



REFLECT RECONCILIATION ACTION PLAN

September, 2023 - September 2024

We acknowledge the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture and traditions of Aboriginal and Torres Strait Islander people of all communities across Australia.

PREPARED BY
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(Australia) Pty Ltd

ABN
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UNDER ONE SKY, THIS BESPOKE ARTWORK NARRATES THE STORY OF LCI TO DATE.

The colour palette represents and honours the diversity of the Country in which we operate. The five prominent circular elements are reflective of our five regional offices. The lines connecting these elements are not only an acknowledgment of the core pillars of Reconciliation Action Plans (Relationships, Respect, and Opportunities) but also represent the bond and trust we have as a company and with our clients.



Our colleagues are our family. And the inclusion of the camp symbols and people entering those camps within the circular elements represent that we are ready to form connections and trust with the wider community including our clients and First Nations Australians.

Evidently, our health sector's success is the root of our business. Emma Stenhouse, the artist, illustrated this foundation using flowering wattles which also symbolise our continuous commitment to develop resilience and prioritise health and wellbeing.

The values that will strengthen our Reconciliation Action Plan are promised in the 5 journey lines – they represent courage, integrity, collaboration, creativity, and innovation. As we come together to reflect on our reconciliation path under One LCI, we recognise the importance of having mutual respect for one another and creating transparency. Our professional and personal journeys are intertwined as we share our existing knowledge and develop new learnings and experiences together.

Lastly, the emu and kangaroo tracks signify LCI's recognition of the part we play in our Country's future and the footprints we leave behind - each one of us is responsible for preserving our land and waterways.

As members of the Built Environment, we are committed to shaping sustainable and liveable cities and Designing for The Future.



EMMA STENHOUSE, ARTIST

Indigenous Artisan. Ngarrindjeri Woman. Artist. Weaver. Printmaker. Designer. Sewist.

An Indigenous artist and Ngarrindjeri woman, now residing in Gunditjmarra, Emma imparts her knowledge of culture and ignites the flame of love for the Country in our hearts and minds. Emma's work is predominantly inspired by nature and her connection to Country using elements of contemporary art and traditional Iconography. A multifaceted creative, she explores diverse practices. Each piece is braided with learning, exchange between artist and viewer, and a continuation of culture - a platform for cross-cultural exchange.

Emma commenced her relationship with LCI by engaging with and educating our RAP Working Group on Aboriginal and Torres Strait Islander art and iconography. A number of brainstorming sessions were held to allow Emma to connect with the LCI family and understand our company and our values. An integral part of this approach was having Emma spend individual time with LCI's founding Directors - Yogesh Raju and Ciaran Mooney.

The result was a colourful, creative, and intricately detailed creation representing LCI's journey to date through Emma's eyes and art.



BRENDAN LITTLECHILD, CONSULTANT

Brendan hails from Wynyard on the North-West Coast of Tasmania. He is a proud member and descendent of the Narrunga people from the Yorke Peninsula of South Australia and the Ngarrindjeri people of the Lower Murray River, Coorong, and Fleurieu Peninsula of South Australia.

Brendan was the National Manager of Indigenous Programs for a national not-for-profit organisation. Over the course of 10 years, he grew the Indigenous program into a national team with a presence across every state and territory. Through this work, he developed a national corporate client base and network of partner organisations.



A MESSAGE FROM OUR MANAGING DIRECTOR

I am both proud and excited to present LCI's first Reflect Reconciliation Action Plan (RAP), demonstrating our commitment to reconciliation and the progress our team is making to embrace learning from and collaborating with Aboriginal and Torres Strait Islander peoples.

As we embark on this mission, we assembled a Working Group from the full spectrum of our organisation, offering contributions and input from all levels of our business as well as from different cultural heritages. Our goal is to create an environment to learn, grow, share, and make a positive difference across communities and a place where Aboriginal and Torres Strait Islander people feel welcome, respected, and celebrated.

Australia has a rich and diverse history that spans over 60,000 years. And as an Australian staff-owned and operated business, we recognise the role we have in supporting reconciliation through our People, our Projects, and our Expertise.

We are hopeful of forming partnerships and providing business opportunities for Aboriginal and Torres Strait Islander people. We are encouraged that our actions as a company will inspire our staff both professionally and personally to make an ongoing commitment to continue their own reconciliation journey.

Our plan for reconciliation goes beyond the annual celebrations of National Reconciliation Week and NAIDOC Week and provides ongoing cultural awareness training partnering. We recognise that we have much to learn and understand about the experiences and perspectives of Aboriginal and Torres Strait Islander communities. Through our RAP, we are committed to building strong and respectful relationships, increasing understanding and awareness, and taking concrete actions to support reconciliation and the rights of First Nations peoples.

Yogesh Raju,
Managing Director



A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Lehr Consultants International (Australia) Pty Ltd (LCI) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

LCI 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 LCI 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 LCI, 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

LCI provides the full spectrum of LCI is a Building Engineering Design House providing sustainable building services design solutions tailor-made for our clients. Our services and offerings cover all aspects of Building Services (i.e., Mechanical, Electrical, Communications, ICT & AV, Security, Lifts, Hydraulics, Fire, etc.), and we operate in multi-discipline teams to allow each specialist-trained engineer to gain cross-discipline knowledge.

This drives better coordination and better design/documentation accuracy and creates synergies throughout the organisation while promoting a collaborative culture. It also creates consistency across our brand and promotes inter-office accountability and collaboration to deliver value-added and reliable outcomes for our clients.

CREATING OPPORTUNITIES FOR THE LOCAL COMMUNITY

We understand the importance of promoting employment and business growth by expanding market opportunities for the local community. It boosts economic development and benefits the well-being of Australians.

LCI is a truly local consultant. We are proudly 100% owned and operated by our staff in Australia, and all our design and documentation work is produced locally in Australia. Because we value quality, experience, and connection.

OUR FOOTPRINT

LCI is an Australian organisation with offices located on the Bunurong, Cameraygal, Ngunnawal, Turrbal, and Whadjuk Lands and currently employs approximately 280 staff with diverse backgrounds, including 1 staff member who identifies as Aboriginal and Torres Strait Islander. Our diverse team creates a more inclusive and welcoming workplace culture and a variety of perspectives, ideas, and experiences. As we embark on our RAP journey, we are committed to improving employment outcomes for Aboriginal and Torres Strait Islander peoples and their communities across all our locations, starting with our own recruitment processes.

INCLUSIVE DESIGN

An inclusive design approach that prioritises building an environment that is accessible and usable for everyone, regardless of age, ability, or background, is the foundation of our design and planning process. We start by conducting research to better understand who the users are and what their diverse needs and perspectives are.

In 2018 the NSW Environmental Planning and Assessment Act 1979 was amended to promote good design of the built environment and require sustainable management of built and cultural heritage, including Aboriginal cultural heritage.

Our team have worked on various projects that adopted the Designing with Country approach over the last 15 years and recently delivered the Winnunga Aboriginal Health Care Service in Narrabundah ACT, Melton Community Centre, and Cohealth Footscray. We have engaged with local Aboriginal community members to complete the projects incorporating Aboriginal perspectives that recognise the unique cultural relationship with place. It's important to us to be guided by Aboriginal communities and recognised knowledge holders when working on these projects.



OUR RAP

LCI Intends to approach our RAP initiatives as honestly and transparently as possible across our five offices in line with our company core values. As we embark on our Reflect RAP, we are optimistic to see our LCI family further integrate the three pillars of reconciliation into our business, culture, and values.

RELATIONSHIPS - by developing unbiased relationships of trust, respect and understanding of Aboriginal and Torres Strait Islander peoples.

RESPECT - by respecting and understanding the history and pride of Aboriginal and Torres Strait Islander peoples and their ancestors

OPPORTUNITIES - by creating equal opportunities in our business and lives to enhance the well-being of Aboriginal and Torres Strait Islander peoples

We are grateful to Brendan Littlechild and Reconciliation Australia for their guidance during our Reflect RAP development. We understand that we have much to learn on our RAP journey as we have reflected on our impact in this arena. Collectively, LCI will work in unison to achieve our RAP goals and advance in our reconciliation journey.

OUR CORE VALUES

How our core values speak to our pillars:

WE CULTIVATE A CHALLENGING AND COURAGEOUS CULTURE.



COLLEAGUES ARE OUR FAMILY.



WE ARE A TRANSPARENT COMPANY.



EVERY IDEA COUNTS.



WE DO WHAT WE SAY.



WE INNOVATE AND TAKE PRIDE IN EVERYTHING WE DO.



WE ACT ETHICALLY, WITH INTEGRITY AND HONESTY.



WE LISTEN, COLLABORATE AND NURTURE LONG TERM RELATIONSHIPS.



WE CELEBRATE SUCCESS.



OUR PARTNERSHIPS

LCI is committed to establishing and strengthening partnerships with and in support of greater recognition and equality for Aboriginal and Torres Strait Islander peoples as we advance our reconciliation journey through the delivery of our Reflect RAP.

WALTJA & ANTAR

LCI is a supporter of Waltja and ANTaR. Waltja is a community-based organisation working with families from Central Desert Aboriginal communities to address gaps in service delivery in the remote communities of Central Australia. ANTAR is a national advocacy organisation dedicated to justice, rights and respect for Australia's First Nations Peoples.

YIRARA COLLEGE

The Northern Territory Government (NTG) is developing a world-class National Aboriginal Art Gallery in Mparntwe (Alice Springs), celebrating Aboriginal art from across the country and supporting the economic development of the town. The new gallery aims to provide a large-scale public institution dedicated to protecting, preserving, and showcasing Aboriginal art. In collaboration with BVN architecture, LCI are proving engineering design for this project. We have engaged with the local Vocational Education & Training – Yirara College. As part of their students' final year, they offer programs which develop skills and knowledge with a practical hands-on approach. LCI will engage with the College to provide the students an opportunity to be a part of our engineering design process on this project. This will impart STEM education opportunities and build local knowledge which will be a benefit to the local community and potentially provide skills for the local workforce. It will also provide an advantage to students in their future employment opportunities.

WINNUNGA ABORIGINAL HEALTH CARE SERVICE (AHCS), NARRABUNDAH ACT

The development of a new facility for the Winnunga AHCS will have a significant positive benefit for Aboriginal and Torres Strait Islander people in Canberra and surrounding areas. The new facility is bespoke and has been designed specifically to meet the needs of First Nations Australians through the delivery of holistic care services that go beyond treating the symptom to find the cure. This assists members of the community by providing pathways to a better tomorrow.

This facility reflects Winnunga's bespoke health care system where health services are delivered to the local Aboriginal and Torres Strait Islander communities through establishing a holistic approach on all matter associated with health and well-being. LCI are honoured to be working on this important project.

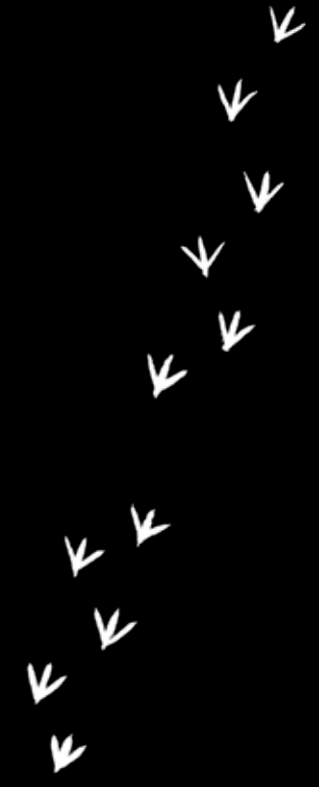
CURRENT ACTIVITIES

Through the following initiatives and activities, we currently support and seek opportunities to recognise and enhance Aboriginal and Torres Strait Islander participation and engagement in the community, projects, employment, and business.

Previously, National Reconciliation Week and NAIDOC Week have been recognised by LCI in each of our offices through varied activities and education to staff. Our Whadjuk office attended a smoking ceremony and live art mural at WA's Boola Bardip Museum, as well as having an open dialogue on this year's reconciliation theme over a grazing platter sourced by Black Pig Deli; & Co an Aboriginal-owned business. Our staff members also attended an art exhibition hosted by UneARThed; a local enterprise supporting artists who have previously experienced homelessness.

LCI staff have attended local smoking ceremonies on days or events of cultural significance, and milestone events including office or building openings. Our senior team and staff actively deliver an Acknowledgement of Country at industry events, major meetings and within our e-published tools and resources. Each of our offices are in the process of organising cultural immersion tours and cultural awareness events to increase awareness and understanding for our staff.

We regularly engage with local Aboriginal and Torres Strait Islander businesses to support the growth and opportunities of communities. Our Bunurong office utilises Bunju Catering, Jala Jala Treats/Coosee Café for all catering services; as well as Cultural Choice and Indigenous Promotions for office and stationery supplies. Our Cameraygal office purchases catering from Plate Events & Catering and Kallico Catering, and is currently looking to transition their stationery orders to Aboriginal and Torres Strait Islander-owned businesses. Our Turrbal office has utilised Birrunga Gallery & Dining, Three Little Birds, and Figiam & Co for catering and event space hire. Additionally, our Whadjuk office has used Black Pig Deli & Co (Gather & Co) for their catering services, as well as Kulbardi for all stationery and office supplies.



1. LCI Cultural Awareness Training (WA, 2022)
2. UneARThed Exhibition (WA, 2022)
3. Winnunga Aboriginal Health Care Service (ACT)
- 4 & 5. Celebrate the Man Behind the Game-Changing Native Title Act, Eddie Koiki Mabo Exhibition (QLD, 2022)
6. WA Museum Boola Bardip Smoking Ceremony (WA, 2022)



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	November 2023	Associate Engineer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	November 2023	Regional Manager QLD
	<ul style="list-style-type: none"> Maintain and strengthen our current relationships with Waltja and ANTaR. 	January 2024	Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024	National Marketing Lead
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2024	Regional Manager QLD
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2024	Director
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June, 2024	Office Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	September 2023	Director
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	October 2023	National Marketing Lead
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	October 2023	Associate ICT Engineer
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	October 2023	RAP Chair
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	October 2023	National HR Lead
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2023	National HR Lead

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.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	October 2023	RAP Chair
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	January 2024	Director
	<ul style="list-style-type: none"> Investigate cultural learning opportunities for staff. 	February 2024	Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	February 2024	National HR Lead
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2023	RAP Champion
	<ul style="list-style-type: none"> Encourage staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	October 2023	RAP Champion
	<ul style="list-style-type: none"> Develop a Language and cultural protocols Guide for staff to refer to when communicating with Aboriginal and Torres Strait Islander peoples. 	January 2024	National HR Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	National Marketing Lead
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	National Marketing Lead
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	First week in July, 2024	Office Manager



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 2023	National HR Lead
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	National HR Lead
	• Develop relationships with Aboriginal and Torres Strait Islander recruitment agencies.	April 2024	National HR Lead
	• Investigate Aboriginal and Torres Strait Islander graduate and intern opportunities within our organisation.	April 2024	Regional Manager ACT
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.	March 2024	RAP Chair
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander business to staff.	October 2023	Office Administrator
	• Investigate Supply Nation membership.	February 2024	RAP Chair

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	September 2023	RAP Chair
	• Draft a Terms of Reference for the RWG.	September 2023	Director
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2023	RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2023	Director
	• Engage senior leaders in the delivery of RAP commitments.	September 2023	RAP Champion
	• Maintain a senior leader to champion our RAP internally.	September 2023	RAP Champion
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2023	Office Administrator
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 Measurement Questionnaire.	1 August annually	Office Administrator
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Office Administrator
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	RAP Chair

OUR WORKING GROUP



VIRGINIA REA / CHAIR
National Manager – Strategic Projects



STEPHEN HALL / DIRECTOR
Director



YOGESH RAJU / RAP CHAMPION
Managing Director



CHRIS KORNEK / REGIONAL MANAGER ACT
Principal



JONATHAN RAMAJOO / REGIONAL MANAGER QLD
Principal



BRENDAN LITTLECHILD / ADVISOR
Director & CEO of Indigenous Workforce Consulting



ANNABELLE ELBY / SECRETARY
Office Administrator



SOPHIE GASTON / RWG MEMBER
Administration Officer



HANNAH WITTMANN / RWG MEMBER
ESD Engineer



CASSIE HUNT / RWG MEMBER
National Bids Pursuit Lead



CAMMY QUACH / RWG MEMBER
Marketing Specialist



JAYNE EVEREST / RWG MEMBER
National HR Leader



MICHAEL WORTHY / RWG MEMBER
Associate ICT Engineer

Lehr Consultants International (Australia) Pty Ltd (ABN 92 124 107 973) is the evolution of a firm which began in 1969. Challenging the standard approach to Building Services engineering, LCI offers traditional and innovative consulting services worldwide, as well as access to cutting edge technological thought, applications and proprietary systems.

We are proudly 100% owned and operated in Australia by our staff.

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