



REFLECT

RECONCILIATION ACTION PLAN



Hay Shire Council

From: September 2025 To: March 2027



Statement from Karen Mundine Reconciliation Australia's CEO

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

Inaugural Reflect RAP

Hay Shire Council 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 Hay Shire Council 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



Karen Mundine, CEO
Reconciliation Australia

toward Australia's reconciliation journey.

Congratulations Hay Shire Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine, CEO
Reconciliation Australia



Our Business

Hay Shire Council is a Local Government Authority that delivers and maintains a wide range of services, programs and infrastructure required to the communities of Hay, Booligal and Maude, and surrounding districts within the Hay Local Area (LGA).

These include strategic planning, water and sewerage infrastructure, waste management services, public spaces such as parks and playgrounds, pool, sports grounds and natural areas, cemeteries, road infrastructure, Aerodrome, Library, frail aged services, noxious weed control, companion animals, public health, and museums.

Hay Shire Council is a dynamic and proactive Council that collaborates with other levels of government, business and industry sectors and non-government organisations for the betterment our communities.

Council's Administration Centre is located at 134 Lachlan Street, Hay.



Hay Public School students
at the official opening of the Hay Park
Playground constructed by Council

Our Workforce

As of 1 July 2024, 4 Aboriginal and Torres Strait Islander full-time permanent staff were employed by Council.

It is not mandatory for staff to identify as being First Nations (or Aboriginal and/or Torres Strait Islander if preferred) upon their commencement.

Snapshot of our workforce

53 permanent positions



45 percent female



55 percent male



3 part-time employees



8 casual employees



8 trainees/apprentices



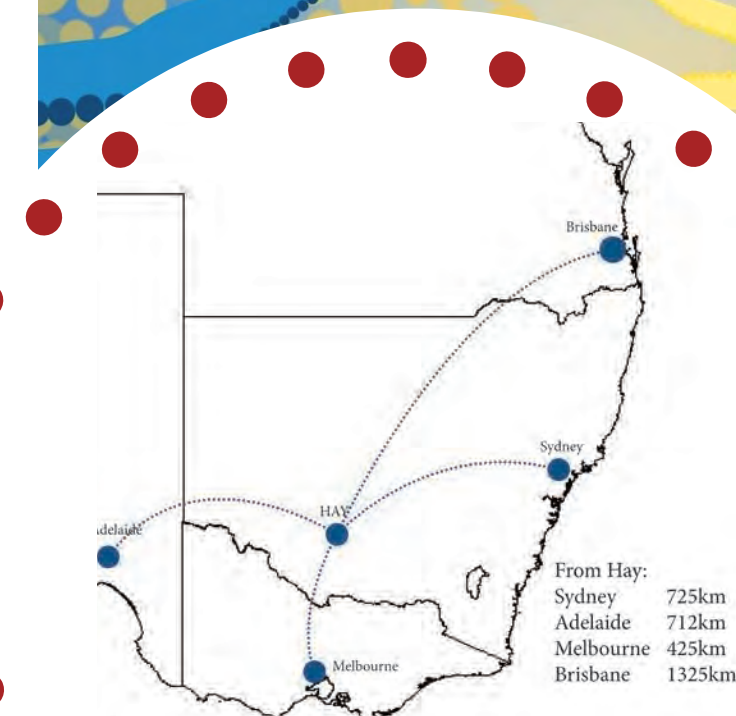
About Hay LGA

Hay Shire lies in the southwest of NSW, approximately 8 hours drive from Sydney. Its proximity to the Victorian border (Hay is actually closer to Melbourne) means the region has historically benefited just as much from trade to the southern state as it has to NSW. The town of Hay is located on the juncture of the :

- Sturt Highway (the main east-west road transport route linking Sydney with Adelaide.)
- Mid-Western Highway (connection between central western NSW and Riverina)
- Cobb Highway (will link Melbourne to Brisbane via sealed highway by end 2023)

The Shire lies within two natural catchments within the Murray-Darling Basin region, the Murrumbidgee (covering areas around Hay and Maude) and the Lachlan (covering Booligal area).

The Shire has a diversified agricultural production with dryland (sheep and cattle livestock) and irrigated activities (cotton, rice, fruit and vegetables) both prominent.





Our RAP

Hay Shire Council has created a Reflect Reconciliation Action Plan to provide Council with direction and planning towards reconciliation with the aim of strengthening our relationship with local Aboriginal and Torres Strait Islander communities.


During the early life of the 2025/2026 Reflect RAP Council will work towards forming a RAP Working Group to develop and lead the implementation of our RAP. The General Manager is the RAP Champion.

Consultation with the Hay Local Aboriginal Land Council and the Nari Nari Tribal Council, and Hay Aboriginal Working Party is an integral part of the Reflect RAP process.

Council will continue to expand on its relationships with local Aboriginal and Torres Strait Islander groups and will maintain its support of cultural events, campaigns, and programs, in particular those targeting youth.

It is recognised that understanding and communication is key to successful relationships with Aboriginal and Torres Strait Islander peoples and Council endeavours to promote cultural awareness and training programs within our organisation.

Council aims to work with local Aboriginal and Torres Strait Islander community groups to develop an Innovate RAP after the expiry of this Reflect RAP and will continue the journey to develop subsequent RAPs as appropriate to support our reconciliation journey.



Our Partnerships & Current Activities

Council proudly supports funding applications and promotes events and activities organised by Aboriginal and Torres Strait Islander groups within our community. This includes support letters, promotion on website and social media streams, cost free access to venues and recreational areas as well as provision of other items including shelters, chairs and tables.

The recent upgrade of the towns 'Civic Space' included installation of extra flag poles to enable the Aboriginal and Torres Strait Islander flags to fly side by side the Australian and Council flags outside the Council Administration Centre. The poles are well lit which permits Council to fly the flags day and night.

The Mayor acknowledges Traditional Custodians of the land on which Council meet during the 'Council Prayer' at the commencement of every Council meeting.

Council and the Hay Local Aboriginal Land Council are in the early stages of development of a Memorandum of Understanding, supporting an effective partnership between the two organisations into the future.

A partnership between Council and the Hay Aboriginal Corporation Community Working Party, as well as the Southern West Yiradyuri Clans, Land, Water and Sky Country Aboriginal Corporation, is currently being considered with a proposal for developing a Memorandum of Understanding between the parties.

Donation of Artwork from the Hay Local Aboriginal Land Council for display in the Hay Library.





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.	Oct 2025	General Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2025	General Manager
	Provide promotional support to local Aboriginal and Torres Strait Islander stakeholders in matters of importance such as mental health training, “Deaths in Custody” and “Domestic Violence” as was requested through the consultation phase with the Hay LALC.	Feb 2026	General Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	Jan 2025	HR & Governance Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026	General Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026	General Manager
	Council to hold a small ceremony celebrating the start of NRW.	27 May- 3 June 2026	General Manager
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2026	General Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2026	General Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2026	General Manager
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2026	HR & Governance Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	March 2026	HR & Governance 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.	Conduct a review of cultural learning needs within our organisation.	Jan 2026	HR & Governance Manager
	Provide Cultural Awareness Training for all staff and new employees delivered by members of the local Aboriginal community.	July 2026	HR & Governance Manager
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2026	General Manager
	Conduct inspections and assessment of the Traditional Lands on which Council operates, to identify any significant cultural sites impacted by development on road reserves and gravel pits.	November 2026	General Manager
	Undertake cultural training of staff and Youth Taskforce.	July 2026	HR & Governance Manager
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.	July 2026	General Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	General Manager
	Increase community awareness by incorporating significant dates and events on Council website. Including the licensing of artworks by local Aboriginal and Torres Strait Islander artists and their stories to be promoted on our website.	March 2026	General Manager
	Include a Welcome to Country/Acknowledgement of Country and facilitate a smoking ceremony to commemorate the opening of the new Council.	Jan 2026	General Manager
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.	June 2026	HR & Governance Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	HR & Governance Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	General Manager
	Hold a flag raising ceremony and other cultural activities to mark the commencement of Naidoc Week.	First week in July, 2026	General Manager



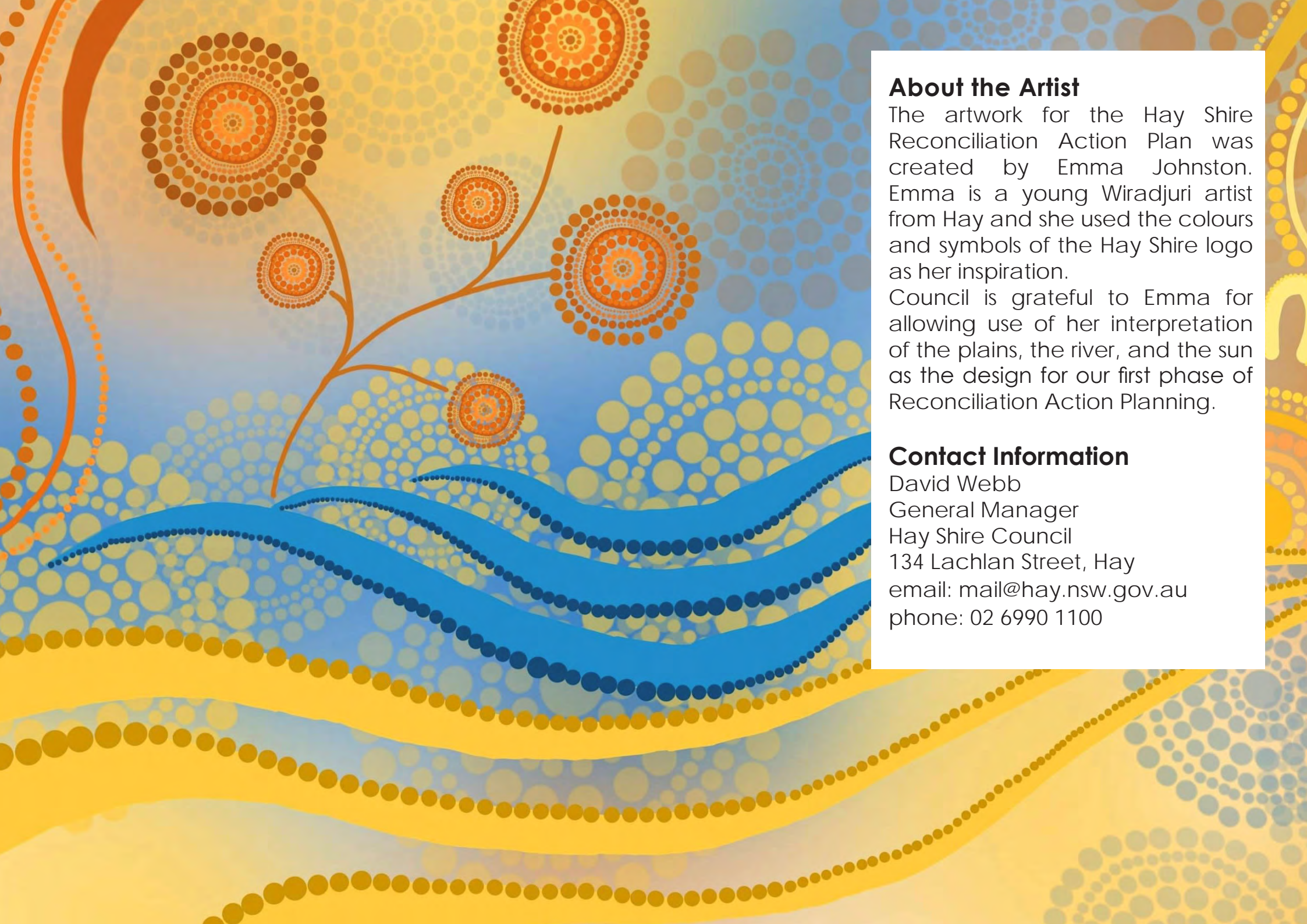
Opportunities

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.	Oct 2026	General Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2026	HR & Governance Manager
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.	Dec 2026	General Manager
	Investigate Supply Nation membership.	Dec 2026	General 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.	Jan 2026	General Manager,
	Draft a Terms of Reference for the RWG.	Jan 2026	General Manager,
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2026	General Manager,
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2025	General Manager,
	Engage senior leaders in the delivery of RAP commitments.	March 2026	General Manager,
	Appoint a senior leader to champion our RAP internally.	March 2024	General Manager,
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2025	RWG Chair,
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 2026, annually	HR & Governance,
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR & Governance,
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	HR & Governance,
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2027	HR & Governance,



About the Artist

The artwork for the Hay Shire Reconciliation Action Plan was created by Emma Johnston. Emma is a young Wiradjuri artist from Hay and she used the colours and symbols of the Hay Shire logo as her inspiration.

Council is grateful to Emma for allowing use of her interpretation of the plains, the river, and the sun as the design for our first phase of Reconciliation Action Planning.

Contact Information

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