

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

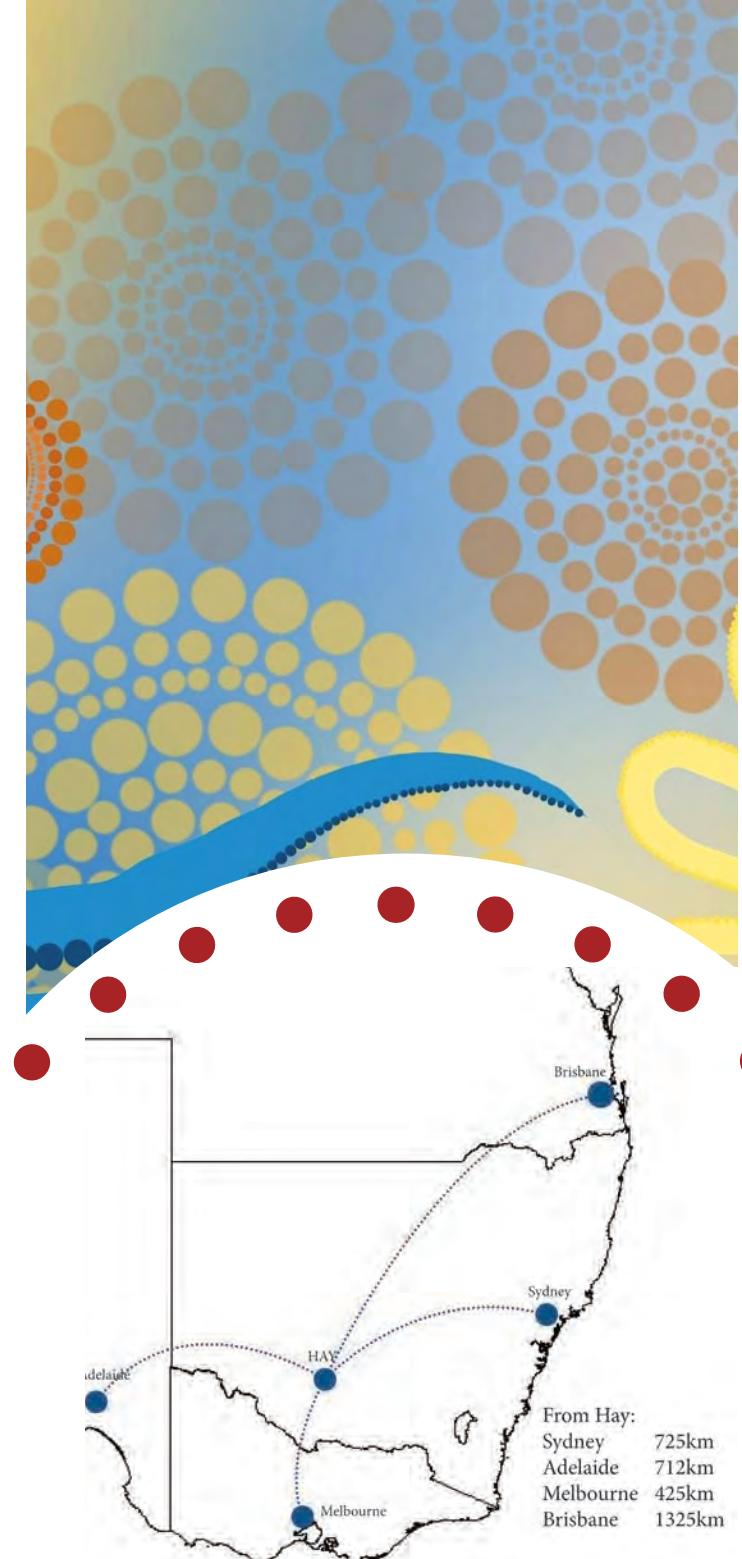
About Hay LGA

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.	<p>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</p> <p>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p> <p>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.</p>	<p>Oct 2025</p> <p>Nov 2025</p> <p>Feb 2026</p>	<p>General Manager</p> <p>General Manager</p> <p>General Manager</p>
2 Build relationships through celebrating National Reconciliation Week (NRW).	<p>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</p> <p>RAP Working Group members to participate in an external NRW event.</p> <p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p> <p>Council to hold a small ceremony celebrating the start of NRW.</p>	<p>Jan 2025</p> <p>27 May- 3 June 2026</p> <p>27 May- 3 June 2026</p> <p>27 May- 3 June 2026</p>	<p>HR & Governance Manager</p> <p>General Manager</p> <p>General Manager</p> <p>General Manager</p>
3 Promote reconciliation through our sphere of influence.	<p>Communicate our commitment to reconciliation to all staff.</p> <p>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</p> <p>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</p>	<p>May 2026</p> <p>Feb 2026</p> <p>Feb 2026</p>	<p>General Manager</p> <p>General Manager</p> <p>General Manager</p>
4 Promote positive race relations through anti-discrimination strategies.	<p>Research best practice and policies in areas of race relations and anti-discrimination.</p> <p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.</p>	<p>March 2026</p> <p>March 2026</p>	<p>HR & Governance Manager</p> <p>HR & Governance Manager</p>



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. Provide Cultural Awareness Training for all staff and new employees delivered by members of the local Aboriginal community. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jan 2026 July 2026 March 2026	HR & Governance Manager HR & Governance Manager General Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	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. Undertake cultural training of staff and Youth Taskforce.	November 2026 July 2026	General Manager HR & Governance Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 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.	July 2026 July 2026 March 2026	General Manager General Manager 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
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event.	June 2026 June 2026 First week in July, 2026	HR & Governance Manager HR & Governance Manager 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



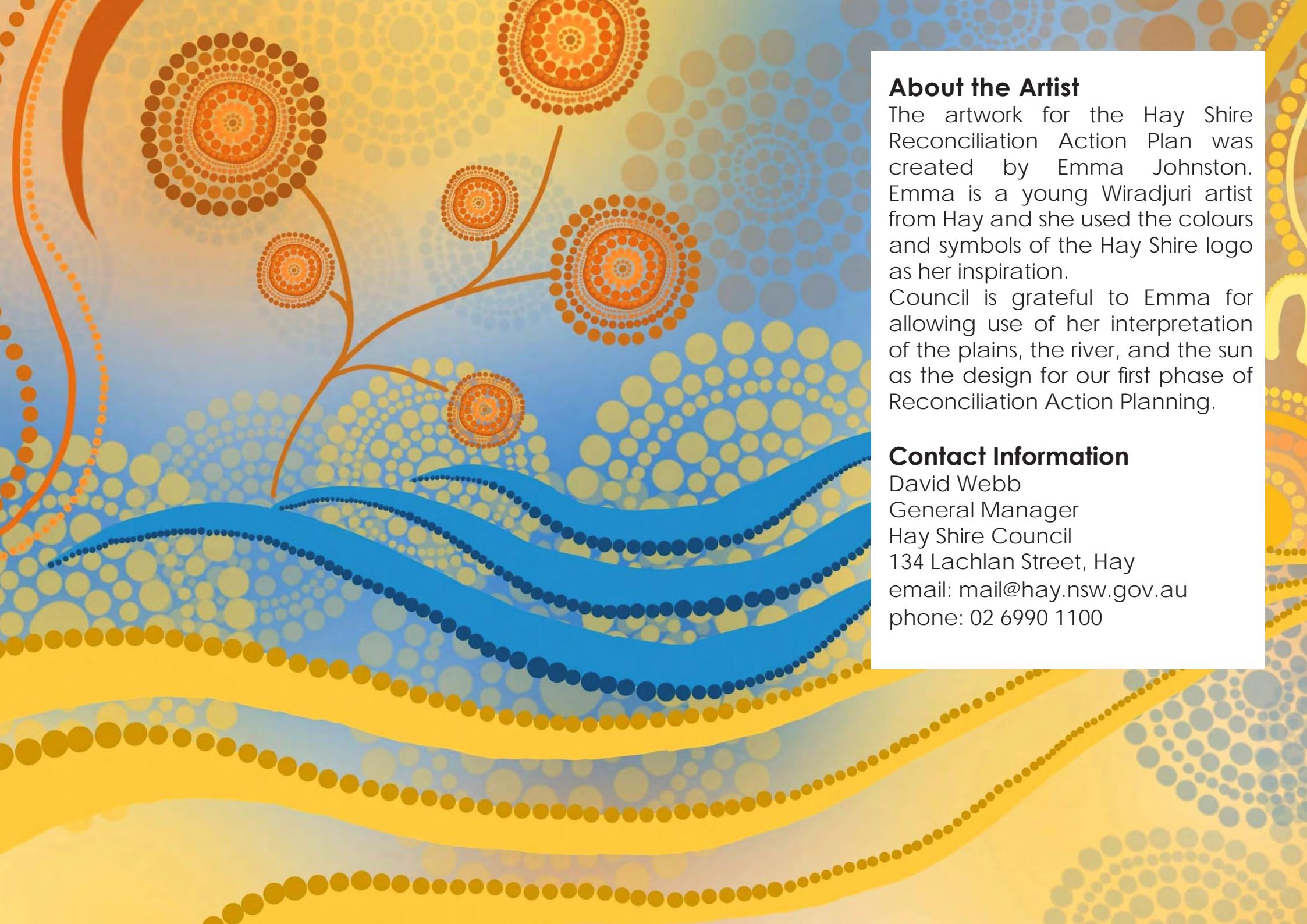
Opportunities

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. Draft a Terms of Reference for the RWG. Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2026 Jan 2026 Jan 2026	General Manager, General Manager, General Manager,
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation. Engage senior leaders in the delivery of RAP commitments. Appoint a senior leader to champion our RAP internally. Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025 March 2026 March 2024 November 2025	General Manager, General Manager, General Manager, 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	June 2026, annually 1 August annually 30 September, annually	HR & Governance, HR & Governance, 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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