

hayball


Reconciliation Action Plan

March 2023 - March 2024



RECONCILIATION
ACTION PLAN

REFLECT



We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we live and work.

We pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.

We acknowledge the ongoing connection to Country and value the deep knowledge and lived experiences of First Nations People.

With respect we strive to practice gratitude for what is shared, to listen and learn with humility, and to support sustainable empowering relationships.

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CEO Statement

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

Hayball joins a network of more than 2,200 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 Hayball 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 Hayball, 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



Bubup Wilam Aboriginal Child and Family Centre, Wurundjeri Willam land
Thomastown, VIC
Landscape by Urban Initiative

1.0 Introduction

1.1 Our Business

Hayball is a national architectural practice with a strong focus on culture, community and learning. Our user-centred design approach is underpinned by research, ensuring more sustainable outcomes for people and the planet. Working across a range of sectors where people live, work, learn and play, our inclusive design processes enable multiple voices to contribute to the vision for new places and spaces

The practice acknowledges a lack of Indigenous representation amongst staff and is taking the first steps towards addressing this through commitment to a Reconciliation Action Plan.



TOTAL NUMBER OF STAFF

120+

YEARS IN BUSINESS

40

CARBON NEUTRAL

100%

NATIONALITIES REPRESENTED

22

SECTORS WE WORK ACROSS

06

AWARDS

121

Hayball is a large-scale design practice with a powerful pool of design talent. Our strength is in supporting clients competitively and creatively, harnessing multiple perspectives within a dedicated interdisciplinary team working closely with clients on every aspect of a project. Our process generates innovative thinking and delivers strong, cohesive and marketable solutions.

We thrive on working on a variety of project types, and translate developments in one sector for the benefit of another.

Architecture

Truly exceptional results rely on the right blend of the creative and the practical, and ours are always precisely tuned to the needs of our clients. We are continually pushing the limits of building technology to unlock new methods of design and construction to achieve the best solution for each project.

Interior Design

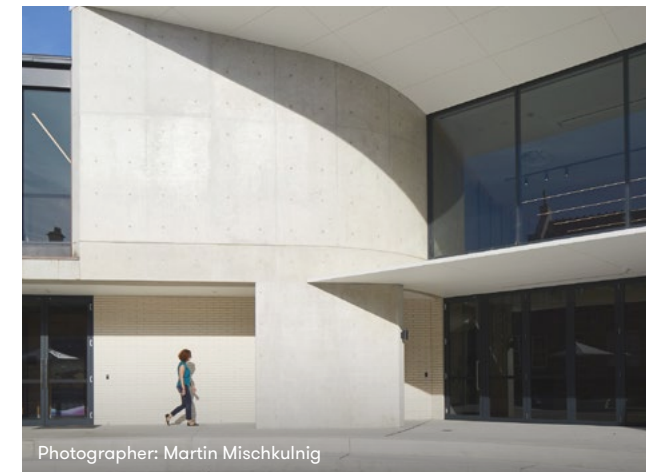
Successful interiors create delight in experience, and feel as good as they look. On projects of a domestic scale through to corporate and civic spaces, our integrated approach employs a rational and multidisciplinary process of exploration. Drawing from the qualities of the architectural envelope, the wider context and human interaction with and within a space, each scheme is tailored for aesthetic and spatial value.

Urban Design

With our customary interdisciplinary approach, Hayball seeks to define and develop design-led urban solutions from 'real world' development parameters. Our enthusiasm for innovation is underpinned by an exacting methodology to uncover sustainable visions for truly great place making.

Exhibition Design

Our approach to exhibition design is centred on a deep understanding not only of the objects and artefacts being displayed, but the stories the curators wish to tell. By bridging the thinking between pedagogy and curation, learning space design and exhibitions can interact to create dynamic, rewarding experiences, embedded in their unique cultural environment, for all kinds of users.





1.0 Introduction

1.2 Our RAP

Our RAP Champion is Dave Tordoff a Principal at Hayball. RAP implementation will be supported by Reconciliation Working Group (RWG) composed of the following personnel:

- **PRI** - Principals
- **ASA** - Associate / Senior Associate
- **MCOM** - Marketing / Communications
- **Admin** - Administration support team
- **P&C** - People and Culture

As architects and designers our core business is invested in the production of meaningful places which sustain people. We are dedicated to innovative thinking and the delivery of cohesive resilient environments which give back to the communities and neighbourhoods they exist within. We are interested in our role as innovators and advocates and think deeply about the lasting impact of our practice on both culture and environment. We wish to respect the rights of all peoples and to create an inclusive workplace which values and respects the diverse lived experiences of our greater community.

We acknowledge that Designing within Country is not possible without engaging with, and more importantly being guided by Aboriginal and Torres Strait Islander community and recognised knowledge holders. Recognising the principles of the International Indigenous Design Charter our practice is seeking diverse opportunities for Aboriginal and/or Torres Strait Islander representation and to ensure Aboriginal and Torres Strait Islander peoples share in the benefits from the use of their cultural knowledge. We recognise the value of First Nations led design process and seek to respect the right of self-determination in the application of traditional knowledge in design practice.

As practice we are just starting on our journey of reconciliation, we have begun to formalise our commitment with development of a Reconciliation Working Group and through endorsement of our Reflect Reconciliation Action Plan. We acknowledge the ongoing connection to the land and value the embedded knowledge, lived experience and ways of knowing of First Nations People. With this deep respect we are investing in space for reflection and learning as we strive to practice gratitude for what is shared, to listen with humility, and support sustainable empowering relationships.

Weaving One Billion Stars for violence free communities

"We're inspiring communities to work together using the traditional craft of star weaving to increase connection, joy and create violence free communities"

Weaving Artwork by Maryann Talia Pau

Hayball Studio, Turrbal Country, Brisbane, QLD



Aboriginal Garden Workshop in collaboration with Micheal Mossman
 Tirriwirri School, Ngunnawal Country
 Queanbeyan, NSW

2.0 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.	June 2023	ASA
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sept 2023	ASA
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2023	ASA, Admin
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023	MCOM
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2023	ASA, PRI
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Sept 2023	ASA
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Sept 2023	ASA
	Utilise social media to promote, celebrate and share our commitment to reconciliation and RAP learnings.	Quarterly	MCOM
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	ASA, MCOM
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	P&C



3.0 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.	December 2023	ASA
	Conduct a review of cultural learning needs within our organisation.	September 2023	ASA
	Hold cultural learning sessions to intersect with existing professional development forums including GL[E]AM and Connect Sessions.	June 2023, September 2023 (coordinated with events calendar)	ASA + MCOM
	Invite external Aboriginal and Torres Strait Islander speakers and collaborators to participate in cultural learning sessions.	June 2023, September 2023 (coordinated with events calendar)	ASA + MCOM
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.	September 2023	ASA + MCOM
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	ASA + MCOM
	Develop protocols for Acknowledgement of Country for office forums and presentations.	April 2023	ASA, PRI
	Circulate protocols for Acknowledgement of Country to all staff members.	May 2023, March 2024	ASA
	Establish identification of Country for all projects at project inception workshop, identify Country on project descriptions and marketing collateral.	June 2023	Admin

3.0 Respect



Action	Deliverable	Timeline	Responsibility
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 2023	ASA, MCOM
	Introduce our staff to NAIDOC Week by promoting external events in our local areas.	June 2023	ASA, MCOM
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	ASA
8. Investigate opportunities to embed Aboriginal and Torres Strait Islander peoples, culture, and contributions throughout our design process	Conduct review of project leader check-lists provided to organisation Intranet and seek opportunities to include specific reference to Aboriginal and Torres Strait Islander peoples and design for Country practices.	June 2023	ASA
	Develop guides and reference materials to enhance our understanding of Country and enable better application to our project work.	March 2024	ASA + MCOM
	Develop guides and reference materials to better enable engagement with Aboriginal and Torres Strait Islander consultants, collaborators, and suppliers.	March 2024	ASA + MCOM
	Establish protocol for identification of Aboriginal and Torres Strait Islander Engagement opportunities review with project inception workshop.	September 2023	ASA
	Develop register for projects with Aboriginal and Torres Strait Islander people's participation, representation, and engagement.	September 2023	ASA + MCOM
	Identify exemplar projects which demonstrate meaningful Aboriginal and Torres Strait Islander participation, representation, and engagement. Including engagement practices, relationship building and mutually beneficial opportunities.	December 2023	ASA





4.0 Opportunities



Action	Deliverable	Timeline	Responsibility
9. 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 2023	ASA, PRI
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	ASA + HR
	Develop business case to extend current graduate and student employment programs to specifically support Aboriginal and Torres Strait Islander students and graduates.	September 2023	ASA + HR
10. 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.	September 2023	ASA + Admin
	Investigate Supply Nation membership.	June 2023	ASA
	Create and maintain a register of Aboriginal and Torres Strait Islander consultants, suppliers, contractors, businesses, and artists.	September 2023	ASA + MCOM
	Incorporate opportunities for Aboriginal and Torres Strait Islander representation and consultation in prospective project expression of interest.	March 2023	ASA + MCOM



5.0 Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP	Form a RWG to govern RAP implementation.	March 2023	PRI
	Draft a Terms of Reference for the RWG	June 2023	ASA
	Establish Aboriginal and Torres Strait Islander representation on the working group.	August 2023	ASA + HR
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for the next RAP implementation	December 2023	ASA
	Engage senior leaders in the delivery of RAP commitments.	December 2023	ASA
	Appoint a senior leader to champion our RAP internally.	March 2023	PRI
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2023	ASA
13. 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,	ASA, PRI
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Annually	ASA
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	1 August, annually	ASA
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	ASA

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