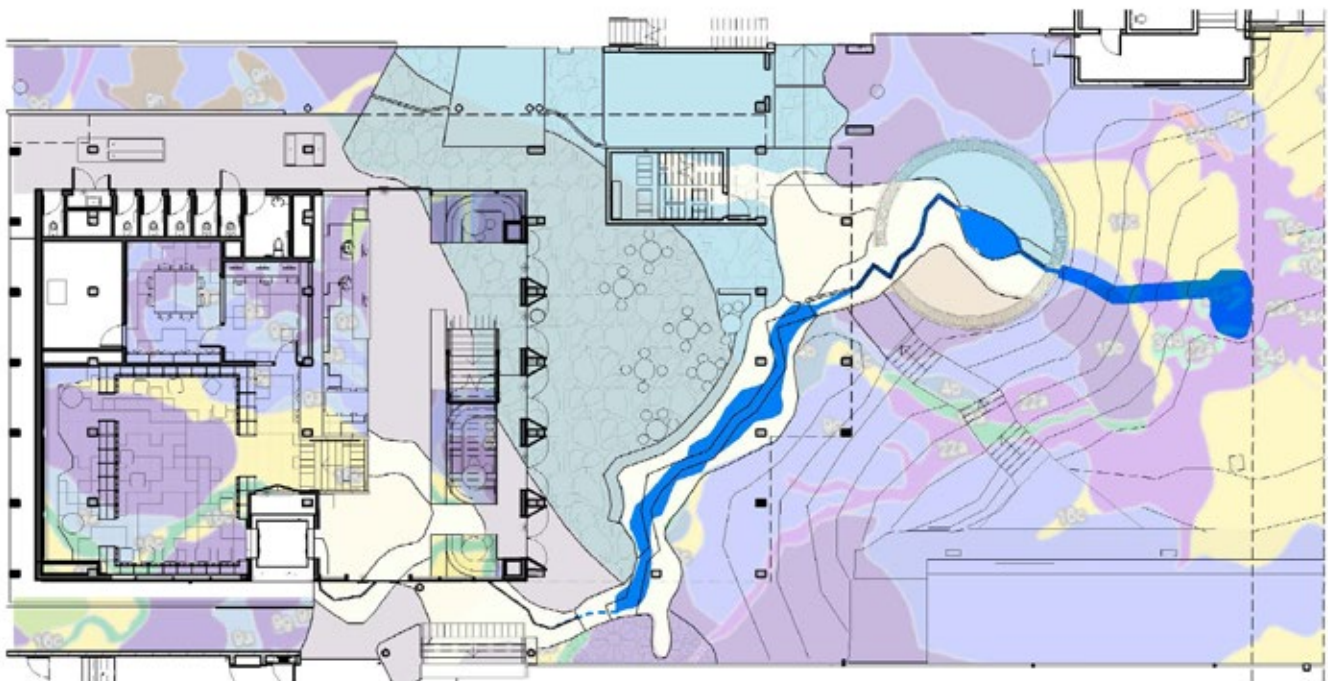
Our core business activity generates architecture for the public realm and educational environments, from early learning through to tertiary education.

On top of our practice's commitment and contribution to reconciliation, we also see that there is an opportunity for our architecture to play a role in educating future generations on the importance of recognising Country, and in the continuing and pervading contributions of First Nations Peoples. We aim for our RAP to help establish pathways for our architectural practice to attain a new level of maturity in this undertaking. There are opportunities that exist in the built and natural environment that can and should be celebrated. With architecture being so intrinsically connected to Country, there is already a relationship that can be drawn on, recognised, and celebrated.

Intended Approach

m3architecture intends to approach our Reflect RAP through the establishment of a RAP Working Group (RWG). The group shall include a diversity of staff, Aboriginal and/or Torres Strait Islander representatives, key business decision makers, a RAP Chair as well as RAP Champion. The RWG aims to be active and effectual and will assist in maintaining momentum as we progress our RAP actions through the life of this RAP and into the development of our next Innovate RAP. Our RAP champion, m3architecture director Elan Barr, will promote and increase the profile of reconciliation as an organisational priority internally and externally, and lead by example by actioning the commitments in the RAP.

At the outset of our RAP, we recognise that our built environments should be adapted to include communities, cultures, and Country, and that our understanding of Country will be enriched through ongoing commitment to building relationships and partnerships with First Nations Knowledge Holders and shared lived experiences.



Above: Mt Alvernia College Library - First Nations and Geological Mapping Ground Plane Diagram

Our Reconciliation Journey to Date

The Architects Accreditation Council of Australia (AACA) has included in their new National Standard of Competency for Architects a greater responsibility to Aboriginal and Torres Strait Islander Peoples. Among other skills, we are now required to:

- Implement responsive and meaningful engagement processes that respect the importance of Country and reciprocal relationships with Aboriginal and Torres Strait Islander Peoples across architectural services;
- Understand how to embed the knowledge, worldviews and perspectives of Aboriginal and Torres Strait Islander Peoples, shared through engagement processes, into the conceptual design in a meaningful, respectful and appropriate way;
- Be culturally respectful and responsive in our preliminary design research, evaluation of design options, project siting, and methods of communication;
- Consider our impact on Country and the environment in our selections of materials, finishes, fittings, components, and systems.

We have been undertaking professional development courses, organised by the Australian Institute of Architects (First Nations Competency Crash Course) and Parlour Collective (Deadly Djurumin Talk Series) geared towards competency in the above measures

such that our directors and staff are up to date with the responsibilities and core competencies required of architects today.

As a means of further developing our understanding of the place in which we live and work, in 2022 all m3architecture directors and staff attended an Indigenous Walking Tour of Brisbane. The tour was led by Prof. Paul Memmott and Alex Bond, a Kabi Kabi scholar of Aboriginal culture and history in South-east Queensland, and both of whom are affiliated with the Aboriginal Environments Research Centre (AERC) at the University of Queensland. The path of the tour focussed on the inner-city Brisbane areas of Highgate Hill and West End, the Kurilpa area.

In 2024, m3architecture arranged a cultural awareness educational session for all directors and staff, led by Wiradjuri woman, Theresa Bower of Burrundi Studios. The workshop, tailored to professionals of the built environment industry, allowed our team to gain meaningful background knowledge across several sectors of cultural competency. This included increasing our understanding of the interconnected nature of designing and working with First Nations peoples and cultural knowledge, and helped us to develop a greater understanding of the key processes and methodologies used to develop authentic design outcomes.



Above: m3architecture staff wearing clothing by Red Ridge the Label, with Red Ridge the Label representatives Laura Gangemi, Millie White and Louise Campbell.



Above: The University of Queensland, Elkhorn Project

Elkhorn Project

Completed 2021, located on the lands of the Turrbal and Jagera/Yuggera Peoples.

The Elkhorn project at the University of Queensland's Long Pocket Campus was briefed to serve the needs of research groups, including Uniquely Australian Foods, an organisation focused on research into Indigenous Australian foods and native plants. Not only does the project support traditional (non-genetically modified) research into Australian native foods, it was also designed to provide new learning spaces to support First Nations students, Elders and First Nations professionals. The project does this by providing collaborative teaching and learning spaces which can be completely opened to the outdoor environment (not previously possible for contemporary UQ teaching spaces, which are conventionally briefed to provide 'conditioned' space only). Adjacent external teaching and waiting spaces provide the option for students and Elders to occupy rejuvenated native landscapes.

The facility has already hosted several First Nations accredited chefs and trainees from the Northern Territory.

In addition to the cultural, spatial and landscape aspects of the project's planning, the building displays a curated collection of First Nations art throughout. Specific furniture items were selected from Koskela, a B-Corp certified Australian company with all furniture manufactured in Australia and also collaborating with First Nations artists and makers on many of their products. The Koskela 'Alice Series' chair was used in the Garden Meeting Rooms - this chair was manufactured by the Centre for Appropriate Technologies and ApMurra Furniture, an Aboriginal-owned and controlled business based in Alice Springs, which works to develop the skills and experiences of people living in the area.

Indigenous fashion and connection to Country

In 2023, m3architecture became the first corporate sponsor supporting Red Ridge the Label, an Indigenous-led fashion label from central western Queensland. Having completed a number of projects in this region over the last two decades, when offered this opportunity, m3architecture was thrilled to be involved in this initiative and to further build on our connection with this beautiful part of Australia. We are pleased to support this proudly Indigenous-led organisation creating opportunities for First Nations Peoples living on Country and its collaborating Indigenous artists. Each of our staff members now owns an item of clothing from this label, demonstrating how m3architecture seeks to bring our reconciliation activities into the core of our studio culture, while deepening our connection to the communities we work with.



Above: L-R Laura Gangemi (Red Ridge the Label fashion designer), Millie White (Central West Aboriginal Corporation) and Louise Campbell (Red Ridge Interior).

Waverley College

In progress, located on the lands of the Gadigal, Bidiagal and Birrabirragal Peoples.

In partnership with Waverley College's First Nations working group, m3architecture has developed a co-design process for both the Waverley College Master Plan and the master plan's first built project: New Building 1. The master plan has been developed around concepts of First Nations engagement, Caring for Country and establishing a better-connected campus within a framework for improving the College's integration of First Nations cultures. The co-design process for New Building 1 has opened a dialogue for continued collaboration with Waverley's First Nations community and a commitment to identify and integrate connections to Country. The framework provided by New Building 1 allows First Nations peoples to tell their own stories. As an extension of this work, the NSW Government's State Significant Development Application formally required engagement with local First

Nations peoples. Through these engagement processes and the proposed projects, it is hoped that students, staff, and external visitors will develop their appreciation of Country, and that there will be a legible manifestation of the contribution of First Nations peoples. This process commenced in December 2022 and will continue throughout the project phases. Engagement (listening and working together) is ongoing and this way of working is expected to be the foundation of continued partnerships and engagement for Waverley College.



Above: Co-design process diagram
Left: Waverley College New Building 1

St Rita's College Master Plan

In progress, located on the lands of the Turrbal and Jagera/Yuggera Peoples.

m3architecture was commissioned in 2023 to update St Rita's College's 2016 master plan, also prepared by m3architecture. Upon our recommendation, the College appointed Burrundi Design Studio to provide cultural competency workshops for the leadership team and staff, and Designing With Country services for the master plan. It is hoped that through this partnership, the master plan will provide pathways for the College to care for Country and the environment, and to create culturally safe spaces for their First Nations students, staff, families, visitors and community. The m3 project team and client believe that environmental and cultural sustainability are core requirements for contemporary projects to retain relevance and longevity. As part of their service, Burrundi Design Studio prepared a detailed Place Research Report for St Rita's College including information on:

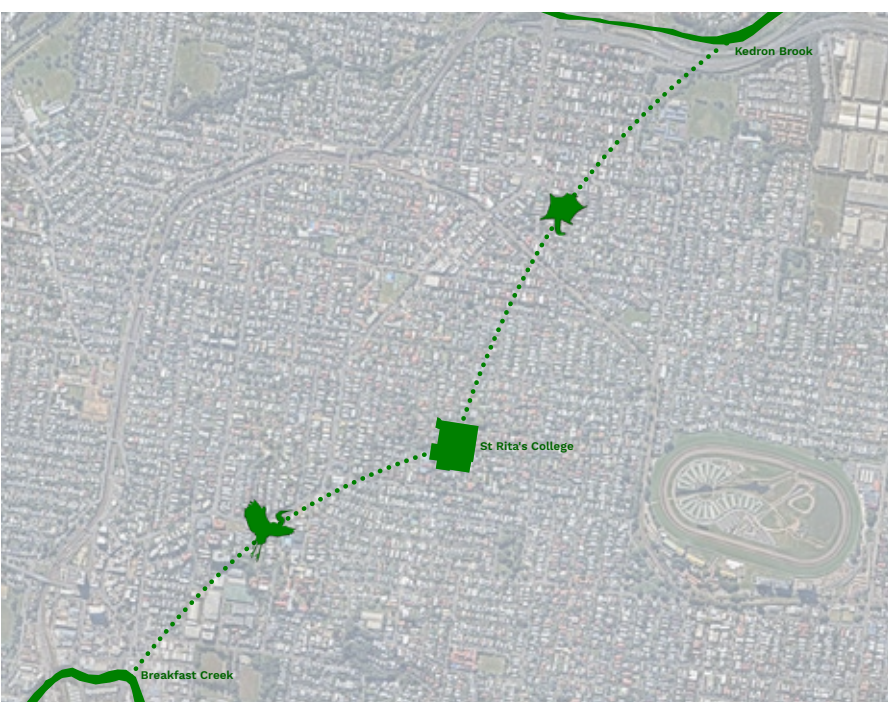
- Colonial and First Nations History of Clayfield
- St Rita's College History
- Designing with Country and First Nations Knowledges:
 - Listening to Country
 - Designing with Country

The research and Listening to Country exercises revealed several briefing elements that are being addressed in the master plan, as well as broader master plan principles and concepts related to designing with Country.

The research is also being worked back into the school curriculum.

Burrundi Design Studio provided additional support to m3architecture and St Rita's College in workshopping First Nations Design Criteria for the master plan and future projects. These criteria will become a tool for setting goals and aspirations for future building projects and are to be applied from project conception through to completion. It is hoped that this will guide projects, improve engagement, and be a touchstone at checkpoints through the design, documentation and construction process. Ultimately the criteria will be used to assess building outcomes from First Nations peoples' perspectives and to set up processes and relationships that will be carried through into future projects.

Burrundi Design Studio have provided the College with a pathway to engaging with local First Nations Elders to build a relationship for the project and beyond. An initial meeting has occurred, and local Elders are preparing feedback on the master plan for the College. Through this partnership, it is hoped that the project team will be able to build meaningful engagement strategies to involve First Nations students, staff and community in the master plan, and to build relationships and engagement strategies for future architectural and landscape projects, curriculum, school events, and possibly an Elder-in-residence program.



Left: St Rita's College - diagram of the site as a stepping stone habitat for wildlife in a highly dense suburb.

Mount Alvernia College Library

In progress (Concept Design phase), located on the lands of the Turrbal and Jagera/Yuggera Peoples.

In 2023, m3architecture was commissioned to undertake an extensive renovation and expansion of Mount Alvernia College's Library. Urbis and Burrundi Design Studio have been engaged to assist with First Nations consultation for this project. They advised the following pathways, and have been engaged to assist the College in each of these endeavours:

1. Engaging with a local First Nations Elder
2. Engaging with Mount Alvernia College's First Nations community
3. Engaging with First Nations design consultants.

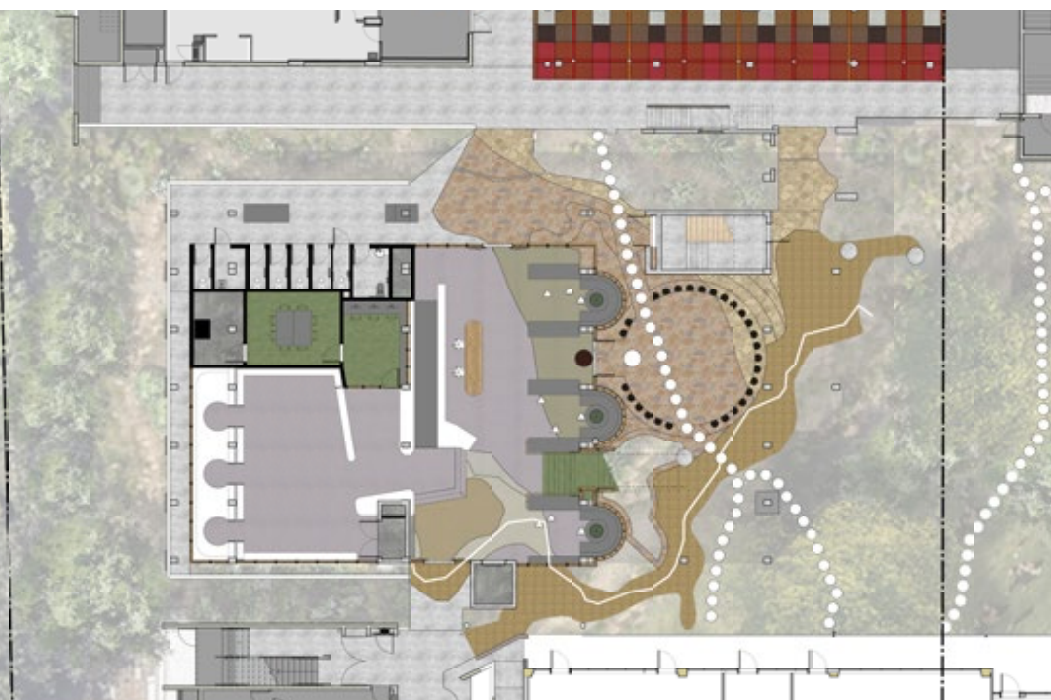
The library fitout design that is evolving from these pathways so far weaves together knowledges about land, water, flora, fauna, sky and social issues. The resultant library spaces will have individual character within a spatially interesting and sustainable building shell, with the fitout being a teaching aid, provoking discourse, yarning and learning.

Lamington Residence

In progress (Concept Design phase), located on the land of the Wangeriburri People.

This private residence will be located in Woonoongoora, on the edge of the Lamington National Park. Burrundi Design Studio was engaged to prepare a Place Research Report, including a Listening to Country exercise to identify opportunities for designing with Country and caring for Country. The resultant concept design draws on the unhurried and leisurely pace of the place, synonymous with getting closer to nature, to propose a house as a campsite, positioned around a central external fire pit. This encapsulates consideration for the ground, the surrounding landscape, fire, sun, sky and water. Awareness of location is key to the proposal, and an exacting understanding of orientation and elevation encourage a deeper connection to the elements and the cycle of time and the seasons.

Burrundi Design Studio will be engaged to continue their involvement in the ongoing development of the concepts, materials and landscape.



Above: Land, water, flora and fauna, sky and social issues diagram

Left: Mount Alvernia College Library ground plane with geological mapping, First Nations mapping, and ecology / landscape

King's College, within the University of Queensland - Student Accommodation Wing, Residential Houses and Boathouse

In progress (Design Development phase), located on the lands of the Turrbal and Jagera/Yuggera Peoples.

The new Accommodation Wing, Houses and Boathouse are the first stage of work resulting from the College's 2022 Master Plan Review. The master plan saw a wonderful opportunity for these projects to engage with Maiwar, the Brisbane River. This approach encouraged and enabled First Nations engagements, and Burrundi Design Studio was engaged to prepare a Place Research Report, including a Listening to Country exercise to identify opportunities for designing with Country and caring for Country. The engagement has led to creating connections to Country through the projects. The accommodation wing includes shaded openings oriented to Maiwar, and the ground plane establishes itself around the existing Tallowood tree on site. These connections will be further developed and considered in the next project phase, including the establishment of an edible Native Garden for use in the Common Kitchen.

For the residential houses component of the project, the site area is on the river where the environment is relatively 'natural' (not built). Terrestrial and marine ecosystems merge in a muddy, mangrove zone that is constantly in a state of tidal flux.

Engagement on this project has identified an opportunity to re-vegetate this part of the river to its natural state, in a way that focuses the experience of this place to recall a time before, and to anticipate times yet to come. The houses, and their inhabitants, are custodians of this part of the riverbank and its welfare. Caring for Country will involve a significant exercise in re-vegetation.

The concept for the Boathouse is predicated on Maiwar, the river. The river is a map, lyrical line and Country, and is used as a concept, informing physical outcomes for the project. Flood water is designed to flow through the building's lower level redefining the river edge. The line of Maiwar forms the balustrade of the upper level, conceptually re-establishing the river and north bank for occupation; the function room is conceived as a clearing, with a panoramic relationship to the surrounding riparian landscape. The balustrade is a dedication to Maiwar, a conceptual and physical outcome that draws from and gives back to this important place.

Now in Design Development, Burrundi Design Studio has been instrumental in broadening the reach of engagement, through consideration of other First Nations representatives for inclusion in the project.



Left: King's College, Boathouse balcony

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.	January 2025	Architect
	- Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Senior Architect
2. Build relationships through celebrating National Reconciliation Week (NRW).	- Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Graduate
	- RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	Graduate
	- 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	Graduate & Director
3. Promote reconciliation through our sphere of influence.	- Communicate our commitment to reconciliation to all staff.	January 2025	Director
	- Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2025	Architect
	- Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2025	Architect
4. Promote positive race relations through anti-discrimination strategies.	- Research best practice and policies in areas of race relations and anti-discrimination.	March 2025	Team Leader
	- Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	Office Manager

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	- Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2025	Team Leader & Director
	- Conduct a review of cultural learning needs within our organisation.	August 2025	Graduate & Director
6. 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.	April 2025	Graduate
	- Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	Graduate & Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	- Raise awareness and share information amongst our staff about the meaning of NAIDOC Week (2-9 July 2023).	June 2025	Graduate
	- Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Graduate
	- RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Graduate

Opportunities



Action	Deliverable	Timeline	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.	November 2025	Senior Architect and Director
	- Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Senior Architect and Director
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.	October 2025	Team Leader
	- Investigate Supply Nation membership.	October 2025	Office Manager

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	- Form a RWG to govern RAP implementation.	January 2025	Director
	- Draft a Terms of Reference for the RWG.	February 2025	Director
	- Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	Director
11. Provide appropriate support for effective implementation of RAP commitments.	- Define resource needs for RAP implementation.	March 2025	Director
	- Engage senior leaders in the delivery of RAP commitments.	February 2025	Director
	- Appoint a senior leader to champion our RAP internally.	January 2025	Director
	- Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Director + Office Manager
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	Office Administrator
	- Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Office Administrator
	- Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Office Administrator + Director
13. Continue our reconciliation journey by developing our next RAP.	- Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	Office Manager

Contact details

Name: Linda Jones
Position: Office Manager
11 Saint James Street
Petrie Terrace, Qld 4000
T 07 3831 4644
info@m3architecture.com

m3architecture