

hayball

# Reconciliation Action Plan


March 2025 - September 2026



RECONCILIATION  
ACTION PLAN

REFLECT





**In the spirit of reconciliation, Hayball acknowledges the Traditional Custodians of the lands on which we work and create. We recognise their presence on this land for over 65,000 years and celebrate Aboriginal and Torres Strait Islander peoples as the world's oldest continuous living culture.**

**We acknowledge the deep knowledge and lived experiences of First Nations people, and in recognising their continuing connections to sky and spirit, land and water, culture and community, we honour more than 3,000 generations of sophisticated toolmaking, placemaking, design, construction, and agriculture.**

**With support for the *Uluru Statement from the Heart*, we pay our respects to Elders past and present, and extend that respect to all First Peoples today.**





# Contents

CEO Statement	7
1.0 Introduction	8
1.1 Our Business	8
1.2 Our RAP	10
2.0 Relationships	12
3.0 Respect	14
4.0 Opportunities	18
5.0 Governance	20

Cover Image:  
Kensington Student Accommodation (Kensington, NSW)

**Traditional Owners: Gadi people of the Eora Nation**

Architecture by Hayball

The project features an embedded Indigenous artwork titled *Walk in Good Spirit* (2021) by Murrawarri artist Joe Hurst (1960-2022), who also offered a Welcome to Country at the building’s official opening.

The artwork is a representation of the Aboriginal stone tools and original plants found at this site and achieved through acid etching the linework into the surface of the paving slab. It recognises the long-term occupation by Gadi and Bidji people on whose lands we walk today. The artwork highlights the sense of deep time and place intrinsic to the site.

Joe was a renowned multi-disciplinary creative who worked across design, construction, sculpture, printing and painting; he was involved in numerous Australian and international exhibitions and was a life member of Boomalli Aboriginal Artists Co-Operative.

RAP Contact

Jarrold Haberfield

Design Strategy & Communication  
Email: [jhaberfield@hayball.com.au](mailto:jhaberfield@hayball.com.au)  
Phone: +61 3 9699 3644 / +61 404 244 337



# CEO Statement

Reconciliation Australia congratulates Hayball on continuing its reconciliation journey by formally endorsing Hayball’s second Reflect Reconciliation Action Plan (RAP).

Through this plan, Hayball continues to play an important role in a network of more than 2,500 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 continues the journey and primes 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 to 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

Congratulations Hayball on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



Bubup Wilam Aboriginal Child and Family Centre (Thomastown, VIC)  
**Traditional Owners: Wurundjeri people of the Kulin Nation**  
Landscape by Urban Initiative. Architecture by Hayball



1.1 Our Business

150+

TOTAL NUMBER OF STAFF

100%

CARBON NEUTRAL

41

YEARS IN BUSINESS

60%

SOCIAL INFRASTRUCTURE PROJECTS

2000+

AFFORDABLE & SOCIAL DWELLINGS IN PROGRESS

22

NATIONALITIES REPRESENTED

6

SECTORS WE WORK ACROSS

170+

AWARDS



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.

We currently have no Aboriginal and/or Torres Strait Islander team members amongst our diverse staff cohort and are continuing to take steps towards addressing this through our ongoing commitment to a Reconciliation Action Plan.

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 our developing expertise 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 placemaking.







Hayball Studio (Brisbane, QLD)

Traditional Owners: Yuggera & Turrbal peoples

Interiors by Hayball

The studio features a large artwork installation titled *Weaving One Billion Stars* by Samoan Australian artist Maryann Talia Pau, who says: 'We're inspiring communities to work together using the traditional craft of star weaving to increase connection, joy and create violence free communities.'

## 1.0 Introduction

# 1.2 Our RAP

As architects and designers our core business is invested in the production of meaningful places that sustain people and their communities. We are dedicated to innovative thinking and the delivery of cohesive, resilient environments that give back to the neighbourhoods in which they exist. We are interested to further explore the potentials of our role as innovators and advocates and think deeply about the lasting impact of our practice on people and the planet, with particular care for First Nations communities and their Country. We wish to respect the rights of all peoples and to create an inclusive workplace that values and respects the diverse lived experiences of our greater community.

We acknowledge that Designing within Country is not possible without functional and respectful engagement with Aboriginal and Torres Strait Islander communities and recognised holders of knowledge. Upholding the principles of the International Indigenous Design Charter, our practice is gathering momentum on our reconciliation journey, thanks to the publishing of our inaugural 'Reflect' RAP in March 2023 and, importantly, the forming of our in-house Reconciliation Working Group. As our learning continues and our knowledge grows, we seek opportunities to increase Aboriginal and Torres Strait Islander representation in the Built Environment professions, which we see as integral to achieving meaningful changes in our consideration of Country in the way we design. Our priority is finding mutually beneficial ways to collaborate with First Nations communities, consultants and design partners. We recognise the value of First Nations-led design processes and seek to respect the right of self-determination in the application of Traditional Knowledge in design practice.

A key goal for 2025 will be the inclusion of an external First Nations consultant or advisor to join our Reconciliation Working Group. We see this as the logical and welcome next step in our continuing understanding of our journey towards a more equitable Australia.

RAP implementation will continue to be supported across all studios and levels of the practice to include the following personnel:

- RAP Champion – Dave Tordoff, Principal
- RWG – Reconciliation Working Group
- P&C – People & Culture Working Group
- DWG – Design Working Group
- MAR/COM – Marketing / Communications
- DDG – Design Delivery Group
- QM – Quality Management
- ADM – Administration Support

As a 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 previous 'Reflect' Reconciliation Action Plan. Along the way we have encountered a series of challenges, which mostly relate to accessing knowledge and knowledge holders, and a general anxiety around doing the wrong thing or unintentionally operating in culturally insensitive or unsafe ways. With time and experience our confidence is growing and we are increasingly feeling connected to both Reconciliation-minded peers and First Nations peoples, whose ongoing connection to Country we deeply acknowledge. We value the embedded knowledge, lived experience and ways of knowing of First Nations Peoples and 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.





## 1.0 Introduction

### 1.3 Our Partnerships / Current Activities

The publishing of our second 'Reflect' RAP provides a welcome opportunity to reflect, literally, on the progress we've made as a national organisation to enculturate Reconciliation related thinking into our daily practice life, and further in taking actionable steps towards changing how we work and design. We proudly have numerous initiatives now established as 'business as usual', including Acknowledgements of Country at the beginning of every practice-wide event, the marking of events of historical and cultural significance to First Nations peoples across the practice, defining the Traditional Owners on whose lands our projects are located, and evolving collaborations with Traditional Owners, land councils, and Indigenous Design consultants.

At the scale of learning and sharing, we regularly attend RAP A&D RING meetings, Deadly Djurumin Yarns, and other Country-centred professional development programs, and without exception are reporting back to the entire practice to ensure newly acquired knowledge is widely distributed. An excellent example is a summary presentation of each Deadly Djurumin Yarn given by one of the attendees at our virtual, practice-wide 'Monday Morning Tea', in a session called Five Deadly Minutes.

The majority of deliverables listed in the spreadsheet that follows have now been initiated, and we are committed to their continuation and evolution. A small number of deliverables remain outstanding, and these are the more complex items we've deliberately deferred due to the financial investment and paradigmatic change they portend. We are excited to turn our attention to these items next, as we shift our focus towards 2026 and the publishing of our 'Innovate' RAP. There is still much to be done, many relationships to establish, and vast amounts of knowledge to absorb as second nature, but we are proud of the tangible shifts enacted across the practice since publishing our first 'Reflect' RAP and are excited to continue our contribution towards an equitable Australian future.





## 2.0 Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2025	Lead: Dave Tordoff Support: Jarrod Haberfield
	Implement best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	Lead: Dave Tordoff Support: Jarrod Haberfield
2. Build relationships through celebrating National Reconciliation Week (NRW).	Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Amber Lollo
	RAP Working Group members have participated in an external NRW event in 2024 and will continue to participate in the future.	27 May - 3 June, 2025	Jarrod Haberfield
	Staff and senior leaders have participated in a practice-wide event to recognise and celebrate NRW in 2024 and will continue to participate in the future.	27 May - 3 June, 2025	Jarrod Haberfield
3. Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	December 2025	Jarrod Haberfield
	Continue to identify external stakeholders with whom our organisation can engage on our reconciliation journey.	December 2025	Chad Brown
	Maintain involvement in Architecture & Design RAP RING with which to collaborate on our reconciliation journey.	December 2025	Lead: Emma Chrisp Support: Jarrod Haberfield
	Continue to utilise social media to promote, celebrate and share our commitment to reconciliation and RAP learnings.	December 2025	Lead: Emma Chrisp Support: Jarrod Haberfield
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	Dave Tordoff
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	Dave Tordoff





Hilltops Young High School Library (Young, NSW)  
**Traditional Owners: Wiradjuri people**  
Rug designed by Aunty Enid Clarke (Wiradjuri Elder and Senior Knowledge Holder).  
Architecture by Hayball

### 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.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield Advice: First Nations advisor
	Conduct a review of cultural learning needs within our organisation.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield Advice: First Nations advisor
	Continue to hold cultural learning sessions across the practice including <i>Connect</i> sessions and <i>Five Deadly Minutes</i> and continue supporting attendance at monthly <i>Deadly Djurumin Yarn</i> sessions.	December 2025	Lead: Jarrod Haberfield Support: Amber Lollo
	Continue to invite external Aboriginal and Torres Strait Islander speakers and collaborators to participate in cultural learning sessions.	December 2025	Jarrold Haberfield
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to develop an understanding of the local Traditional Owners or Custodians of the lands and waters on which each of our four studios are located: the lands of the Wurundjeri, Ngunnawal, Gadigal, and Yuggera & Turrbal people.	December 2025	Emma Chrisp
	Continue to increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Jarrold Haberfield
	Conduct reminder session on protocols for Acknowledgement of Country for all staff members via a dedicated session during Monday Morning Tea.	June 2025	Jarrold Haberfield
	Continue to identify Country for all projects during Green Light (project inception) workshops, on project descriptions, and throughout marketing and communications collateral.	December 2025	Lead: Jarrod Haberfield Support: Gosia Sum



3.0 Respect (continued)



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Continue to raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2025	Jarrold Haberfield
	Continue to familiarise our staff with NAIDOC Week by promoting external events in our local area.	July 2025	Gosia Sum
	RWG and other staff participated in an external NAIDOC Week event in 2024 and will continue to participate in the future.	July 2025	Jarrold Haberfield
8. Investigate opportunities to embed Aboriginal and Torres Strait Islander peoples, culture, and contributions throughout our design process	Conduct review of project leader checklists provided to organisation intranet and seek opportunities to include specific reference to Aboriginal and Torres Strait Islander peoples and design for Country practices.	April 2025	Steve Jones
	Develop guides and reference materials to support best practice engagement with Aboriginal and Torres Strait Islander consultants, collaborators, and suppliers.	June 2025	Lead: Emma Chrisp Support: Steve Jones
	Continue to identify Aboriginal and Torres Strait Islander engagement opportunities during Green Light (project inception) workshops.	June 2025	Jarrold Haberfield
	Continue to maintain register of projects with Aboriginal and Torres Strait Islander people's participation, representation, and engagement.	June 2025	Emma Chrisp
	Continue to identify exemplar projects that demonstrate meaningful Aboriginal and Torres Strait Islander participation, representation, and engagement. Including engagement practices, relationship building and mutually beneficial opportunities.	June 2025	Dave Tordoff



B220 Innovative Workspaces, RMIT School of Education (Bundoora, VIC)  
**Traditional Owners: Wurundjeri people of the Kulin Nation**  
Possum Skin Cloak Project developed through Indigenous engagement workshops facilitated on site by Indigenous Education Lead and Dja Dja Wurrung man, Al Fricker.  
Interiors by Hayball





Monte Sant' Angelo Mercy College (North Sydney, NSW)  
**Traditional Owners: Cammeraygal people**  
Smoking ceremony for the official opening of Scientia Terrace.  
Architecture by Hayball

# 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.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield Advice: First Nations advisor
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield Advice: First Nations advisor
	Develop business case to extend current graduate and student employment programs to specifically support Aboriginal and Torres Strait Islander students and graduates.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield Advice: First Nations advisor
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.	June 2025	Lead: Jarrod Haberfield Support: Emma Chrisp Advice: First Nations advisor
	Socialise <i>Supply Nation</i> database as a reconciliatory resource to be prioritised via a dedicated session during Monday Morning Tea.	June 2025	ASA
	Continue to maintain a register of Aboriginal and Torres Strait Islander consultants, suppliers, contractors, businesses, and artists.	September 2025	ASA + MCOM
	Continue to incorporate opportunities for Aboriginal and Torres Strait Islander representation and consultation in prospective project expression of interest.	June 2025	ASA + MCOM





Legacy House (South Brisbane, QLD)  
**Traditional Owners: Turrbal and Yuggera peoples**  
Smoking ceremony within the official 'sod turning' (construction commencement) event.  
Architecture by Hayball

5.0 Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP	Draft <i>Terms of Reference</i> for the RWG	May 2025	Dave Tordoff
	Establish Aboriginal and Torres Strait Islander representation on the working group.	June 2025	Lead: Dave Tordoff Support: Jarrod Haberfield
12. Provide appropriate support for effective implementation of RAP commitments.	Resource needs have been defined for the next RAP implementation.	March 2025	Dave Tordoff
	Senior leaders have been engaged in the delivery of RAP commitments.	September 2025	Dave Tordoff
	Senior leaders have been engaged to champion our RAP internally.	September 2025	Dave Tordoff
	Continue to implement appropriate systems and capability to track, measure and report on RAP commitments.	September 2025	Dave Tordoff
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	November 2025	Emma Chrisp
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	November 2025	Emma Chrisp
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	November 2025	Jarrod Haberfield



---

**Wurundjeri Country - Melbourne**

Level 1, 250 Flinders Lane  
Melbourne VIC 3000  
T +61 3 9699 3644

**Gadigal Country - Sydney**

11-17 Buckingham Street  
Surry Hills NSW 2010  
T +61 2 9660 9329

**Turrbal Country - Brisbane**

Level 5, 293 Queen Street  
Brisbane QLD 4000  
T +61 7 3211 9821

**Ngunnawal Country - Canberra**

Level 3, 221 London Circuit  
Canberra ACT 2601  
T +61 2 9660 9329

---

**hayball@hayball.com.au**  
**hayball.com.au**

