

Attachment A

**City of Sydney Stretch Reconciliation
Action Plan May 2025 – April 2028**



Stretch Reconciliation Action Plan

May 2025 – April 2028





The City of Sydney acknowledges
the Gadigal of the Eora Nation as the
Traditional Custodians of this place.

We acknowledge the enduring connections
of Aboriginal and Torres Strait Islander
peoples to Country. We recognise this is
unceded Aboriginal land.

We pay respect to Aboriginal and Torres
Strait Islander Elders past and present,
whose knowledge, leadership and wisdom
pave the way forward for us all. We extend
that respect to all Aboriginal and Torres
Strait Islander people here today.

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Cover image / The 40,000 years mural opposite Redfern station by artist Carol Ruff along with Colin Nugent, Tracey Moffat, Joe Geia, Avril Quail, Kristina Nehm and Charlie Aarons, and students from the Eora Centre in 1983. More recently, the Redfern Station Community Group led the conservation of the artwork in 2018 with a new generation of local artists and students.

Photo / Katherine Griffiths / City of Sydney.

Acknowledgment of Country Artwork / The artwork for our Acknowledgement of Country is called Jagun meaning Country in Bundjalung. It's created by proud Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan. It acknowledges and pays respect to Country and celebrates Aboriginal and Torres Strait Islander peoples and cultures. Jagun captures our changing landscape and the impression of different elements of Country and culture – making sure we respect the land we live on.

"Acknowledgement of Country is acknowledging the Traditional Owners, acknowledging people past, present and emerging. It offers a way of respect, so when you walk on land that you don't come from, you're offering respect to the people that live on that land. It's very important in our culture and universal," Kim said.

Aboriginal and Torres Strait Islander Advisory Panel statement

We acknowledge the **Gadigal of the Eora Nation** as the Traditional Custodians of this land, who have cared for these lands and waters for thousands of generations. Their knowledge, stories and cultural responsibilities remain central to the identity of this Country.

Today our city continues to be a place of gathering for Aboriginal and Torres Strait Islander peoples from across Australia. Peoples with deep cultural connections, diverse histories and ongoing aspirations for self-determination, justice and truth-telling.

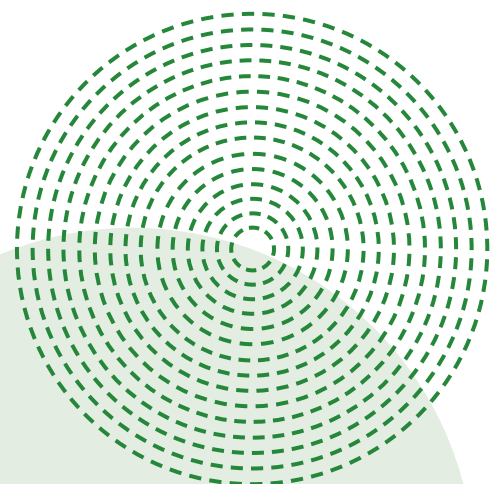
The Aboriginal and Torres Strait Islander Advisory Panel brings together many voices and lived experiences. We are more than advocates; we are part of the community. Our role is to ensure that the needs, priorities and aspirations of our peoples are acknowledged, respected and put into action.

Reconciliation is more than symbolism. It must be embedded in action, accountability and genuine partnerships. The City of Sydney has a responsibility to be bold, to listen and lead with integrity. Truth-telling is not just about the past, it is about understanding present realities and shaping a future that reflects our sovereignty, cultural strength and collective ambitions.

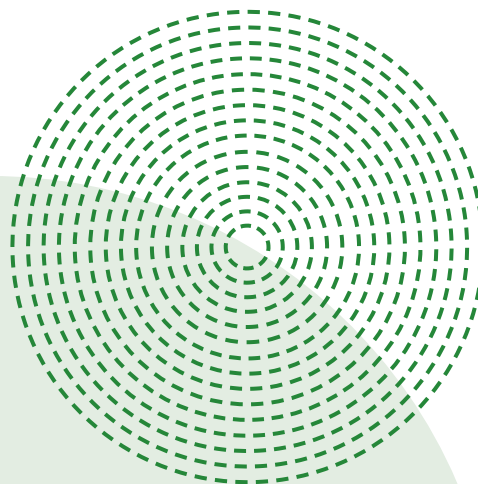
While we bring diverse perspectives, we stand united in our commitment to equity and meaningful change. The **key pillars of the reconciliation action plan (RAP) – relationships, respect, and opportunities** – are not just guiding principles; they embody the enduring values and knowledge systems of our peoples.

As a panel, we advise the City of Sydney to ensure these commitments lead to real outcomes for our communities. We hold the organisation accountable for its role in reconciliation, ensuring that Aboriginal and Torres Strait Islander people are supported in employment, leadership and decision-making processes.

We are here. We are not going anywhere. Our sovereignty was never ceded. Our voices must not only be heard, but they must also shape the future of this city



The City of Sydney must be brave, accountable, and a leader in reconciliation.



Members of the Aboriginal and Torres Strait Islander Advisory Panel at 119 Redfern Street.
Photo / Chris Southwood / City of Sydney.

Message from the Lord Mayor

The City of Sydney acknowledges and celebrates the deep connections held by Aboriginal and Torres Strait Islander peoples to this land. First Nations peoples' histories, cultures and contributions are central to Sydney's community.

We recognise the unique contributions of First Nations peoples to make this city what it is today and are vital to how we all progress as a community. Our longstanding commitment to local Aboriginal and Torres Strait Islander communities and the process of reconciliation is central to the City's long-term strategic plan: Sustainable Sydney 2030–2050 continuing the vision.

The City of Sydney Stretch Reconciliation Action Plan 2025–2028 codifies this commitment and will further guide our work to ensure Aboriginal and Torres Strait Islander peoples feel valued, heard and represented.

The City's Aboriginal and Torres Strait Islander Advisory Panel will continue to advise us on matters of importance to local communities. The panel is an important connection to a range of community-controlled organisations and groups in the local area, and a voice to help influence the identity, sustainability and function of the city.



Reconciliation is about more than recognition – it's about real action. We know that socioeconomic opportunities are key to self-determination, and we will continue to support Aboriginal and Torres Strait Islander businesses and create pathways to success. We will deepen our relationships with Aboriginal and Torres Strait Islander community-controlled organisations, Elders and young people to build strong, lasting partnerships based on trust and mutual respect.

Reconciliation is a shared responsibility. It takes all of us, working together, to bring lasting change. We are committed to listening, learning and acting to ensure Aboriginal and Torres Strait Islander people help shape our future.

I look forward to seeing how our Stretch RAP transforms our work as we affirm our actions to further our reconciliation journey.

A handwritten signature in black ink that reads "Clover Moore." The signature is stylized with a long, sweeping underline.

Clover Moore, AO
Lord Mayor of Sydney

Message from the CEO

Since our previous Stretch reconciliation action plan 2020–2024, we've made progress on our commitments to reconciliation. Together, we're building a city that's truly inclusive, respectful and **led by the voices of Aboriginal and Torres Strait Islander peoples.**

In May 2024 we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street. The Aboriginal and Torres Strait Islander Advisory Panel highlighted this need for space to gather, share and practice the cultures of Aboriginal and Torres Strait Islander people living in and connected to Sydney.

Each year we've continued to sponsor and support significant cultural events including Yabun Festival, community NAIDOC Week celebrations and National Reconciliation Week. We've placed culture at the centre of Sydney New Year's Eve celebrations with the 9pm Calling Country program curated by First Nations creatives.

In May 2022 the Eora Journey recognition in the public domain program unveiled bara by Judy Watson. A tribute to the world's oldest continuous culture and a reminder of its significance for this place now and for generations to come.

In June 2023 we published our Aboriginal and Torres Strait Islander workforce strategy. We've since increased Aboriginal and Torres Strait Islander representation in our workforce to 2.8%.



We've also created more opportunities for Aboriginal and Torres Strait Islander leadership, cultural recognition and economic development.

The City of Sydney strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contributions.

We'll continue our work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and to support self-determining communities.

Reconciliation is more than a policy – it's a collective responsibility and continuous process of learning, listening and acting. The City of Sydney will be accountable to the priorities and expectations of Aboriginal and Torres Strait Islander communities by ensuring reconciliation is embedded in all our work.

A handwritten signature in black ink that reads "P. M. Barone". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

Monica Barone
CEO, City of Sydney

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate City of Sydney on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As the local government authority for the place of one of Australia's first sites of contact, City of Sydney plays a vital role in advancing reconciliation. With a rich cultural history, the City's influence extends across a diverse network of stakeholders, including residents, businesses and visitors who engage with its services daily.

This Stretch RAP builds on the City's longstanding commitment to reconciliation demonstrated in previous RAPs. City of Sydney has focused on creating economic opportunities for Aboriginal and Torres Strait Islander businesses, more than doubling its procurement spend as well as establishing the Aboriginal and Torres Strait Islander Collaboration Fund to support community-controlled projects.

Initiatives like these help facilitate the economic self-determination that is key to Aboriginal and Torres Strait Islander peoples participating equally and equitably in all areas of life.



Moving forward, City of Sydney is strengthening relationships with Aboriginal and Torres Strait Islander people, fostering partnerships based on shared decision-making and empowering communities to lead projects and initiatives that affect them directly. This shows the City's commitment to ensuring that Aboriginal and Torres Strait Islander peoples are driving initiatives that reflect their expertise and cultural knowledge. These efforts will ensure Aboriginal and Torres Strait Islander perspectives and knowledge are central to the City's reconciliation initiatives.

With its focus on self-determination and strong relationships, City of Sydney has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend City of Sydney on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation



Our vision for reconciliation is a future where our strong, trusted relationships with self-determining Aboriginal and Torres Strait Islander communities enable greater equity, opportunity and understanding in the community.

This is deeply connected to Sydney's future as a greener, more connected and resilient city. We recognise that true sustainability includes social, economic and cultural equity, where Aboriginal and Torres Strait Islander communities lead and shape our shared future.

We're committed to **driving meaningful change** that respects and listens to Aboriginal and Torres Strait Islander peoples.

By fostering genuine engagement, removing barriers and driving systemic change, we help create a city that is not only liveable and sustainable but also just, inclusive and respectful of the rights and autonomy of First Nations people.

Buuja Buuja Butterfly Dancers during the unveiling of bara by Judy Watson at Dubbagullee.

Photo / Chris Southwood / City of Sydney.

Why this is important

Our first Reconciliation Action Plan (RAP) was an **Innovate plan endorsed in 2015**. Our most recent RAP was our first Stretch RAP, endorsed in November 2020. We've long been committed to reconciliation because we know it's important to the community.

During community consultation for this Stretch RAP, most respondents agree the themes of a RAP are all very important. We heard they value inclusion, recognition and listening to Aboriginal and Torres Strait Islander peoples. The Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel ask us to be leaders for reconciliation.

These lands were the site of first contact in establishing the colony of Sydney which has had devastating impacts on first the Gadigal and surrounding clans, and then all Aboriginal and Torres Strait Islander peoples. The historic legacy of resistance and innovation to protect the lives and futures of Aboriginal and Torres Strait Islander people continues to resonate across the nation.

On 23 August 2004, Council unanimously committed to “developing appropriate policies, principles and practices to achieve social justice for Aboriginal and Torres Strait Islander peoples and just reconciliation for Australians, based on the recognition of Indigenous rights”.

Now is the time to demonstrate continued solidarity with Aboriginal and Torres Strait Islander Elders, leaders and communities through ongoing meaningful engagement as our work continues. The RAP supports us to do this.

One of our guiding principles from our community strategic plan states:

We are accountable to the voices, and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples.

We strive to reflect the needs and aspirations of local Aboriginal and Torres Strait Islander communities and recognise their contribution to the life of the city. Our Stretch RAP will help us work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and support self-determining communities.

Our Stretch RAP helps us follow through on our commitments to the United Nations Declaration on the Rights of Indigenous Peoples, Closing the Gap priority reforms and Sustainable Sydney 2030- 2050 – Continuing the Vision.





Our Business

Our future

Sustainable Sydney 2030-2050 Continuing the Vision is the community's vision for a city that is green, global and connected. We engaged the community over several years to develop the plan for a more sustainable future. It focuses on outcomes that support Aboriginal and Torres Strait Islander communities and cultures and embeds our commitment to the **Closing the Gap** priority reforms throughout the 10 strategic directions that guide our core business.

Left: Weaving workshop at NAIDOC in the City.
Photo / Joseph Mayers / City of Sydney.

Top: International students learning about Aboriginal tools and instruments at Redfern Community Centre.
Photo / Phoebe Pratt / City of Sydney.

We're a leader in our region for just and sustainable growth, creativity and innovation. Social, business, cultural and physical connections in our city help us reach our potential, adapt to change and withstand adversity. Our city has a thriving 24-hour economy and opportunities for all.



Our work

The City of Sydney is the local government authority responsible for the city centre. The city covers about 26.15 square kilometres, including the city centre and surrounding inner-city suburbs. Our local area includes 33 suburbs, with strong Aboriginal and Torres Strait Islander communities in Redfern, Waterloo, Glebe and Woolloomooloo.

We provide extensive services to meet the needs of residents, businesses and visitors, including:

- libraries, recreational programs, childcare and community centres
- maintenance of roads, parks, waste management and urban planning
- support for public art, events and creative industries
- business support programs, grants and partnerships that encourage economic growth and innovation
- leading efforts in renewable energy, green building practices and achieving net zero carbon emissions.

We collaborate with partners that include residents, businesses, not-for-profit organisations, cultural organisations and educational institutions. Our strategic focus includes enhancing liveability, accessibility and resilience while promoting economic opportunity and social cohesion.

In December 2024, there were 1,997 employees at the City of Sydney, across a diverse range of areas and occupations. This included 56 employees who identify as Aboriginal and Torres Strait Islander peoples, making up 2.8% of our workforce.

Our sphere of influence includes residents, businesses, visitors, community organisations, government agencies, educational institutions and cultural organisations.

Through information sharing, events, partnerships and programs we can increase awareness and advocacy of the Aboriginal and Torres Strait Islander community's needs and aspirations.

Our work sites include Town Hall House, depots, libraries, community centres, venues and children's services with many employees working outdoors.

Our community

Home to more than 210,000 residents, 30,000 businesses and a thriving visitor economy, our city attracts millions every year. In 2021 the local Aboriginal and Torres Strait Islander population was 3,009, 1.4% of the total population . Reporting from NSW Aboriginal Affairs recognises that there is a net undercount, and the actual number is higher.

Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel for the City of Sydney provides advice on various community, cultural and social matters of importance to Aboriginal and Torres Strait Islander peoples.

Established in 2008, the panel consists of up to 18 members – Aboriginal and Torres Strait Islander people living, working or studying in the area – who bring a wealth of knowledge and expertise. The panel informs our policies and fosters positive relationships with Aboriginal and Torres Strait Islander individuals, organisations and leaders. The panel meets at least 6 times a year, over a 3-year term with the potential for each person to be a member for 2 consecutive terms.

¹**Profile.id.** "First Nations Key Statistics - Sydney." Accessed February 13, 2025. <https://profile.id.com.au/sydney/first-nations-keystatistics#:~:text=The%20Aboriginal%20and%20Torres%20Strait,3%2C008%2C%20living%20in%201%2C845%20dwellings>

Left: Young people in front of Welcome to Redfern by Reko Rennie. The first of the Eora Journey recognition in the public domain projects.

Photo / Adam Hollingworth / City of Sydney.

The local Aboriginal knowledge and culture centre at 119 Redfern Street.

Photo / Katherine Griffiths / City of Sydney.



Metropolitan Local Aboriginal Land Council

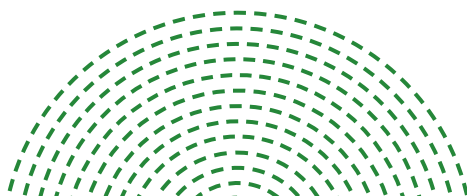
The Metropolitan Local Aboriginal Land Council is the statutory body representing Aboriginal interests within our local area.

Since 2006 the principles of cooperation has been a formal agreement with us and the Metropolitan Local Aboriginal Land Council. It outlines our commitments to open and transparent two-way communication and consultation, respect for each other's responsibilities, to seek opportunities that foster reconciliation between Aboriginal and non-Aboriginal people and to increase understanding of Aboriginal cultures.

The Metropolitan Local Aboriginal Land Council has an allocated position for a representative to sit on the Aboriginal and Torres Strait Islander Advisory Panel. The Chief Executive Officer and Executive Manager, First Nations Leadership regularly meet with the Metropolitan Local Aboriginal Land Council.

Right: Broadway basketball court in Glebe featuring photography by Aunty Barbara McGrady.

Photo / Abril Felman / City of Sydney.



Achievements

We've made significant strides in advancing our reconciliation efforts.

Relationships

The City of Sydney Aboriginal and Torres Strait Islander Advisory Panel continues to provide crucial advice on our work and advocate for community interests.

Senior staff regularly meet with Aboriginal community-controlled organisations to maintain relationships and ongoing dialogue.

Each year we hold well-attended National Reconciliation Week events. During the events, employees hear perspectives from community organisers, service providers, Elders, entrepreneurs and academics. These have been held at different venues across our workforce including Town Hall House, Alexandra Canal Depot and Redfern Community Centre. The topics covered have included research on Indigenous procurement, emergency food relief, cultural governance and revitalisation, data sovereignty and leaders sharing their life experiences.

We review our equal employment opportunity and anti-discrimination policy and update it every 3 years. An internal anti-racism working group is developing a framework that will include policy, education and practice guidelines.

Opportunities

Since launching our previous Stretch RAP, Aboriginal and Torres Strait Islander representation in our workforce has grown from 2.4% in 2020, to 2.8% in 2024. Coordinated strategies, dedicated resources and a focus on retention all contributed to this increase.

We've increased our annual spend with First Nations suppliers from \$876,652 in 2018/19 to \$1,969,349 in 2023/24. This growth stems from efforts to diversify our spend with Aboriginal and Torres Strait Islander businesses during our inaugural Innovate RAP. Our previous Stretch RAP then increased staff engagement.

In 2022 we established a new grant, the Aboriginal and Torres Strait Islander collaboration fund. The fund aims to support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to deliver projects that meet the needs and aspirations of people in the local area.

Respect

The Eora Journey recognition in the public domain program unveiled **bara by Judy Watson** in May 2022. The sculpture is a monument to the culture and ingenuity of the local Eora fishing practices. We also announced **Yananurala**, a 9km harbour walk curated by Emily McDaniel that will include 7 public artworks to recognise and celebrate local Aboriginal people, cultures, stories and histories.

Sydney New Year's Eve celebrations include the 9pm **Calling Country program** curated by First Nations creatives. This features pylon projections, a fireworks soundtrack, smoking ceremony and a live musical performance broadcast on television.

We've progressed from early development and consultation on our cultural learning strategy to include more future learning opportunities for employees. Our all-staff Aboriginal and Torres Strait Islander cultural awareness eLearn program started in late 2024. As well, 60 senior leaders and executive staff have completed cultural safety training and an introductory cultural awareness workshop.



Case studies

These case studies show our commitment to reconciliation and ongoing efforts to support Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander workforce strategy

We launched our Aboriginal and Torres Strait Islander workforce strategy during National Reconciliation Week in June 2023. This strategy focuses on creating a welcoming and inclusive workplace for Aboriginal and Torres Strait Islander employees. It also aims to increase employment opportunities within the organisation.

The strategy has 4 main objectives:

1. Attracting Aboriginal and Torres Strait Islander talent
2. Increasing recruitment
3. Supporting career development
4. Creating a culturally aware and skilled workplace

Its actions include:

- making the City of Sydney a more attractive workplace for Aboriginal and Torres Strait Islander jobseekers and removing barriers to employment
- supporting retention and developing pathways for career growth and leadership opportunities
- creating a culturally safe workplace.

This strategy represents a significant commitment to advancing reconciliation by addressing employment gaps and supporting Aboriginal and Torres Strait Islander people in the workforce.

Grants and sponsorships with Aboriginal and Torres Strait Islander recipients

Our grants and sponsorship program supports initiatives and projects that strengthen the social, cultural, economic and environmental life of our city. Our RAP enabled more engagement with and accessibility for the community. Grants play a critical role in supporting communities in self-determining their priorities and decision-making.

Overall, we've increased the number of applications from Aboriginal and Torres Strait Islander people. Direct engagement, dedicated staff support and culturally appropriate opportunities supported this growth.

Our support for Aboriginal and Torres Strait Islander led projects over the past 4 years includes:

- 2 Aboriginal homeless and rough sleeper support and case management services
- local teams to play in the NSW Aboriginal Rugby League Knockout
- First Nations Response, which works closely with Redfern Community Centre, to provide much-needed food relief to local communities
- an exhibition called 'Secrets of Dawn' highlighting truths from survivors of Cootamundra Girls Home using material from *Dawn Magazine*
- First Innovators to develop a business insights report highlighting the challenges and opportunities experienced by Aboriginal and Torres Strait Islander businesses.

Launch of the Aboriginal and Torres Strait Islander workforce strategy at Redfern Community Centre.

23 photo / Joseph Mayers / City of Sydney.

Key learnings from the Stretch RAP 2020-2024

The Stretch RAP 2020–2024 **highlighted key learnings to support implementing our next Stretch RAP**. These learnings have guided the development and implementation of our Stretch RAP.

- Directly involve Aboriginal and Torres Strait Islander employees in decision-making related to Aboriginal and Torres Strait Islander peoples and cultures, ensuring their involvement and influence. This involvement is a vital part of the process, with Aboriginal and Torres Strait Islander employees contributing through identified positions, consultations and leadership roles that allow their knowledge and expertise to shape outcomes.
- Always consult communities when developing action plans and strategies. Involve Aboriginal and Torres Strait Islander peoples early in decision-making processes.
- Clear leadership is crucial for successful implementation. All employees are responsible for supporting these initiatives, not just Aboriginal and Torres Strait Islander staff.
- Integrate actions in the RAP into the broader work of the organisation, and don't view them as separate initiatives.
- Increase employment of Aboriginal and Torres Strait Islander people across all divisions for better representation.
- Creating culturally safe spaces within the workplace and increasing understanding of Aboriginal and Torres Strait Islander cultures are critical to success.
- Shift focus from measuring outputs to achieving impactful outcomes, particularly in procurement and employment.
- Developing strong, formal partnerships with local Aboriginal and Torres Strait Islander organisations is essential for sustainable impact.
- Robust governance, including clear oversight and frequent reporting, will improve accountability.
- Involve all employees in reconciliation commitments and integrate these into all our work for long-term success.
- Understanding and respecting Indigenous cultural and intellectual property rights is foundational.

Left: Aboriginal flag flying over treetops on George Street.

Photo / Chris Southwood / City of Sydney.



Challenges for this plan

As the City of Sydney moves forward with its next phase of reconciliation, we address several challenges in our new Stretch RAP.

- Our focus shifts from outputs to impactful outcomes, particularly in the areas of employment, procurement and community engagement.
- Internal engagement increases and we embed clear actions into everyday workflows. Aboriginal and Torres Strait Islander employees play a key role in enabling and supporting these initiatives.
- We increase support for community and staff to grow their knowledge and understanding. This includes initiatives to better understand Aboriginal and Torres Strait Islander people's cultural responsibilities and the impact of Sorry Business.
- More opportunities for cultural learning will deepen employee cultural capability.
- We improve coordination and integration of projects and programs throughout the organisation with Aboriginal and Torres Strait Islander peoples and cultures. This work helps to reduce the potential for harm and promotes strategic alignment.

Yabun Festival 2025 featuring Troy Cassar-Daley and Jarrod Hickling.

Photo / Joseph Mayers / City of Sydney.



Since launching our previous
Stretch RAP, Aboriginal and Torres
Strait Islander representation in
our workforce has grown to
2.8% in 2024.



Our plan

This Stretch reconciliation action plan aspires to strengthen relationships with Aboriginal and Torres Strait Islander communities through impactful and meaningful change that makes a lasting difference to the lives of Aboriginal and Torres Strait Islander peoples. By developing partnerships and authentic collaboration, we'll build greater trust with Aboriginal and Torres Strait Islander organisations.

This RAP is our commitment to reconciliation, to foster a culture of respect and work towards a more just and equitable relationship with Aboriginal and Torres Strait Islander peoples. Our work to create a more culturally safe workplace will focus on training of all employees, and deeper learnings for people managers and our executive team. We'll also ensure that the voices of Aboriginal and Torres Strait Islander employees are listened to and respected.

By promoting inclusivity, cultural understanding and collaboration, we aim to create opportunities with Aboriginal and Torres Strait Islander people within our workforce and beyond.

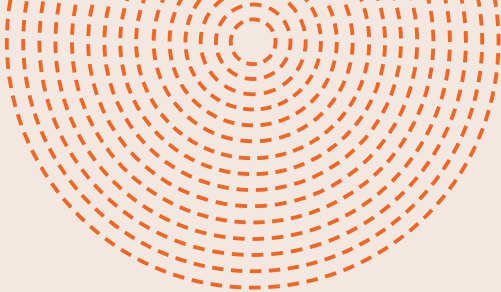
Through strategic and coordinated practices we will enhance systems that will increase our engagement with Aboriginal and Torres Strait Islander businesses. We will also take steps towards our economic development projects that will better understand how our programs and relationships can build a stronger Indigenous business sector in the city.

This RAP is part of our broader strategy to support the aspirations, needs and wellbeing of Aboriginal and Torres Strait Islander peoples both inside and outside our organisation. The systemic changes, activities and events outlined in this RAP aim to make the community and our workplace more inclusive, respectful and equitable places.

Closing the Gap priority reforms

The RAP is one of the ways we're delivering on our commitments to the Closing the Gap priority reforms.

Priority reform	Stretch RAP action
Formal partnerships and shared decision-making	1. Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander community, stakeholders and organisations. 2. Engage Aboriginal and Torres Strait Islander communities in the our projects and decision-making processes.
Building the community-controlled sector	16. Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services. 17. Increase the applications and effectiveness of the grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.
Transforming government organisations	5. Promote positive race relations through anti-discrimination strategies. 10. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
Shared access to data and information at a regional level	20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.
Employment, business growth and economic prosperity	13. Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney. 14. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. 15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.



Developing the Stretch RAP

This plan was developed with insights from internal workshops and reflections with employees, external strategic advice and feedback from the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander employee network.

Community feedback

We held workshops to seek feedback on this plan with the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander employee network. We consulted the broader community in January and February 2025 through a survey that invited feedback on what RAP themes are most important and what the community thinks we should focus on.

The Aboriginal and Torres Strait Islander Advisory Panel expressed the importance of building trust, economic empowerment, accountability and systemic change. The Aboriginal and Torres Strait Islander employee network highlighted that cultural safety, greater influence and decision-making, and employment pathways are some the most important priorities. Employees were also interested in greater visibility of the impacts of the RAP and opportunities for all employees to engage more with Aboriginal and Torres Strait Islander peoples and cultures all year round.

Community consultation included a short survey about priorities for the RAP. We received feedback from 81 people, 70% of those were Aboriginal and Torres Strait Islander people.

The survey responses highlighted the 3 most important themes:

- anti-discrimination and awareness of the impacts of racism (89%)
- respect and recognition of Aboriginal and Torres Strait Islander protocols (85%)
- strengthening community relations, partnership and consultation with Aboriginal and Torres Strait Islander communities (83%).

Other suggestions include culturally appropriate engagement approaches, shared decision making and local community outcomes and benefit.

Sea of Hands during National Reconciliation Week event.

Photo / Chris Southwood / City of Sydney.



Governance

The Stretch RAP working group includes all responsible staff, with our chief operating officer serving as the RAP sponsor. The executive manager First Nations Leadership chairs the working group and shares these responsibilities with another senior manager. This role will rotate to support senior managers becoming more familiar working in this space.

The RAP working group is responsible for the operational aspects of implementing the plan, focusing on the day-to-day management, coordination and execution of the RAP deliverables. It plays a crucial role in driving forward the actions outlined in the plan, ensuring they are carried out effectively and in **alignment with our reconciliation vision**.

The implementation of this plan will renew the RAP working group, foundationally it will include all deliverable owners:

- Chief Operating Officer
- Director People, Performance and Technology
- Director City Life
- Chief Procurement Officer
- Chief Marketing & Communications Officer
- Chief, People and Culture
- Executive Manager, First Nations Leadership
- Community Engagement Manager, First Nations
- Program Manager, First Nations Strategy
- Executive Manager Social City
- Executive Manager City Design and Public Art
- Chief Engineer
- Manager Grants
- Manager, Employee and Organisational Success
- Producer, Major Events and Festivals
- Manager Cultural Programs and Services
- Manager Libraries and Learning
- Executive Manager Property Services
- Manager City Greening and Leisure
- Manager, Economic Programs
- Manager, Recruitment and HR Systems

The RAP working group provides annual reports to the Aboriginal and Torres Strait Islander Advisory Panel and quarterly reports to the City of Sydney executive team.

Lost Figures mural by Fintan Magee depicting Patyegarang, artwork on Wilson Street, Darlington.

Photo / Chris Southwood / City of Sydney.



Relationships

We'll build and nurture lasting relationships with Aboriginal and Torres Strait Islander peoples because we recognise these connections are foundational for our work with Aboriginal and Torres Strait Islander communities.

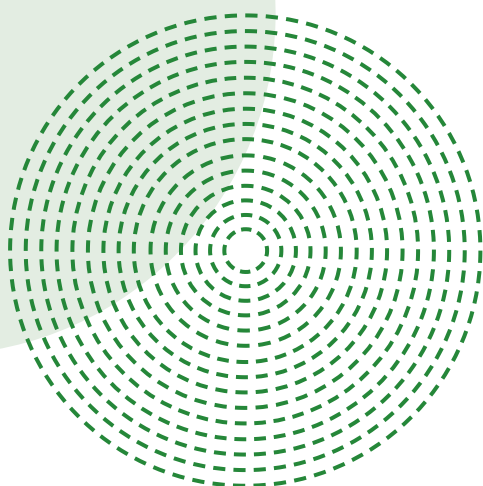
We recognise that by cultivating trust and ensuring these relationships are grounded in mutual respect and open communication, we create an environment for collaboration and shared knowledge. This approach will better support Aboriginal and Torres Strait Islander peoples' self-determined wellbeing.

We'll ensure these relationships develop based on mutual respect and shared decision-making. Our focus is on strengthening connections through collaboration, active listening and shared decision-making, ensuring Aboriginal and Torres Strait Islander voices are central in the work we do.

Gumleaf workshop at NAIDOC in the City.

Photo / Abril Felman / City of Sydney.

Actions	Deliverables	Timeline	Responsibility
01 Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander community, stakeholders and organisations.	1.1 Review and strengthen the principles of cooperation with the Metropolitan Local Aboriginal Land Council so that we work collaboratively on the priorities of the community.	December 2025	Executive Manager, First Nations Leadership
	1.2 Senior staff and leaders to meet with local Aboriginal and Torres Strait Islander community including stakeholders and organisations to strengthen connections and listen to the community.	April 2026, 2027, 2028	Executive Manager, First Nations Leadership
	1.3 Develop and maintain 10 two-way partnerships with key Aboriginal and Torres Strait Islander community-controlled organisations and groups in the local area.	June 2027	Executive Manager, First Nations Leadership
02 Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making processes.	2.1 Develop and implement an Aboriginal and Torres Strait Islander community engagement strategy to ensure culturally appropriate consultation.	December 2027	Community Engagement Manager, First Nations
	2.2 Develop and maintain an internal database of Aboriginal and Torres Strait Islander community, businesses, networks and organisations.	June 2026	Executive Manager, First Nations Leadership
	2.3 All consultation with Aboriginal and Torres Strait Islander communities will be culturally appropriate, accessible, inclusive and timely; through multiple opportunities, face-to-face, in community and support for participation.	December 2027	Community Engagement Manager, First Nations





Actions	Deliverables	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	3.1 Engage all staff in the RAP by working with relevant senior and middle managers to drive reconciliation outcomes through quarterly updates at internal staff meetings including senior managers meetings.	April 2026, 2027, 2028	Chair, RAP Working Group
	3.2 Host at least 3 internal events each year, focusing on helping staff to connect and engage with Aboriginal and Torres Strait Islander peoples, cultures and histories.	March, August, October 2025, 2026, 2027, 2028	Program Manager, First Nations Strategy
	3.3 Communicate our commitment to reconciliation and centre authentic Aboriginal and Torres Strait Islander voices in relevant communications such as media, online and social content, outdoor media, and email newsletters.	April 2026, 2027, 2028	Chief Marketing and Communications Officer
	3.4 Review and update all procurement contract templates to include relevant clauses that strengthen and drive economic outcomes, authenticity, and self-determination of Aboriginal and Torres Strait Islander peoples.	May 2027	Chief Procurement Officer
	3.5 Review and update all grants and sponsorship contracts to include relevant clauses that drive economic outcomes, authenticity and self-determination of Aboriginal and Torres Strait Islander peoples.	May 2026	Manager, Grants
	3.6 Collaborate with 10 RAP and other like-minded organisations to implement ways to advance reconciliation outcomes.	April 2028	Executive Manager, City Design and Public Art
	3.7 Develop and implement an internal RAP engagement strategy to raise awareness of reconciliation across our workforce.	August 2026	Program Manager, First Nations Strategy

Actions

Deliverables

Timeline

Responsibility

04

Build relationships through celebrating National Reconciliation Week.

4.1 Organise one internal organisation-wide NRW event, each year.

June 2025, 2026, 2027

Program Manager, First Nations Strategy

4.2 Produce or partner with local community groups and organisations to host NRW events and programs with and for local Aboriginal and Torres Strait Islander communities.

June 2025, 2026, 2027

Executive Manager Social City

4.3 Executive directors and RWG participate in 2 NRW events each year.

June 2025, 2026, 2027

Chair, RAP Working Group

4.4 Encourage and support all staff and senior leaders to participate in 2 external events to recognise and celebrate NRW.

May 2025, 2026, 2027

Chair, RAP Working Group

4.5 Promote and list events that drive reconciliation outcomes on the City of Sydney 'What's On' website.

May 2025, 2026, 2027

Chief Marketing and Communications Officer

05

Promote positive race relations through anti-discrimination strategies.

5.1 Continuously improve HR policies and procedures.

April 2026, 2027, 2028

Chief, People and Culture

5.2 Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander Advisory Panel to continuously improve our anti-discrimination policy.

April 2026, 2027, 2028

Chief, People and Culture

5.3 Implement and communicate an anti-discrimination policy for our organisation.

April 2028

Chief, People and Culture

5.4 Provide ongoing education opportunities for senior leaders and managers to:

April 2028

Manager, Employee and Organisational Success

- understand the effects of racism
- develop the skills and capability to address incidences
- tackle structural impacts of racism

5.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism through role modelling, advocacy and allyship.

April 2026, 2027, 2028

Chief, People and Culture

Respect

We'll deepen our understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and traditions. We recognise the unique cultural knowledge passed down through generations of Aboriginal and Torres Strait Islander peoples. We support the respectful engagement and celebration of First Nations cultures in the public life of our local area.

By engaging with Aboriginal and Torres Strait Islander peoples and respecting cultural protocols, we aim to promote a sense of belonging and cultural safety.

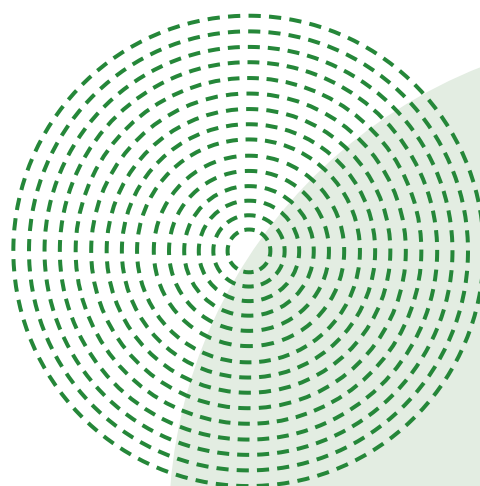
We're dedicated to acknowledging the invaluable contributions of Aboriginal and Torres Strait Islander peoples while continuously improving cultural competency across the organisation and wider community.

Smoking ceremony at the First Nations Dialogue Forum during Sustainable Sydney 2050 community consultation.

Photo / Mark Metcalf / City of Sydney.



Actions	Deliverables	Timeline	Responsibility
06 Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.	6.1 Support the community's aspirations for the use and governance of the local Aboriginal knowledge and culture centre at 119 Redfern Street.	April 2028	Manager, Aboriginal Spaces
	6.2 Continue to advocate for a national First Nations National Cultural Centre in Sydney by making submissions to state and federal government and through redevelopment opportunities as they arise.	April 2028	Chief Operating Officer
07 Celebrate and share Aboriginal and Torres Strait Islander cultures through the City's major events and festivals program including annual significant events.	7.1 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	April 2028	Producer, Major Events and Festivals
	7.2. Review the Eora Journey: significant annual event (NAIDOC in the City) with Aboriginal and Torres Strait Islander communities.	April 2026	Executive Manager, First Nations Leadership
	7.3 Increase opportunities for Aboriginal and Torres Strait Islander procurement and cultural recognition within our major events and festivals program by working with Aboriginal and Torres Strait Islander communities to include at Christmas, Sydney Lunar Festival and other events.	December 2025, 2026, 2027	Producer, Major Events and Festivals





Actions	Deliverables	Timeline	Responsibility
08 Increase knowledge within the broader community of the histories, heritage, cultures and social values of Aboriginal and Torres Strait Islander communities of Sydney.	8.1 Expand and update the histories of Sydney's Aboriginal and Torres Strait Islander communities within the Barani website and other platforms to continue to increase our broader community's knowledge.	April 2028	Manager Cultural Programs and Services
	8.2 Facilitate low and no cost access to City of Sydney spaces and Aboriginal spaces with Aboriginal and Torres Strait Islander community-controlled organisations for the purposes of providing cultural activities and events.	June 2025, 2026, 2027	Executive Manager Social City
	8.3 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, produce Aboriginal cultural awareness training for community, not-for-profit organisations, charitable and other social purpose organisations and groups within our local area that work with vulnerable children, young people and families.	June 2025, 2026, 2027	Executive Manager Social City
	8.4 Enhance service offerings and improve accessibility to actively engage Aboriginal and Torres Strait Islander peoples with our libraries and the Koori collection.	April 2026, 2027, 2028	Manager Libraries and Learning
	8.5 Develop and produce cultural programming with Aboriginal and Torres Strait Islander communities to promote and share histories, heritage, cultures and social values.	April 2026, 2027, 2028	Manager Cultural Programs and Services
	8.6 As physical park signs are upgraded, install new signage design which includes an acknowledgement "You are on Gadigal Country" and bujari gamarruwa ("good day" in the Sydney Aboriginal language)	December 2025, 2026, 2027	Chief Engineer



Actions	Deliverables	Timeline	Responsibility
09 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	9.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Senior Communications Manager
	9.2 Review, update and share the City of Sydney's Aboriginal and Torres Strait Islander cultural protocols to increase staff understanding and support staff to implement them.	February 2027	Executive Manager, First Nations Leadership
	9.3 Develop, implement and communicate guidelines for engaging with Indigenous cultural and intellectual property.	March 2026	Executive Manager, First Nations Leadership
	9.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: Sydney New Year's Eve, Sydney Lunar Festival and Sydney Christmas events.	April 2026, 2027, 2028	Producer, Major Events and Festivals
	9.5 Include an Acknowledgement of Country or other appropriate protocols at the start of important meetings and at all public events.	April 2026, 2027, 2028	Program Manager, First Nations Strategy
	9.6 Install Acknowledgement of Country signage in all City of Sydney community facilities, operational sites and offices.	April 2028	Executive Manager Property Services
	9.7 Engage with Aboriginal and Torres Strait Islander community members and advisors to make our community venues and facilities culturally safe and inviting.	June 2025, 2026, 2027	Executive Manager Social City, Manager City Greening and Leisure, Manager Libraries and Learning



Actions	Deliverables	Timeline	Responsibility
10 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	10.1 Consult with internal and external Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy.	May 2026	Manager, Employee and Organisational Success
	10.2 Implement and communicate a cultural learning strategy for staff.	May 2027	Manager, Employee and Organisational Success
	10.3 All staff to undertake formal and structured cultural learning activities. 100% of staff undertake cultural awareness e-learning module. 50% of staff undertake face-to-face cultural competence learning activities. 50 senior leaders and a select group of staff to undertake cultural immersion activities with Aboriginal and Torres Strait Islander Elders, educators and cultural practitioners.	May 2027	Manager, Employee and Organisational Success
	10.4 Provide information about the Traditional Custodians of Sydney, local Aboriginal and Torres Strait Islander communities and our commitment to reconciliation to all new starters during their induction: - through a presentation by City of Sydney staff - as part of an e-learning module	April 2026, 2027, 2028	Manager, Employee and Organisational Success





Actions	Deliverables	Timeline	Responsibility
11 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	11.1 RAP working group and executive directors to participate in an external NAIDOC Week event.	July 2025, 2026, 2027	Chair, RAP Working Group
	11.2 People managers to support all staff and teams to participate in NAIDOC Week.	July 2025, 2026, 2027	Chief, People and Culture
	11.3 Support Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2025, 2026, 2027	Chief, People and Culture
	11.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woolloomooloo and Glebe.	July 2025, 2026, 2027	Manager, Grants
	11.5 Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	April 2026, 2027, 2028	Executive Manager, First Nations Leadership
12 Increase engagement with local Aboriginal and Torres Strait Islander artists.	12.1 Develop and implement a cultural programming framework to support self-determination and cultural recognition.	May 2026	Executive Manager, Creative City
	12.2 Ensure Aboriginal and Torres Strait Islander representation on all external assessment panels assessing all cultural and creative programs and projects that impact or include Aboriginal and Torres Strait Islander communities, including: • City Art • Art & About • Eora Journey	April 2026, 2027, 2028	Executive Manager, Creative City, Executive Manager City Design, Manager, Grants
	12.3 Provide opportunities within the accommodation grant program to increase the participation of Aboriginal and Torres Strait Islander people and organisations.	April 2026, 2027, 2028	Manager, Grants
	12.4 Support Aboriginal and Torres Strait Islander artists, creatives and arts organisations through creative sector development opportunities.	April 2026, 2027, 2028	Manager Cultural Space and Sector Development



Opportunities

We're committed to promoting economic freedom and improved socioeconomic outcomes of Aboriginal and Torres Strait Islander peoples.

This means focusing on breaking down barriers to employment and supporting business opportunities to promote the success of Aboriginal and Torres Strait Islander peoples.

We'll increase our engagement with Indigenous businesses through our procurement and business support programs. We seek to improve our systems to attract and work with Aboriginal and Torres Strait Islander businesses and entrepreneurs.

By increasing opportunities for professional development and leadership roles, the City of Sydney is committed to maintaining a strong and diverse Aboriginal and Torres Strait Islander workforce.

Through improved accessibility, culturally appropriate services and communications we'll ensure social programs and grant opportunities respond to local Aboriginal and Torres Strait Islander community needs.

Tarri Jayne Collective market stall at NAIDOC in the City.

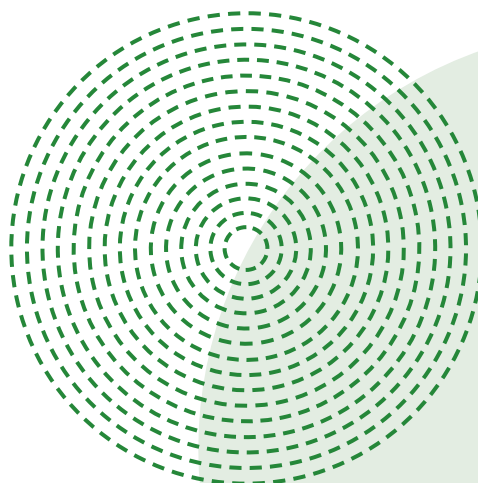
Photo / Abril Felman / City of Sydney.



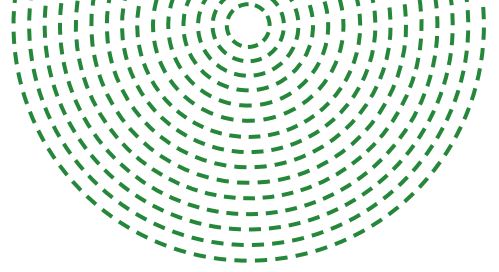
Actions	Deliverables	Timeline	Responsibility
13 Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.	13.1 Provide financial support through the City of Sydney's grant program to Aboriginal and Torres Strait Islander-led businesses to deliver skills development programs.	April 2026, 2027, 2028	Manager, Grants
	13.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	April 2026, 2027, 2028	Manager, Economic Programs
	13.3 Collaborate with Aboriginal and Torres Strait Islander communities to deliver bespoke and fit-for-purpose business support programming.	December 2027	Manager, Economic Programs
14 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	14.1 Implement, review and renew the City of Sydney's Aboriginal and Torres Strait Islander workforce strategy 2023-26 in consultation with Aboriginal and Torres Strait Islander staff.	April 2026, 2027, 2028	Chief, People and Culture
	14.2 Increase Aboriginal and Torres Strait Islander employment from 2.8% to 4.6% of the total workforce by 2028 • 3.8% in 2026 • 4.2% in 2027 • 4.6% in 2028	April 2026, 2027, 2028	Chief, People and Culture
	14.3 Identify and remove barriers and increase support for Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	April 2026, 2027, 2028	Chief, People and Culture
	14.4 Support the Aboriginal and Torres Strait Islander staff network to meet twice a year.	April 2026, 2027, 2028	Chief, People and Culture
	14.5 Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	April 2026, 2027, 2028	Chief, People and Culture
	14.6 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2027	Manager, Recruitment and HR Systems
	14.7 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2026, 2027, 2028	Manager, Recruitment and HR Systems

Actions	Deliverables	Timeline	Responsibility
15 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	15.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2027	Chief Procurement Officer
	15.2 Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Chamber of Commerce directories and where possible, explore other membership opportunities.	April 2026, 2027, 2028	Chief Procurement Officer
	15.3 Develop an approach to increase staff visibility and access to Aboriginal and Torres Strait Islander businesses for procurement opportunities.	May 2026	Chief Procurement Officer
	15.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2027	Chief Procurement Officer
	15.5 Foster and grow commercial relationships by maintaining a contract base of no less than 10 Aboriginal and/or Torres Strait Islander businesses.	April 2026, 2027, 2028	Chief Procurement Officer
	15.6 Increase our yearly spend with Aboriginal and Torres Strait Islander businesses over the next 3 years to a minimum of: • \$2.4 million in 2025/26 • \$3 million in 2026/27 • \$3.5 million in 2027/28	April 2026, 2027, 2028	Chief Procurement Officer
	15.7 Train relevant staff to support them to engage and procure from Aboriginal and Torres Strait Islander businesses.	April 2026, 2027, 2028	Chief Procurement Officer

Actions	Deliverables	Timeline	Responsibility
16 Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.	16.1 Facilitate low and no-cost access for Aboriginal and Torres Strait Islander community members and groups to use the City of Sydney's community facilities and spaces.	April 2026, 2027, 2028	Executive Manager, Social City
	16.2 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, provide free capacity building and networking opportunities to support the work of Aboriginal community-controlled organisations.	April 2026, 2027, 2028	Executive Manager, Social City
17 Increase the applications and effectiveness of the grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.	17.1 Promote the City of Sydney's grant opportunities and assist Aboriginal and Torres Strait Islander organisations to apply through support activities such as information sessions.	April 2026, 2027, 2028	Manager, Grants
	17.2 Work with Aboriginal and Torres Strait Islander facilitators or organisations to provide targeted grant writing workshops (part of the Connect Sydney program).	April 2025, 2026, 2027	Executive Manager Social City
	17.3 Revise and enhance the grant application process to increase accessibility and support for Aboriginal and Torres Strait Islander organisations.	May 2027	Manager, Grants



Governance

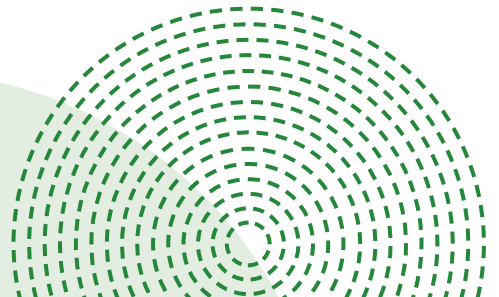


Governance underpins the framework necessary for the effective implementation and accountability of our RAP. It's about ensuring reconciliation is embedded in our operations, policies and practices.

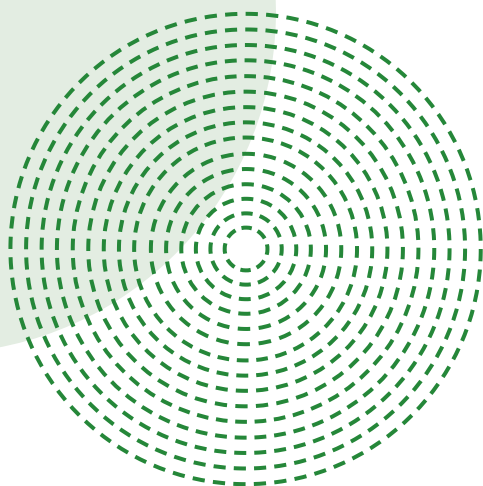
We'll focus on transparent and accountable governance mechanisms that ensure all commitments are progressed and supported through strong leadership, ongoing reporting and the active involvement of Aboriginal and Torres Strait Islander peoples.

The Corroboree Ground featuring Harbour Beizam at Yabun Festival.

Photo / Joseph Mayers / City of Sydney.



Actions	Deliverables	Timeline	Responsibility
18 Establish and maintain an effective RAP working group to drive governance of the plan.	18.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP working group.	April 2026, 2027, 2028	Chair, RAP Working Group
	18.2 Apply a terms of reference for the RAP working group.	August 2025	Chair, RAP Working Group
	18.3 Meet at least 4 times a year to drive and monitor RAP implementation.	April 2026, 2027, 2028	Chair, RAP Working Group
19 Provide appropriate support for effective implementation of RAP commitments.	19.1 Responsible owners to embed resource needs for RAP implementation.	December 2025	Chair, RAP Working Group
	19.2 Embed key RAP actions in performance expectations of senior management and all staff.	July 2025, 2026, 2027	Chair, RAP Working Group
	19.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	August 2025	Program Manager, First Nations Strategy
	19.4 Maintain an internal RAP sponsor from senior management.	April 2026, 2027, 2028	Chief Operating Officer
	19.5 Include annual RAP updates at senior management briefings and quarterly updates in the monthly People Managers Enewsletter.	Quarterly 2025, 2026, 2027, 2028	Program Manager, First Nations





Actions	Deliverables	Timeline	Responsibility
20 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	20.1 Complete and submit the RAP impact survey to Reconciliation Australia.	September 2025, 2026, 2027	Program Manager, First Nations Strategy
	20.2 Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2025, 2026, 2027, 2028	Program Manager, First Nations Strategy
	20.3 Participate in Reconciliation Australia's biennial workplace RAP barometer survey.	September 2026, 2028	Program Manager, First Nations Strategy
	20.4 Publicly report against our RAP commitments yearly, outlining achievements, challenges and learnings including a traffic light report.	May 2026, 2027, 2028	Executive Manager, First Nations Leadership
	20.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Program Manager, First Nations Strategy
	20.6 Report yearly to the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander staff network.	May 2026, 2027, 2028	Executive Manager, First Nations Leadership
	20.7 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.	April 2026, 2027, 2028	Program Manager, First Nations Strategy
	20.8 Contact Reconciliation Australia to request the unique link to access the online RAP impact survey.	August 2025, 2026, 2027	Program Manager, First Nations Strategy
21 Continue our reconciliation journey by developing our next RAP.	21.1 Register on Reconciliation Australia's website to begin developing our next RAP.	January 2027	Chief Operating Officer



Contact details

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