

2021 Stretch RAP

Annual report: 2020–23 Stretch reconciliation action plan



The Council of the City of Sydney acknowledges the Gadigal of the Eora Nation as the traditional custodians of our local area. We acknowledge Elders past and present and we celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

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Our vision for reconciliation

Our vision for reconciliation is a Sydney that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

In taking action, the City of Sydney strives to reflect the needs and aspirations of Sydney's First Nations communities and recognise their impact and contribution. We will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

Summary

The City of Sydney Stretch Reconciliation Action Plan requires annual public reporting to the Council of the City of Sydney and the City's Aboriginal and Torres Strait Islander advisory panel. This report provides an update on all deliverable items. Each item has a timeline either as a timeframe for completion or requires annual updates.

Relationships

The Aboriginal and Torres Strait Islander advisory panel provides crucial advice to the City of Sydney and continues to advise on a broad range of activities.

City of Sydney staff meet throughout the year with Metropolitan Local Aboriginal Land Council. Since August 2020 the Chairperson of Metropolitan Local Aboriginal Land Council has sat on the advisory panel.

The City of Sydney News website has published 6 articles to promote online NAIDOC Week celebrations, launching the Stretch RAP, our investment in Aboriginal carbon farming, Yananurala as the name for the Harbour Walk, Covid testing and vaccination clinics for Aboriginal and Torres Strait Islander communities, and 13 ways to support Indigenous business month.

In 2020–21 the City of Sydney provided cash and venue-in-kind support to Aboriginal and/or Torres Strait Islander owned or led initiatives a total value of \$904,867. We also provided \$350,715 to projects that promote reconciliation and delivering projects with and for the local Aboriginal and Torres Strait Islander community.

Respect

'bara', the Monument for the Eora by artist Judy Watson has now been installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) and the celebration with community will take place when it is safe for people to gather.

Following community consultation, the Harbour Walk, curated by Emily McDaniel, has been named Yananurala which is a compound of two Gadigal words: 'yana' meaning walk and 'nura' meaning Country, with the suffix 'la' as an instruction to 'go, walk Country'.

The City held a First Nations Wikipedia Edit-at-thon during NAIDOC Week 2021. This focused on improving articles of importance to Aboriginal and Torres Strait Islander communities and was led by Nathan "Mudyi" Sentence, Kirsten Thorpe and Wikimedia editors. There were 24 participants and 134 edits were made across 21 Wikipedia articles at the event.

The Site Works program provides opportunities for artists to showcase their work on a large scale in very visible locations. The program was created in response to community demand for more street art to enliven the streets of Sydney and bring creativity into the everyday. The current program includes artworks by Yuwaalaraay designer Lucy Simpson and Barkindji man Kent Morris. Simpson's work has been a popular choice and displayed at prominent locations in the city centre including the Sydney Opera House.

In February 2021, the City introduced an Acknowledgement of Country on all email signatures and websites, including the City of Sydney News, What's On and City of Sydney Library.

The City of Sydney has drafted a cultural learning strategy based on best practice and drawing on identified learning needs of employees. The strategy incorporates four levels of cultural learning: awareness, understanding, competence and proficiency. The next steps will be to complete consultation with Indigenous staff and key stakeholders. We expect the strategy will be implemented in 2022.

Artist Nadeena Dixon has been leading workshops and developing Welcome Murals at early childhood centres in Glebe, Alexandria and Redfern. These included workshops with the children from all four of the centres and the artworks feature concepts of 'Growing up Strong on Country' and 'Caring for Country'.

Opportunities

To celebrate Indigenous Business Month in October, the City of Sydney profiled Indigenous businesses as part of the monthly business content series. To create content, there was a callout via Instagram and Facebook asking our audience to nominate their favourite Indigenous business. Our staff worked with 13 businesses to create an article for City of Sydney news which had 300 page views in the first week and was shared to the City's 15,849 weekly new digest subscribers.

Also during Indigenous Business Month, an internal procurement workshop for staff was held to provide practical advice on engaging with Indigenous businesses and tips for quotes and tender processes. Staff also shared case studies and success stories which highlighted opportunities for working more closely with Indigenous businesses.

The City of Sydney has introduced targeted recruitment campaigns. Partnering with suppliers of Aboriginal and Torres Strait Islander applicants, formally identifying Aboriginal and Torres Strait Islander positions, dedicating entry level roles and a retention plan are all components of a program to increase Aboriginal and Torres Strait Islander employees.

Three Aboriginal employees participated in the 2021 Leadership and Management Development Program.

In the 2020/21 period, the City has contracted with 48 different Aboriginal and/or Torres Strait Islander businesses and a total spend of \$1.4M with Aboriginal and Torres Strait Islander businesses.

The City of Sydney supports Aboriginal Community Connect in Woolloomooloo which allows homelessness services to collaborate with Aboriginal organisations on a weekly basis, supporting Aboriginal clients at risk of or experiencing homelessness. We funded outreach case management for Innari and Aboriginal Corporation Homelessness and Rehabilitation Community Service. Both services attend weekly patrols and coordination meetings to assist people who are experiencing homelessness to gain permanent accommodation. We are directly involved in additional initiatives supporting Aboriginal and Torres Strait Islander rough sleeping communities via the Aboriginal Mob Outreach, Aboriginal Case Coordination Group (chair) and the Aboriginal Working Group.

A governance training workshop for Aboriginal and Torres Strait Islander workers and community-controlled organisations was delivered as part of our Connect Sydney program in June 2021. This convened 12 attendees from 10 different organisations. The workshop was delivered by Burbangana, an Aboriginal owned business.

Governance

The RAP Working Group is governed by specific terms of reference, meets four times a year. It includes 25 senior managers from across the organisation, four of whom are Aboriginal and Torres Strait Islander staff. Quarterly RAP reporting is sent to the group and through the City of Sydney's standard reporting process. Quarterly meetings are open to all staff who can listen in and provide updates on relevant projects. Quarterly updates are provided to all staff through intranet articles. In addition, several RAP sub-working groups have been established to enable a collaborative approach to the deliverables in the plan.

Supporting Community during the Covid-19 pandemic.

The City has supported Aboriginal and Torres Strait Islander communities in various ways during the pandemic.

Koori Vaccination clinics were established at 119 Redfern Street and Redfern Town Hall.

Pop-up vaccination weekends for Aboriginal and Torres Strait Islander community were held at Northcott Community Centre with the post-vaccination recovery space set up at Ward Park Surry Hills. A dedicated testing site at Redfern Community Centre was established and the City of Sydney supported vaccination and testing sites with food relief.

Coordination meetings have been hosted every Friday with Aboriginal community-controlled organisations and representatives of the Sydney Local Health District Cultural Response Team for updates on food relief, essential services and information on vaccinations.

Community messaging has been particularly important at this time. Street banners were installed in partnership with Sydney Local Health District, a dedicated City of Sydney news page for Aboriginal and Torres Strait Islander community was established to provide up to date information on testing and vaccinations, messaging was provided through paid advertisements with Koori Radio and Koori Mail, a community hotline provided support information as well as up to date information on vaccinations and testing and hard copy resources on information for vaccinations, mental health and wellbeing, food and other supports sent to residents and accompanying food hampers and masks were made available.

The City of Sydney provided significant food relief for the community. OzHarvest continues to operate its food pantry at Waterloo Green and established a new community kitchen at 481 Crown Street Surry Hills. We worked with Lendlease, the Two Good Company and Counterpoint Community Services to re-establish a fresh vegetable distribution service through Viral Kindness, which distributes fresh food to services including Aboriginal Medical Services, First Nations Response, Kinchela Boys Home, Mudgin-Gal Women's Place and Innari First Nations Homeless Support.

As well as resourcing through grants, First Nations Response has established a new food support service based at the Mary McDonald Activity Centre in Woolloomooloo, resourced by a City of Sydney grant and other services funded by the City including Foodbank, Plate It Forward, Good 360 and Viral Kindness. Deadly Connections has been provided the Redfern Oval Community Room as a venue for distribution with supplies from Addison Road Community Centre and Foodbank.

Foodbank hampers were established for pick up from our libraries as well as supplied to health workers checking in on community isolating or unwell at home.

Partnerships with Sydney Local Health District and Aboriginal Medical Service were key at this time. We worked to provide up to date information to community on where to get vaccinated and other supports and provided food support as part of testing and vaccination clinics.

Foodbank hampers were delivered to the Sydney Local Health District outreach services to support Aboriginal and Torres Strait Islander community members in isolation or awaiting test results.

11,500 re-useable cloth masks were delivered to community and affordable housing residents, boarding houses, people sleeping rough, meals on wheels clients and recipients of food services. 2000 single-use N95 masks were provided to organisations providing food relief to protect staff and volunteers, supplied by State Emergency Services. Organisations who received masks included Tribal Warrior, Wyanga Aboriginal Aged Care, Aboriginal Medical Services, Mudgin-Gal Women's Place, First Nations Covid-19 Response, Kinchela Boys Home, Redfern Youth Connect and Deadly Connections.

In addition to masks, the team is currently coordinating the delivery of hand sanitiser and wipes to community organisations providing food relief and to supply vaccination and testing clinics using donations by Dettol.

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The City has issued Community Emergency Quick Response grants to nine Aboriginal community-controlled organisations. Grants have covered food support, phone credit and data, essential items, cleaning products, personal protective equipment (PPE), low cost laptops for home-schooling, craft kits and baby supplies. The funds also cover staffing and admin costs for organisations as well as delivery costs to get supplies to community.

Aboriginal Community controlled organisations have also been linked with grant recipients such as Good 360 who can provide hand sanitiser, face masks, cleaning supplies, personal hygiene, clothes, books, care packs, linen and kitchen supplies and school essentials free of charge.

Relationships

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Stretch RAP item	Timeline	Responsibility	Status
1.1 Review and strengthen the Principles of Cooperation with Metropolitan Local Aboriginal Land Council to improve their implementation and awareness across the organisation.	November 2021	Manager Indigenous Leadership and Engagement	Following initial discussions with Metropolitan Local Aboriginal Land Council in 2021, the Principles of Cooperation will be reviewed in 2022.
1.2 Meet with the Metropolitan Local Aboriginal Land Council four times per year to discuss the implementation of the Principles of Cooperation.	November 2021 November 2022 November 2023	Chief Executive Officer	The City's CEO has met with the CEO of Metropolitan Local Aboriginal Land Council four times since November 2020.
1.3 Meet with the Aboriginal and Torres Strait Islander Advisory Panel minimum six times per year to advise and influence City projects of importance to local Aboriginal and Torres Strait Islander communities.	June 2021 June 2022 June 2023	Chief Operating Officer Manager Indigenous Leadership and Engagement	The Aboriginal and Torres Strait Islander advisory panel met 11 times in 2020/21, five of those were dedicated consultation workshops and extraordinary meetings.
1.4 Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through: - Accessibility of meetings, through location and technology	June 2021 June 2022 June 2023	Manager Indigenous Leadership and Engagement	The panel has strong participation and engagement meeting regularly and adjusting to pandemic restrictions. The panel have influenced a range of City projects including the naming of Yananurala (Harbour Walk), creating the panel statement for the Stretch RAP, providing ongoing advice to

Stretch RAP item	Timeline	Responsibility	Status
<ul style="list-style-type: none"> - Identifying the panel's items of interest that include community feedback and priorities - Participation in working groups - Support City staff to present effectively at panel meetings - Demonstrated influence on a range of projects. 			<p>support 119 Redfern St, NAIDOC in the City, improving grants engagement, and small park renewal projects.</p> <p>The panel has identified items of interest requiring discussion including employment, procurement and community facilities.</p> <p>Dedicated workshops have balanced in-person and online engagement approaches. City of Sydney staff are supported to present to the panel when preparing meeting papers and presentations.</p>
1.5 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2021 September 2022 September 2023	Manager Indigenous Leadership and Engagement	City staff meet frequently with Aboriginal and Torres Strait Islander organisations and individuals including key stakeholders and community groups.
1.6 Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	November 2022	Manager Indigenous Leadership and Engagement	The City will develop and maintain these relationships over the course of the Stretch RAP. Currently, the City has Principles of Cooperation with Metropolitan Local Aboriginal Land Council.

2. Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making process.

Stretch RAP item	Timeline	Responsibility	Status
2.1 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders in line with the City's Community Engagement Principles.	November 2021	Manager Strategic Engagement and Community Relations	The City has a strong targeted approach to engaging Aboriginal and Torres Strait Islander stakeholders. This is being reviewed as part of the Review of the Community Engagement Strategy and will be documented in the new strategy in mid- 2022.

Stretch RAP item	Timeline	Responsibility	Status
2.2 Develop a framework for engaging children and young people that supports the participation of Aboriginal and Torres Strait Islander young people in the City's decision-making processes.	June 2023	Manager Strategic Engagement and Community Relations	The City is reviewing the Community Engagement Strategy in line with Sustainable Sydney 2030–2050. This has commenced, including analysing community feedback from 2050 consultation which targeted young people and engaged Aboriginal and Torres Strait Islander young people in the process. A working group has been established to support the review of the strategy.
2.3 Ensure First Nations consultation and feedback is included in the development of the Sustainable Sydney 2030-2050 Vision and Community Strategic Plan.	June 2022	Executive Manager Strategic Outcomes	The development of Sustainable Sydney 2030–2050 has been informed by engagement with Aboriginal and Torres Strait Islander peoples including at the First Nations Dialogue Forum, at the Aboriginal and Torres Strait Islander Advisory Panel and at broader community and stakeholder forums including the combined advisory panels workshop.
2.4 Develop, maintain and promote an internal database of Aboriginal and Torres Strait Islander networks and organisations for procurement, engagement, consultation and expressions of interest opportunities.	September 2022	Manager Indigenous Leadership and Engagement	Existing databases are being reviewed in preparation for consolidating and updating.

3. Contribute to and strengthen networks within the local government sector to promote reconciliation.

Stretch RAP item	Timeline	Responsibility	Status
3.1 Participate in the annual NSW Local Government Aboriginal Network conference.	October 2021 October 2022	Manager Indigenous Leadership and Engagement	This work was postponed in 2021 due to the pandemic. This will be reviewed in 2022.

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Stretch RAP item	Timeline	Responsibility	Status
	October 2023		
3.2 Host the NSW Local Government Aboriginal Network conference.	October 2023	Manager Indigenous Leadership and Engagement	This work is on hold due to the pandemic and plans will be reviewed in 2022.

4. Promote reconciliation through our sphere of influence.

Stretch RAP item	Timeline	Responsibility	Status
4.1 Engage all staff in the RAP by working with relevant senior managers to drive reconciliation outcomes through quarterly updates at internal staff meetings including senior managers meetings and at toolbox talks in City depots.	September 2021 September 2022 September 2023	Chair, RAP Working Group	RAP co-chairs have presented to six internal meetings to increase staff engagement with the City's Stretch RAP. The 2021 National Reconciliation Week event was held at Alexandra Canal Depot to support engagement of employees at City depots, attended by 40 staff in person and 600 online
4.2 Host two internal RAP events each year. These will focus on the four pillars of the RAP: relationships, respect, opportunities and governance. These will be a variety of types such as guest speakers, film screenings and panel discussions, and located at different staff sites.	June 2021 June 2022 June 2023	Chair, RAP Working Group	The launch event for the City's Stretch RAP was held online in November 2020. An internal Indigenous Procurement Workshop took place in October 2021 to coincide with Indigenous Business Month.
4.3 Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing Communications Officer	The City News website has published 6 articles to promote online NAIDOC Week celebrations, launching the Stretch RAP, our investment in Aboriginal carbon farming, Yananurala as the name for the harbour walk, Covid testing and vaccination clinics for Aboriginal and Torres Strait

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Stretch RAP item	Timeline	Responsibility	Status
			<p>Islander communities, and 13 ways to support Indigenous business month.</p>
<p>4.4 Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.</p>	<p>June 2022</p>	<p>Chief Procurement Officer</p>	<p>These are still to be developed. A number of contracts include an Indigenous Cultural and Intellectual Property (ICIP) clause where required to protect the rights of Indigenous suppliers.</p> <p>As a prelude to contracting, the returnable schedules for all standard tender and quotation documents include specific information requirements about Aboriginal and Torres Strait Islander inclusion. This asks suppliers to advise what action they are taking to employ, sub-contract or support.</p>
<p>4.5 Ensure that grants and sponsorship contracts include relevant clauses to strengthen and drive reconciliation outcomes.</p>	<p>June 2022</p>	<p>Manager, Grants</p>	<p>Staff have introduced many activities to strengthen and drive reconciliation outcomes. Aboriginal staff assess or provide feedback on Aboriginal and Torres Strait Islander applications as well as organisations requesting funding to benefit Aboriginal and Torres Strait Islander communities. Aboriginal and Torres Strait Islander Cultural Respect training has been introduced for grants assessors. Staff have developed a resource for identifying unconscious bias in grants assessing and as a result, average assessment scores on applications received from Aboriginal and Torres Strait Islander applicants have increased.</p> <p>For the first time, verbal applications were introduced into our standard grant rounds, four of these were successful applications, equating to \$113,154 in cash and value in kind. These verbal applications were for these categories: festivals and events village and community, cultural and creative grants and sponsorship and knowledge exchange sponsorship.</p>

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4.6 Embed the voices of Aboriginal and Torres Strait Islander people across a range of channels by representing their stories authentically, as guided by the City's strategic communications plan.	September 2021 September 2022 September 2023	Chief Marketing Communications Officer	<p>Staff are in the process of developing a strategic communications plan for 2021–22. Recognition of First Nations voices and related programming has been a clear theme to emerge from the workshops held with different business units to date. Representing the stories of Aboriginal and Torres Strait Islander people across the City of Sydney's channels will be a major focus of the final plan.</p> <p>City of Sydney News published 5 articles featuring Aboriginal and Torres Strait Islander communities and projects. In October, we highlighted 9 Indigenous businesses on our social media channels to celebrate Indigenous Business Month. Our internal news included 22 articles in the last 12 months about the RAP, significant community and cultural dates, RAP events, Indigenous procurement and cultural protocols.</p>
4.7 Use the City's outdoor media network a minimum of two times throughout the year to Acknowledge Country and feature an Aboriginal and/or Torres Strait Islander artwork.	September 2021 September 2022 September 2023	Chief Marketing Communications Officer	<p>City staff are developing a content strategy, processes and implementing technology to power the 160 comms pylons replacing Telstra phone booths in the Local Government Area as part of the street furniture rollout. Aboriginal and/or Torres Strait Islander artwork will be on regular if not permanent rotation across the comms pylons once launched. The launch was originally scheduled for this year but has been postponed until early 2022.</p> <p>Investigations are underway on bookings for the current CityLights program. Acknowledging Gadigal Country banners were flown twice during the year, in February and May 2021.</p>
4.8 Collaborate with ten RAP and other likeminded organisations to implement ways to advance reconciliation.	November 2023	Chief Operating Officer	<p>The City has begun discussions with University of Sydney and University of Technology Sydney as part of quarterly meetings. We are working with affordable housing providers CityWest, St George Community Housing and Bridge</p>

Stretch RAP item	Timeline	Responsibility	Status
			<p>Housing to set targets for Aboriginal and Torres Strait Islander residents in new developments in the local area.</p> <p>The City has established a Yananurala Working Group to support the launch of <i>bara</i> and development of Yananurala projects including CEOs, Directors and Indigenous staff from cultural organisations and State government partners; Sydney Opera House, Royal Botanic Gardens, Barangaroo, Australian National Maritime Museum, Art Gallery NSW and Place Management NSW.</p>
4.9 Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.	September 2023	Manager Indigenous Leadership and Engagement	The City will continue to seek the Aboriginal and Torres Strait Islander advisory panel's advice in relation to engaging with the Uluru Statement from the Heart.

5. Build relationships through celebrating National Reconciliation Week (NRW).

Stretch RAP item	Timeline	Responsibility	Status
5.1 Organise two internal NRW events, including at least one organisation-wide NRW event, each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group	<p>One organisation-wide hybrid event was hosted at Alexandria Canal Depot with 40 staff in person and over 600 online. The discussion panel featured senior City of Sydney staff and a representative from Reconciliation Australia. Special guests included a Welcome to Country from Metropolitan Local Aboriginal Land Council and Gunai poet, Kirli Saunders.</p> <p>The second NRW RAP event was a film discussion promoted as 'First Nations Film Club'. Staff were invited to watch Indigenous directed film <i>Sweet Country</i> in their own time, and join an online discussion with their colleagues.</p>

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Stretch RAP item	Timeline	Responsibility	Status
5.2 Partner with community groups to hold one public annual NRW event.	May 2021 May 2022 May 2023	Manager Social Programs and Services	Australian South Sea Islanders (Port Jackson) in partnership with Redfern Community Centre hosted an outdoor event to promote reconciliation. The event showcased local First Nations artists alongside Pacific, Caribbean and African American artists. The festival sought to strengthen relationships and increase understanding between the broader Australian community and Aboriginal, Torres Strait Islander, and Australian South Sea Islander peoples.
5.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications	Staff have created a communications schedule with the RAP Working Group's co-chairs to provide regular reconciliation updates to employees. This includes an update on achievements under the Stretch RAP as well as promotion of National Reconciliation Week employee events.
5.4 RAP Working Group members participate in two external NRW events each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group	RAP Working Group members were provided with a selection of online and face to face events by the RAP co-chairs. Seven Working Group members confirmed they had attended at least one RAP event.
5.5 Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.	May 2021 May 2022 May 2023	Chair, RAP Working Group	The City's all staff newsletter promoted five ways to put reconciliation into action during National Reconciliation Week. These included a local First Nations cultural walking tour, streaming Indigenous films online, attending the 'Unsettled' exhibition at the Australian Museum, the Different Colours One People Festival at Redfern Community Centre, and an open day at Tranby College in Glebe.
5.6 Register all of the City's events during NRW on Reconciliation Australia's website.	May 2021 May 2022 May 2023	Chief Marketing Communications Officer	Call outs were made across the organisation to identify City events to upload to the NRW website. <i>Different Colours One People Festival</i> was uploaded to the NRW website. Another event shared to the City's What's On website <i>Pathways to Reconciliation exhibition</i> was also uploaded to the NRW website.

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Stretch RAP item	Timeline	Responsibility	Status
5.7 Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners.	May 2021 May 2022 May 2023	Executive Manager Creative City	The City supported a grant to waive the pole hire value for the Reconciliation Australia banner campaign for 106 banners for 2 weeks that included National Reconciliation Week.

6. Promote positive race relations through anti-discrimination strategies.

Stretch RAP item	Timeline	Responsibility	Status
6.1 Continuously improve HR policies and procedures concerned with antidiscrimination.	November 2021 November 2022 November 2023	Director People, Performance and Technology	The anti-discrimination policy was updated and approved by the CEO in April 2021. The City is negotiating its Award and relevant terms and conditions are currently under consideration.
6.2 Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander advisory panel to continuously improve our anti-discrimination policy.	November 2023	Director People, Performance and Technology	The City will consult with the Aboriginal and Torres Strait Islander staff network group and advisory panel on any relevant proposed changes to anti-discrimination policy and procedure.
6.3 Implement and communicate an antidiscrimination policy for our organisation.	November 2023	Director People, Performance and Technology	The Equal Employment Opportunity and Anti-Discrimination Policy is published on the City's intranet.
6.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2023	Manager Learning and Development	A short cultural awareness course attended by all Executive 49 senior managers touching on conscious and unconscious bias in June and July 2021. Further activities addressing racism and its impacts being scoped for delivery 2021-2023.

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6.5 Senior leaders to publicly support antidiscrimination campaigns, initiatives or stances against racism.	November 2022	Director People, Performance and Technology Chair, RAP Working Group	The City has publicly supported the "#Racism NOT welcome " campaign in the community.
6.6 Host a relevant film screening for staff and facilitate a discussion following the film about race relations and anti-discrimination.	November 2021	Chair, RAP Working Group	In November 2021, and <i>Australian Dream</i> discussion forum was held after staff were encouraged to view the film. RAP working group members hosted an online discussion about race relations and discrimination highlighted in the film. The second First Nations Film Club discussion was held in August. Featuring the movie <i>Sweet Country</i> , directed by Warwick Thornton. 20 participants engaged in a robust discussion about the film's complex themes and relationships. First Nations Film Club sessions will be held each year.

Respect

7. Recognise Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney through the Eora Journey: Recognition in the Public Domain.

Stretch RAP item	Timeline	Responsibility	Status
7.1 Install and launch bara, the Monument for the Eora, at the Tarpeian Way to honour and celebrate the Traditional Custodians of Sydney, the Gadigal of the Eora Nation, and continue to incorporate community engagement for any bara focused activities.	January 2022	City Design Director	'bara', the Monument for the Eora by artist Judy Watson has now been installed on the Tarpeian Lawn above Tubowghule (Bennelong Point). A celebration with community has been planned, shaped by the community though consultation, and will take place when it is safe for people to gather.
7.2 Select an artist or artist team for Stage 2 of the Redfern Terrace project to provide opportunities for artists working with community members to share stories of Redfern and the Block.	September 2023	City Design Director	Stage two of the Redfern Terrace project, curated by Hetti Perkins, which sees the corner terrace on Hugo and Caroline Streets Redfern transformed into a living museum as a repository for local stories and histories is in development. Early consultation to inform the design of the project is expected to start in 2022 and that the consultation for this project will inform the broader public domain plan for this area.
7.3 Develop a Redfern Community Centre precinct plan that respectfully incorporates Aboriginal cultural knowledge in the Redfern Community Centre Precinct.	November 2023	City Design Director	Redfern Waterloo Public Domain Plan preparation is underway. This plan will provide public domain and public space opportunities across key precincts including Redfern Station, North Eveleigh, Waterloo Metro and the Redfern Community Centre / Pemulwuy precinct. Outcomes from this plan will inform more design and shape implementation for

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Stretch RAP item	Timeline	Responsibility	Status
<p>7.4 Implement the Harbour Walk from Woolloomooloo Bay to the Maritime Museum incorporating Aboriginal stories and culture through events, public art, and interpretation and support for Aboriginal business and cultural practitioners through the City's procurement target and economic development strategy.</p>	<p>November 2023</p>	<p>City Design Director</p>	<p>Redfern Community Precinct including an appropriate Designing with Country process.</p> <p>Part of the City's Eora Journey program of public artworks to recognise and celebrate Aboriginal culture and stories in the public domain, Yananurala (The Harbour Walk) curated by Emily McDaniel, is envisaged as a walk that stretches 9km along the harbour foreshore incorporating Aboriginal stories and culture. The name for the walk Yananurala, (a compound of two Gadigal words Yana meaning walk and nura meaning country, with the addition of the suffix la creating an instruction to walk country) developed with Professor Jakelin Troy has been approved for use by the Metropolitan Local Aboriginal Land Council.</p> <p>Following this approval, the City of Sydney is developing wayfinding signage incorporating the name with a prototype in production. The brief for the next project, Sitelines and Conversations, is in development, with sitelines identified in the Harbour Walk Storytelling Report that was endorsed by Council in December 2019.</p>
<p>7.5 Implement the concept of Designing with Country, including a specific focus on Aboriginal and Torres Strait Islander artists and cultural expression.</p>	<p>November 2023</p>	<p>City Design Director</p>	<p>City staff are reviewing the implementation of Connecting with Country/ Designing with Country principles for inclusion in public domain planning and related community consultation.</p>

8. Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.

Stretch RAP item	Timeline	Responsibility	Status
8.1 Consult Aboriginal and Torres Strait Islander community and stakeholders and conduct needs analysis to plan for the future use of the local Aboriginal knowledge and culture centre.	September 2021	Manager Indigenous Leadership and Engagement	Desktop research and needs analysis for the project was completed in April 2021. Community consultation for future use of the local Aboriginal knowledge and culture centre at 119 Redfern Street will begin in early 2022 when it is safe to do so.
8.2 Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street.	September 2023	Manager Indigenous Leadership and Engagement	The City's support for the future use of 119 Redfern Street will be guided by feedback from the community following consultation. There will be minor building works beginning in 2022 to install a lift and ensure accessible entry to and use of the building.
8.3 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.	September 2023	Chief Operating Officer	No update for the reporting period.

9. Celebrate and share Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program including an annual significant event.

Stretch RAP item	Timeline	Responsibility	Status
9.1 Work with the Aboriginal and Torres Strait Islander advisory panel to evolve the annual NAIDOC in the City event to increase its significance as a celebration of	February 2021	Director City Life	The City will continue to produce the NAIDOC in the City event in its current format, with a new multi-year procurement for the management of the event to be released in late 2021. Based on advice from the Aboriginal

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Aboriginal and Torres Strait Islander cultures and develop key indicators to measure the increase.			and Torres Strait Islander advisory panel, City staff are planning a broader community consultation program that will take place to inform the development of the event in coming years to increase its significance.
9.2 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	September 2023	Executive Manager Creative City	NAIDOC in the City 2021 was held online from 10 to 24 July. The program was produced by the Jumbunna Institute for Indigenous Education and Research who were engaged following an open procurement process. The website went live on 10 July and featured a Welcome to Country, history of NAIDOC, and an online marketplace including interviews with stallholders. An online weaving workshop from Culture on The Move was held on 17 July and on 24 July MCs Aaliyah Bradbury and Jake Gordon presented a 2-hour online show, sharing music and interviews, with performances by Magpie Swoop, Tessa Thames, Gii Music and Marcus Corrowa.
9.3 Ensure all City Major Events and Festivals include a diverse range of Indigenous procurement in the supply chain. Major Events and Festivals to ensure Indigenous business and media networks receive procurement opportunities including quotes and expressions of interest.	September 2023	Executive Manager Creative City	The City has released a number of procurements for the upcoming major events season. A returnable schedule that addresses Indigenous involvement was included in as many procurements as possible. City staff continue to collaborate to ensure that procurement opportunities are well promoted to Indigenous suppliers.
9.4 Increase acknowledgement of Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program. Major Events and Festivals to work with an Indigenous consultant to introduce a performative element to Welcome to Country ceremonies including Christmas, Sydney	December 2021	Executive Manager Creative City	The City of Sydney has engaged Redfern-based artist Blak Douglas as a Creative Consultant to transform the 9pm fireworks into a Welcome to Country segment for the first time, significantly increasing the recognition of Aboriginal and Torres Strait Islander peoples and cultures through the event. Blak Douglas is identifying Aboriginal and Torres Strait Islander artists and creatives to develop Sydney Harbour Bridge pylon projections, musicians to compose

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Stretch RAP item	Timeline	Responsibility	Status
Lunar Festival and other events where appropriate.			and record a soundtrack for the segment and performers to develop a staged performance as part of the ABC broadcast of the event. Blak Douglas will work collaboratively with fireworks, projection and lighting suppliers to create the 9pm Welcome to Country and fireworks display.
9.5 Build capacity by engaging three Aboriginal and Torres Strait Islander interns through the Major Events and Festivals program.	July 2023	Executive Manager Creative City	<p>Through its contract to produce the 2021 NAIDOC in the City event, Jumbunna Institute of Indigenous Education and Research worked with a number of young First Nations professionals including social media experts and event management professionals, aiming to build capacity to a point where one or more of these professionals would be able to manage this event or other similar events in future years.</p> <p>Through the Creative Consultant there is an opportunity to engage interns or trainees to work alongside the consultant. The City of Sydney is continuing to work with Blak Douglas to identify suitable opportunities and will engage Aboriginal and/or Torres Strait Islander interns or trainees on the project to help build capacity and skills.</p>

10. Acknowledge Aboriginal and Torres Strait Islander cultures and histories throughout the City.

Stretch RAP item	Timeline	Responsibility	Status
10.1 Implement the City's Naming Policy to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.	September 2021	Manager Culture and Creativity	The staff Naming Proposals Working Group meets monthly to oversee the implementation of the City of Sydney's Naming Policy. As part of the assessment process of any new naming proposal, the working group considers the appropriateness of the site for Aboriginal names. The Naming Policy stipulates that the words must be Gadigal and must be selected in consultation with the Metropolitan

Stretch RAP item	Timeline	Responsibility	Status
			Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel. This process takes place before the name is put to Council for in principle support to go out for broad community consultation. The City's Naming Policy is publicly available, published on the corporate website, and the policy and process are explained to all staff on CityNet with a dedicated page.
10.2 All physical park signage upgrades will include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language). Approximately 33% of parks have been upgraded including Hyde Park, Victoria Park, Redfern Park, Pirrama Park and Sydney Park.	November 2023	Manager City Greening and Leisure	Over 350 parks were signposted previously and a further 35 park entry signs have been installed in the past year. The signage maintenance contract is being re-tendered and will continue work on upgrading park signs with the acknowledgement "You are on Gadigal Country".
10.3 Include a minimum of two Aboriginal ecology workshops or tours at all urban ecology events and in the annual urban ecology workshop series that connect residents to a cultural learning experience.	June 2021 June 2022 June 2023	Manager City Greening and Leisure	Aboriginal businesses have been engaged to deliver a weaving workshop and tour of Sydney Park. Workshops were postponed due to the pandemic and will be rescheduled once it is safe to do so in early 2022.

11. Increase knowledge within the broader community of the history, heritage, cultures and social values of the Aboriginal and Torres Strait Islander communities of Sydney.

Stretch RAP item	Timeline	Responsibility	Status
11.1 Continue to undertake historic research and promote histories on the Sydney Barani website.	June 2021	Manager Culture and Creativity	The Barani website is a successful platform for promoting Sydney's Aboriginal history and is widely accessed. There were 239,572 page views of the website in the 12 months to 30 June 2021. City media releases with relevant Indigenous

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Stretch RAP item	Timeline	Responsibility	Status
			<p>content include a link to the Barani website to broaden the community's awareness.</p> <p>The City is committed to commissioning First Nations authors to write about Sydney's Aboriginal history. Content related to Yananuralla is being developed by Emily McDaniel. A series of short articles on boxing gyms in the inner city by John Maynard was commissioned last year and we are reviewing Indigenous Cultural and Intellectual Property protocols with family members on images and content.</p>
<p>11.2 Review the Barani Barrabugu brochure (content and format) and consult with the City's Aboriginal and Torres Strait Islander Advisory Panel.</p>	<p>November 2021</p>	<p>Manager Culture and Creativity</p>	<p>The Barani website, and the associated Barani Barrabugu booklet, are under review to consider achievements, strengths, gaps and opportunities. Stage 1 of the review involves documenting the websites evolution over the past 20 years, analysing web analytics, mapping strategic alignment to Sydney 2030-2050 and the Stretch RAP, and exploring further internal collaborative opportunities. The review will invite comment and input from the City's Aboriginal and Torres Strait Islander Advisory Panel and Metropolitan Local Aboriginal Land Council, and the expected outcomes will be recommendations for the website's future directions, including content, design, and associated collateral such as the Barani Barrabugu booklet.</p>
<p>11.3 Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.</p>	<p>June 2021</p>	<p>Manager Culture and Creativity</p>	<p>The Barani Redfern walk is one of the most popular walks on the Culture Walks app. A broad review of the Culture Walks app is underway, with a commitment to a more strategic approach to marketing the app.</p>
<p>11.4 Provide opportunities to share Aboriginal and Torres Strait Islander cultures through our community programs and services. This will be achieved through</p>	<p>June 2022</p>	<p>Manager Social Programs and Services</p>	<p>The pandemic has impacted face to face programs in community centres. In 2021, some programming was delivered online including an online community discussion to mark the anniversary of the Apology to the Stolen</p>

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Stretch RAP item	Timeline	Responsibility	Status
relevant programming including at community centres to be delivered with the community and by working with appropriate community members. This includes an annual program of community events for days of cultural significance and will also include offering free Aboriginal and Torres Strait Islander cultural awareness training for community and not-for-profit organisations.			<p>Generation, the Coloured Diggers ANZAC day memorial service and an Aboriginal Art Workshop as part of the Green Square Winter Warmers Program.</p> <p>The National Indigenous Science Experience was held in partnership with Macquarie University and an Aboriginal astronomy presentation at a cross cultural event for the Moon Festival, a significant event for many Asian cultures.</p> <p>The Green Square Community e-newsletter featured two articles to raise awareness of Aboriginal Art and Culture in the local area.</p>
11.5 In consultation with Aboriginal and Torres Strait Islander communities, develop the Koori Collection and library engagement with First Nations cultures and communities.	June 2022	Manager Libraries and Learning	Initial research has started, and a sub-working group is being established including key staff with collections and programming expertise. The first action will be to work with City of Sydney colleagues before working with the community. It is expected that this project will take place in 2022.
11.6 Develop communication standards within the City's strategic communications plan, to guide the meaningful representation of Aboriginal and Torres Strait Islander people across the City's internal and external marketing communications material.	September 2021	Chief Marketing Communications Officer	Staff ran a series of workshops to understand priorities and potential areas of communications focus for the year ahead. The findings are being collated, prioritised and used to develop the strategic communications plan. Standards will be developed as part of this process and specific communications activities identified to meet the goals of the Stretch RAP. This will be completed by June 2022.
11.7 Ensure cultural programming is developed and delivered with Aboriginal and Torres Strait Islander communities to share their history, heritage, cultures and social values within City operated cultural venues including libraries.	September 2021 September 2022 September 2023	Manager Cultural Venues and Programs	City staff produced a First Nations Wikipedia Edit-a-thon where a total of 134 edits were made by participants across 21 Wikipedia articles to improve First Nations content. Guided by subject matter experts and experienced Wikipedia editors, participants learnt about the importance of diverse representation on Wikipedia and focussed on improving articles of importance to Aboriginal and Torres Strait Islander communities. In addition, John Janson

Stretch RAP item	Timeline	Responsibility	Status
			Moore's Changemaking and Frontline Photography lunchtime talk focussed on social justice and Aboriginal rights movements. John spoke about the climate crisis, the bushfires and Aboriginal deaths in custody and how these themes are inextricably linked.

12. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Stretch RAP item	Timeline	Responsibility	Status
12.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Chief Executive Officer	We promote internal information on how to present an Acknowledgement of Country online and the story behind 'naba gumal' by Shannon Foster, the artwork in our Acknowledgement of Country email signatures. The City of Sydney also has a 2 page summary of our Aboriginal and Torres Strait Islander protocols highlighting key facts from the full protocols document.
12.2 Review, implement and improve access to the City's Aboriginal and Torres Strait Islander cultural protocols and share these with all staff, and on the City's website.	September 2022	Manager Indigenous Leadership and Engagement	Our staff are reviewing the City's current Aboriginal and Torres Strait Islander protocols and developing the approach to update these and consult the community.
12.3 Develop and implement guidelines for engaging with Indigenous Cultural and Intellectual Property.	June 2021	Director City Projects and Property Manager Indigenous Leadership and Engagement	The City of Sydney is working with an Indigenous consultant to guide development of a draft protocol for engagement with Indigenous Cultural and Intellectual Property. In 2022, staff will consult the community and relevant stakeholders for guidance and finalisation of these protocols. We have

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Stretch RAP item	Timeline	Responsibility	Status
			also developed staff awareness and an internal framework for how staff engage with ICIP respectfully.
<p>12.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including:</p> <ul style="list-style-type: none"> – Sydney New Year’s Eve – Sydney Lunar Festival – Sydney Christmas events 	<p>September 2021 September 2022 September 2023</p>	<p>Executive Manager Creative City</p>	<p>Staff work with the Metropolitan Local Aboriginal Land Council to secure a representative to deliver a Welcome to Country for every City produced event. This has included the Sydney Lunar Festival Launch and Community Performance Program, and 15 launches of capital works projects between February and June this year.</p> <p>Due to the pandemic, there were no other opportunities for a Welcome to Country.</p>
<p>12.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	<p>September 2021 September 2022 September 2023</p>	<p>Chief Executive Officer</p>	<p>For major public events attended by the Lord Mayor, a Welcome to Country is organised through the Metropolitan Local Aboriginal Land Council.</p> <p>For public activities of a smaller scale, the City of Sydney representative hosting the meeting provides an Acknowledgement of Country in line with the City's protocols.</p>
<p>12.6 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.</p>	<p>September 2021 September 2022 September 2023</p>	<p>Councillor Delegate</p>	<p>A Welcome to Country is provided at all City produced events. Where this is not possible, relevant City of Sydney staff provide an Acknowledgment of Country at all public events and are encouraged to provide an Acknowledgement of Country at large relevant staff and team meetings. Councillors also provide an Acknowledgment of Country at public events and Council meetings, and all major events and festivals supported by the City are encouraged to include a Welcome to Country or an Acknowledgement of Country.</p>

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Stretch RAP item	Timeline	Responsibility	Status
12.7 In accordance with the Community Facilities Signage Design Style Guide include Acknowledgement of Country when implementing any new signage, across 74 properties in the community property portfolio, prioritising community venues for hire.	November 2023	Director City Projects and Property	Signage is being incorporated in new and renewed assets as required. Longer term implementation includes reviewing guidelines and work on the community facilities signage program.
12.8 Include an Acknowledgement of Country in City of Sydney email signatures and the City's website/s.	March 2021	Chief Operating Officer	Completed in February 2021. The City of Sydney introduced an Acknowledgement of Country on all email signatures and websites, including City News, What's On and Libraries. We communicated the importance of this initiative in a CEO message to all staff.

13. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Stretch RAP item	Timeline	Responsibility	Status
13.1 Conduct a review of cultural learning needs within our organisation.	June 2021	Manager Learning and Development	Employee cultural learning needs have been reviewed and are informing the development of the cultural learning strategy. Learning objectives have been defined to support employees to build awareness, understanding, competence and proficiency, as per their needs.
13.2 Consult the City's Indigenous staff, Traditional Owners and/or the City of Sydney Aboriginal and Torres Strait Islander advisory panel on the implementation of a cultural learning strategy.	September 2021	Manager Organisational Capability Manager Learning and Development	Consultation with the City's Aboriginal and Torres Strait Islander staff on a draft cultural learning strategy has commenced. Broader consultation is planned in late 2021 with Aboriginal and Torres Strait Islander staff and key external stakeholders.

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Stretch RAP item	Timeline	Responsibility	Status
13.3 Implement and communicate a cultural learning strategy for our staff.	December 2021	Manager Learning and Development	A high-level cultural learning strategy has been drafted based on best practice and drawing on the identified cultural learning needs of employees. The strategy incorporates 4 levels of cultural learning - Awareness - Understanding - Competence - Proficiency. Learning goals for target groups have been drafted. Work has started on developing the initial part of the cultural learning program, focusing on new starters.
<p>13.4 All staff undertake formal and structured cultural learning activities.</p> <ul style="list-style-type: none"> – 100% staff undertake e-learning module. – 50% staff undertake face-to-face cultural learning activities. – A select group of staff to undertake cultural learning activities on Country with Traditional Custodians as identified through a learning needs analysis. 	November 2023	Manager Learning and Development	<p>262 employees completed cultural respect training from 2019–2021. A short introductory awareness course was completed by Executives and Senior Managers in 2021 (49 people). A further 292 employees have completed the introductory awareness course in November 2021.</p> <p>The cultural learning strategy has been drafted with learning objectives defined for target groups at each phase of learning. The learning strategy includes role specific training and on Country learning experiences to build cultural competence and proficiency. Role specific training will be co-created with external Indigenous providers. Procurement for external providers will be completed in late 2021 and training will start in 2022.</p>
13.5 Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	November 2023	Manager Learning and Development	As part of the cultural learning strategy, a new course for new employees is being developed internally to set new starters on their cultural learning journey. This includes an eLearning module outlining the City's commitment to Reconciliation, the Stretch RAP and other key initial information, as well as a (virtual) tour of Aboriginal Sydney allowing new starters to learn about significant cultural sites in our local area. Executives and senior managers attended a short introductory cultural awareness course in 2021. HR managers completed this session in November 2021.

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Stretch RAP item	Timeline	Responsibility	Status
13.6 Provide information about the Traditional Custodians of Sydney and the City's commitment to reconciliation to all new starters during their induction, through a presentation delivered by City staff and as part of an e-learning module.	November 2021 November 2022 November 2023	Manager Learning and Development	Development of an eLearning module focusing on Traditional Custodians, and the City's commitment to reconciliation as part of induction has started. The module will include a presentation delivered by City staff.

14. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Stretch RAP item	Timeline	Responsibility	Status
14.1 Support all staff to participate in a NAIDOC Week event in our local area, including community celebrations in Glebe, Woolloomooloo and Redfern.	July 2021 July 2022 July 2023	Chief Executive Officer	The City promoted online events for this year's NAIDOC Week as well as an article '5 ways you can get involved this NAIDOC Week' in the staff newsletter. The article encouraged staff to get involved in the online celebrations for NAIDOC Week, including watching a livestreamed event and supporting First Nations businesses online.
14.2 RAP Working Group to participate in an external NAIDOC Week event.	July 2021 July 2022 July 2023	Chair, RAP Working Group	Online and external NAIDOC Week events were promoted to RAP working group members to attend during NAIDOC Week 2021. Members were asked to register their events attended, though not all RAP working group members were able to attend an external NAIDOC Week activity in 2021.
14.3 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	December 2021	Manager Corporate HR	Corporate HR to plan and implement communications to encourage employees to utilise NAIDOC Week leave.

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Stretch RAP item	Timeline	Responsibility	Status
14.4 Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2021 July 2022 July 2023	Director People, Performance and Technology	All Aboriginal and Torres Strait Islander employees were sent a reminder and encouraged to engage in NAIDOC Week celebrations virtually this year. As per City policy, staff are encouraged to take a day off to attend cultural and community activities or events.
14.5 In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woolloomooloo and Glebe communities.	July 2021 July 2022 July 2023	Executive Manager Creative City	Three grants received funding for annual local NAIDOC Week events in 2021 and were impacted by the pandemic. Eora NAIDOC Community Group received funding for the Eora Inner City NAIDOC event in Redfern, which was adapted and held online. Weave Youth and Community Services received funding for the Woolloomooloo NAIDOC celebrations, held activities in May and June in the lead up to NAIDOC Week but had to cancel NAIDOC week activities due to the pandemic. Glebe Youth Service also received funding for a Glebe NAIDOC Week celebration.
14.6 Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	July 2021 July 2022 July 2023	Executive Manager Creative City	Despite NAIDOC in the City moving to online, the City continued to fly banners designed by artist Shannon Foster throughout the NAIDOC Week period.

15. Increase engagement with local Aboriginal and Torres Strait Islander artists.

Stretch RAP item	Timeline	Responsibility	Status
15.1 Official City gifts to be from local Aboriginal and Torres Strait Islander artists.	November 2022	Manager Culture and Creativity Manager Protocol	Due to the pandemic, opportunities to acquire works has been curtailed. A register specific to Aboriginal creators and suppliers of artwork and appropriate cultural material is being developed.

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Stretch RAP item	Timeline	Responsibility	Status
15.2 Ensure cultural programming across the organisation includes Aboriginal and Torres Strait Islander artists and creative practitioners by implementing Aboriginal and Torres Strait Islander programming frameworks.	November 2021 November 2022 November 2023	Public Art Program Manager City Design Director Executive Manager Creative City	Welcome Murals are being created for early childhood centres in Glebe, Alexandria and Redfern. Artist Nadeena Dixon has been leading workshops and developing an artwork underpinned by the core concepts of Growing up Strong on Country and Caring for Country. The first mural, for Alexandria Occasional Care is at 90% complete. Workshops with the children for all four of the centres have now occurred. Design and planning have commenced for the Redfern, Broughton Street and Hilda Booter centres.
15.3 25% of annual curatorial acquisitions budget for the City's Civic Collection will be for Aboriginal art for display in City properties.	November 2021 November 2022 November 2023	Manager Culture and Creativity	This year, the curatorial acquisitions budget was allocated solely for the acquisition of Aboriginal art. Five Aboriginal artworks were purchased in the second half of the financial year: You Wreck Me by Tony Albert; two artworks in the series Barkindji Blue Sky by Kent Morris and two Sydney Shields made by local Aboriginal Elder, Uncle Charles (Chicka) Madden.
15.4 Provide opportunities for Aboriginal and Torres Strait Islander artists to display artwork through the Creative Hoardings program including Site Works or other future programs.	July 2023	Manager Culture and Creativity	The current Site Works program includes artwork by two Aboriginal artists: Yuwaalaraay designer Lucy Simpson and Barkindji man Kent Morris. Simpson's work has been a popular choice and displayed at prominent locations in the city centre, including the Sydney Opera House, during a renewal project. Both works were relicensed as part of the AI Fresco City outdoor dining program for use on concrete barriers and featured in marketing campaigns to promote the artwork and the program.
15.5 Ensure Aboriginal and Torres Strait Islander representation on all external panels for all cultural projects.	November 2021	City Design Director Executive Manager Creative City	A panel invitation was extended to a First Nations artist to assess applications for the City's Creative Live Work Spaces. Tony Albert accepted an invitation to sit on the City's Public Art Advisory Panel.

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Stretch RAP item	Timeline	Responsibility	Status
15.6 Develop an internal register of relevant arts and culture programs across Events, City Design, History, Curatorial, Cultural Projects, Public Art and Library programs to allow for a more collaborative approach to programming, procurement, recruitment and promotion of programs.	June 2021	Executive Manager Creative City	Staff have established a sub-working group with relevant programming teams to determine the best way to implement and deliver this action.

Opportunities

16. Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples in Redfern, Waterloo and other areas in the city to prevent their displacement from the area.

Stretch RAP item	Timeline	Responsibility	Status
16.1 Undertake a project to prepare design guidance for culturally appropriate housing for Aboriginal and Torres Strait Islander households.	June 2023	Executive Manager Strategic Planning and Urban Design	The project is being scheduled into the work program for future years.
16.2 Investigate the inclusion of guidance in the Waterloo Estate development control plan for the inclusion of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households as part of the development of the Estate.	November 2023	Executive Manager Strategic Planning and Urban Design	The Draft Design Guide for Waterloo Estate (South) includes provisions to encourage the delivery of culturally appropriate housing for First Nations people in conjunction with the redevelopment of the Waterloo Estate (South). The Design Guide is to be considered following public consultation.
16.3 Advocate to NSW Land and Housing Corporation to include culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households to be included as part of the development of the Waterloo Estate.	November 2023	Executive Manager Strategic Planning and Urban Design	The City has included a requirement for a minimum amount of social and affordable housing for Aboriginal and Torres Strait Islander households in the Design Guide for Waterloo Estate (South). The guide also requires this housing to be designed so that it is culturally appropriate for Aboriginal and Torres Strait Islander peoples. The proposed planning controls will go on public exhibition in 2021 and will then be considered by the NSW Government for approval.

17. Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.

Stretch RAP item	Timeline	Responsibility	Status
17.1 Provide financial support through the City's grant program to Aboriginal and Torres Strait Islander led businesses to deliver skills development programs.	September 2021	Manager Economic Programs	The City has provided financial support to two Aboriginal and Torres Strait Islander businesses for upskilling and capacity building initiatives through the City's Knowledge Exchange Grant Program. Recipients include IndigiLab Pty Ltd to support a 3-day hackathon event to increase business, pitching and strategic skills among Indigenous entrepreneurs. Financial support was also provided to IndigiSpace Pty Ltd to deliver a capacity building crowdfunding program in collaboration with co-working space Fishburners and Start Some Good, to support Indigenous-led businesses and connect them to opportunities and to the wider tech start-up community.
17.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	September 2021	Manager Economic Programs	The City is committed to engaging Aboriginal and Torres Strait Islander businesses as part of its business support programs. In 2021, the City delivered the Reboot Series, a weekly webinar series featuring business experts to help small businesses and creatives adapt, innovate and bounce back from the impacts of the pandemic. Through our extensive promotional and marketing reach, the series successfully attracted registrations from 53 Aboriginal and Torres Strait Islander business owners across the series. In June 2021, the City delivered 4 main events with international speakers as part of the 2021 Visiting Entrepreneur Program, which attracted a total of 10 registrations from Aboriginal and Torres Strait Islander entrepreneurs.
17.3 Feature or profile at least 10 Aboriginal and Torres Strait Islander businesses through City of Sydney marketing campaigns.	September 2021	Manager Economic Programs	As part of a marketing campaign to support Indigenous Business Month, the City featured 13 Indigenous businesses through a news article and social media content. The featured article was also shared with more than 15,000 subscribers. The campaign also achieved 466 direct links to

Stretch RAP item	Timeline	Responsibility	Status
			the featured businesses' accounts. Featured businesses included Redfern-based cafe Tin Humpy Café, the Trading Blak online marketplace, and online fashion platform Magpie Goose among others.
17.4 Increase the number of Aboriginal and Torres Strait Islander businesses nominating for the NSW Business Chamber Awards by outreach and actively promoting the NSW Business Chamber awards through our Aboriginal and Torres Strait Islander business networks including Supply Nation and the NSW Indigenous business chamber.	September 2022	Manager Economic Programs	The City worked closely with Business Australia to promote the NSW Business Awards 2021. The City also promoted the opportunity through our Aboriginal and Torres Strait Islander networks and via procurement to the Aboriginal and Torres Strait Islander business list. The Sydney Business Awards opportunity was also advertised on Koori Radio. Applications are now closed and unfortunately no applications were received from Aboriginal and Torres Strait Islander businesses for the 2021 Business Awards. Promotional initiatives will be reviewed into the future to encourage future applications.

18. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Stretch RAP item	Timeline	Responsibility	Status
18.1 Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff.	November 2023	Director People, Performance and Technology	Objectives from the previous workforce strategy continues including targeted recruitment of Aboriginal and Torres Strait Islander employees through community partnerships and a needs analysis for the revised Cultural Respect training including consultation with staff and stakeholders.
18.2 Increase Aboriginal and Torres Strait Islander employment from currently 2.4% to 3% of the total. (This is an increase from 46	November 2023	Director People, Performance and Technology	There are currently 46 Aboriginal and Torres Strait Islander employees at the City.

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Stretch RAP item	Timeline	Responsibility	Status
to 57). A further target increase is to 3.4% by end 2025.			
18.3 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	November 2021 November 2022 November 2023	Director People, Performance and Technology	Three Aboriginal employees participated in the 2021 Leadership and Management Development Program. In addition, a range of targeted initiatives to support the professional development of Aboriginal and Torres Strait Islander staff have been identified and aligned to the employee lifecycle. These activities are in the planning stages.
18.4 Support the City's Aboriginal and Torres Strait Islander staff network to meet twice per year.	November 2021 November 2022 November 2023	Director People, Performance and Technology	The planned gathering for August at Alexandria Canal Depot was postponed due to the pandemic. A virtual staff catch up was held in September. The Executive sponsor along with Aboriginal and Torres Strait Islander employees attended the session. The theme was 'Connection' and staff shared stories about their heritage and family histories.
18.5 Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021	Director People, Performance and Technology	Work has started on developing an internal mentoring program. Consultation is underway with Aboriginal and Torres Strait Islander staff.
18.6 Implement Aboriginal and Torres Strait Islander employment pathways.	November 2021	Director People, Performance and Technology	Planning for pathway positions and Aboriginal and Torres Strait Islander recruitment targets have started. All entry level positions have been reviewed and a number have been identified for targeted Aboriginal and Torres Strait Islander recruitment.

19. Develop inclusive recruitment processes and pilot different approaches to broaden the pool of Aboriginal and Torres Strait Islander people applying for roles at the City.

Stretch RAP item	Timeline	Responsibility	Status
19.1 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2021	Manager Recruitment and HR Systems	There has been a change to the pre-employment check process to include Manager Indigenous Leadership and Engagement for Aboriginal and Torres Strait Islander candidates with disclosable outcomes on criminal checks. Staff are reviewing position description requirements that might unintentionally exclude Aboriginal and Torres Strait Islander candidates from being shortlisted or successful at interview.
19.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2021	Manager Recruitment and HR Systems	The City continues to publish job vacancies in Indigenous media, wording in adverts encouraging Aboriginal and Torres Strait Islander applicants and partnering with recruitment and employment service providers to source candidates. Senior appointments managed by external agencies must show they are partnering with agencies and organisations to source Indigenous candidates.
19.3 Include an Aboriginal and/or Torres Strait Islander person on interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures, or if the applicant identifies as an Aboriginal and/ or Torres Strait Islander person.	November 2021	Manager Recruitment and HR Systems	An Aboriginal and/or Torres Strait Islander staff member is included on all recruitment panels for positions with candidates who identify as Aboriginal and/or Torres Strait Islander.

20. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Stretch RAP item	Timeline	Responsibility	Status
20.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2021	Chief Procurement Officer	This has been delayed enabling consideration and planning to undertake a collaborative/consultative strategy development and drafting process with the Aboriginal and Torres Strait Islander supplier community and representatives.
20.2 Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Business Chamber directories.	November 2021 November 2022 November 2023	Chief Procurement Officer	The City uses Supply Nation to attract and engage suppliers for potential tenders and quotes, including promoting tendering opportunities via the Supply Nation Membership Opportunity Board (MOB). The City is also finalising details of Membership with the NSW Indigenous Business Chamber of Commerce.
20.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2021 November 2022 November 2023	Chief Procurement Officer	<p>New supplier details are passed on to relevant divisions, as well as a supplier database which includes filtering for Aboriginal and Torres Strait Islander suppliers has been developed and made available to staff. Face to face introduction meetings with Aboriginal and Torres Strait Islander business in the Construction sector include Senior Managers for Property & Projects.</p> <p>An online Indigenous Procurement workshop for City staff was held during Indigenous Business month. 145 staff attended and were provided practical advice on engaging with Aboriginal and Torres Strait Islander businesses.</p>
20.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2021	Chief Procurement Officer	Several actions have been taken including reducing in payment terms from 30 days to 7 days for Aboriginal and Torres Strait Islander suppliers which is an important

Stretch RAP item	Timeline	Responsibility	Status
			<p>support for small to medium businesses, as well as inclusion of requirements in tender and quote documentation.</p> <p>We are advocating for change including submission of recommendations to the Office of Local Government as part of the review of tendering provisions of the Regulation suggesting changes to remove restrictions which impact our ability to engage more effectively and easily with Aboriginal and/or Torres Strait Islander suppliers.</p>
20.5 Maintain commercial relationships with ten Aboriginal and/or Torres Strait Islander businesses.	November 2023	Chief Procurement Officer	The City contracted 48 different Aboriginal and/or Torres Strait Islander businesses in the 2020/21 year.
20.6 Spend a minimum of \$2,000,000 annually with Aboriginal and Torres Strait Islander businesses.	November 2023	Chief Procurement Officer	The spend with Aboriginal and Torres Strait Islander businesses for the 2020/21 period was \$1.4m.
20.7 Train relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2021 November 2022 November 2023	Chief Procurement Officer Manager Learning and Development	Procurement staff are progressively attending training through Supply Nation, as well as participating in the City's cultural respect training courses when allocations and courses become available.

21. Provide opportunities for Aboriginal and Torres Strait Islander businesses to develop networks and increase knowledge.

Stretch RAP item	Timeline	Responsibility	Status
21.1 Develop a proposal to host an Indigenous business fair at Sydney Town Hall.	November 2022	Chief Procurement Officer	Planning and consideration on options had started but did not progress due to pandemic restrictions. (eg Supply Connect was online and could not be held in conjunction with City of Sydney).

Stretch RAP item	Timeline	Responsibility	Status
21.2 Hold two workshops specifically for Indigenous businesses about how to tender for work at the City.	November 2021	Chief Procurement Officer	<p>Discussions were underway however the ability to hold the workshops were impacted by the pandemic. Planning and discussions with specialist Indigenous business sector organisations, including Supply Nation will restart in 2022.</p> <p>However, debrief discussions are offered to individual businesses who aren't successful in a procurement or tender process, in which guidance is offered on their responses. Further the procurement team offers one on one meetings to suppliers who want to know more about the City Procurement processes.</p>

22. Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.

Stretch RAP item	Timeline	Responsibility	Status
<p>22.1 Continue to provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces. This will include:</p> <ul style="list-style-type: none"> – 50% of all community programming for Redfern Community Centre will be targeted towards Aboriginal and Torres Strait Islander communities. – 15% of all programming for all other community centres will include Aboriginal and Torres Strait Islander suppliers, such as facilitator, performer, consultant, artist or host. 	November 2022	Manager Social Programs and Services	<p>Opportunities continue to be provided for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces, however this has been impacted by the pandemic, which resulted in a significant reduction in face-to-face programming. Eight community wakes were held at Redfern Community Centre this year to support Sorry Business.</p> <p>Community Centres have been closed due to the pandemic. Redfern Community Centre has been used as a Covid-19 testing clinic to facilitate access to testing for the local community.</p> <p>Redfern Oval Community Room has been provided to Deadly Connections, while the Mary McDonald Centre in Woolloomooloo was provided to the First Nations Covid</p>

Stretch RAP item	Timeline	Responsibility	Status
			Support group. Both organisations received a 100 per cent fee waiver to support food relief efforts in these locations.
22.2 Work with Aboriginal and Torres Strait Islander homelessness organisations to implement training and other initiatives to ensure City delivered and funded homelessness outreach services are culturally aware and meet the needs of Aboriginal and Torres Strait Islander people and communities.	December 2021	Manager Social Programs and Services	<p>The City supports Aboriginal Community Connect in Woolloomooloo which allows homelessness services to collaborate with Aboriginal organisations on a weekly basis, supporting Aboriginal clients.</p> <p>Two services (Innari Aboriginal Corporation Homelessness and Rehabilitation Community Service) attended weekly patrols and coordination meetings to assist people who are experiencing homelessness to gain permanent accommodation.</p>

23. Support major community-driven festivals and events through sponsorship and in-kind support.

Stretch RAP item	Timeline	Responsibility	Status
23.1 Assist the community through a program of activities including information sessions to assist in increasing the number of grant applications from Aboriginal and Torres Strait Islander organisations by 100% from 15 to 30 per year.	June 2022	Manager Social Programs and Services	<p>Between November 2020 and March 2021 staff delivered three in-person grants briefing sessions for Aboriginal and Torres Strait Islander applicants at Redfern Community Centre, for 32 attendees.</p> <p>There were 35 applications from Aboriginal and Torres Strait Islander organisations approved for 2020–21.</p>
23.2 Leverage networks to raise the profile of community and cultural events through the City's marketing and media channels.	June 2021 June 2022 June 2023	<p>Chief Marketing Communications Officer</p> <p>Manager Corporate Communications</p>	While many events have been put on hold in recent months due to the pandemic, City staff continue to identify opportunities to promote community and cultural activities, including online NAIDOC Week 2021. Staff produced content promoting several online History Week events, featuring Indigenous histories. The City has been preparing

Stretch RAP item	Timeline	Responsibility	Status
			for the future unveiling of 'bara', which will involve a community event.

24. Increase the applications and effectiveness of the City's grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.

Stretch RAP item	Timeline	Responsibility	Status
24.1 Promote the City's grant opportunities by advertising in Indigenous media and promoting through community and stakeholder networks.	November 2021 November 2022 November 2023	Manager Grants Chief Marketing Communications Officer	The City's grants programs have been advertised with Indigenous Business Australia, Supply Nation, along with paid ads and interview segments on Koori Radio. The grants were also presented to the Aboriginal and Torres Strait Islander Advisory Panel when the round opened, and panel members were encouraged to promote these opportunities with their networks.
24.2 Provide targeted grant writing workshops led by an Aboriginal and Torres Strait Islander facilitator or organisation for the community. This will be achieved through the City's Connect Sydney Program.	June 2022	Manager Social Programs and Services Manager Culture and Creativity	Grant writing workshops are planned for the 2021/22 financial year. A governance training workshop for Aboriginal controlled organisations and Aboriginal workers in other organisations was delivered as part of the City's Connect Sydney program in June 2021 to 12 attendees from 10 different organisations. The workshop was delivered by Burbangana, an Aboriginal owned business.

Governance

25. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Stretch RAP item	Timeline	Responsibility	Status
25.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group	Four Aboriginal and Torres Strait Islander employees are members of the RWG, with one being a co-chair of the RWG.
25.2 Apply a Terms of Reference for the RWG.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group	The RAP terms of reference were endorsed by the working group in 2020. These will be reconsidered in November 2023 following Stretch RAP implementation.
25.3 Meet at least four times per year to drive and monitor RAP implementation.	November 2021 November 2022 November 2023	Chair, RAP Working Group	The RAP working group meets four times per year to provide reporting and status updates on deliverables in the RAP.
25.4 Establish RAP sub-group/s to support delivery of RAP actions and strategies.	November 2020	Chair, RAP Working Group	Various sub-working groups meet regularly and focus on culture and creativity, workforce services and the RAP events sub-working group which plans and delivers relevant activities.

26. Provide appropriate support for effective implementation of RAP commitments.

Stretch RAP item	Timeline	Responsibility	Status
26.1 Embed resource needs for RAP implementation.	November 2021 November 2022 November 2023	Chair, RAP Working Group	RAP deliverable owners are responsible for resourcing and budgeting for their own actions.
26.2 Embed key RAP actions in performance expectations of senior management and all staff.	November 2021 November 2022 November 2023	Chair, RAP Working Group	All RAP deliverables are now reporting items in the City's standard reporting platform, and allocated to the relevant senior staff member. RAP co-chairs continue to raise awareness about the RAP actions to teams and units throughout the organisation.
26.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	Chair, RAP Working Group	All RAP deliverables are embedded in the City's reporting system. Each deliverable owner is required to report on a quarterly basis and will also update the RAP Working Group on progress at quarterly meetings.
26.4 Maintain an internal RAP Champion from senior management.	December 2020	Chief Operating Officer	The City's Chief Operating Officer is the RAP Champion. The Chief Operating Officer attends all RWG meetings and participated in a panel discussion at Alexandra Canal Depot attended online by 600 staff.
26.5 Include our RAP as a standing agenda item at senior management meetings.	November 2021 November 2022 November 2023	Chief Executive Officer	A cultural awareness session was held in August 2021 for all senior managers. RAP co-chairs will provide quarterly updates at senior managers briefings highlighting a range of RAP deliverables.
26.6 Increase employee knowledge of reconciliation and the City's Reconciliation Action Plan through strategic internal communications.	September 2022	Manager Corporate Communications	Staff promoted the National Reconciliation Week employee event 'Make reconciliation more than a word' through posters, Our News, CityNet content and digital screens internally. This included a follow up piece, 'Your reconciliation questions answered' in response to employee

2021 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			questions asked at the online event. City Staff produced a video acknowledging First Nations culture at Alexandra Canal Depot which was played at the employee event, promoted through Our News and displayed on the digital screens at the depots.

27. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Stretch RAP item	Timeline	Responsibility	Status
27.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 September 2022 September 2023	Chair, RAP Working Group	The City completed and submitted the RAP impact measurement survey in September 2021.
27.2 Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020, 2021, 2022, 2023	Manager Indigenous Leadership and Engagement	The quarterly report is promoted in the all staff newsletter Our News each quarter and published on the Citynet page 'How we're tracking with reconciliation'.
27.3 Participate in Reconciliation Australia's biennial Workplace RAP Barometer survey.	May 2022	Organisational Capability Manager	Previous barometer survey results were presented to the Executive in May 2021. The City will take part in the Workplace RAP Barometer survey in 2022.
27.4 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2020 December 2021 December 2022	Manager Indigenous Leadership and Engagement	The City will report to the Aboriginal and Torres Strait Islander advisory panel and Council each year.
27.5 Communicate progress to implement the RAP through six monthly reporting on an item in the City's Operational Plan.	June and December 2021, 2022, 2023	Manager Indigenous Leadership and Engagement	Progress on adopting and implementing the Stretch RAP was reported to Council in the 2020/21 June quarter Operational Plan report. The next report due to Council is the 2021/22 December quarter report.

2021 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
27.6 Report annually to our Aboriginal and Torres Strait Islander advisory panel and the City's Aboriginal and Torres Strait Islander staff network.	November 2020 November 2021 November 2022	Manager Indigenous Leadership and Engagement	Plans are underway for re-establishing the Aboriginal and Torres Strait Islander staff network forum, which had its first meeting in September 2021. The City will report RAP progress annually to the Aboriginal and Torres Strait Islander Advisory panel and the City's Aboriginal and Torres Strait Islander staff network.

28. Continue our reconciliation journey by developing our next RAP.

Stretch RAP item	Timeline	Responsibility	Status
28.1 Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Chief Operating Officer	To be completed in 2023.

Appendix

2020-21 Grants and Sponsorship to Aboriginal and/or Torres Strait Islander owned or led projects.

Organisation	Project name	Total cash and value-in-kind for 2020/21
Aboriginal Children's Service Ltd	Aboriginal Children's Service Weekly Food Drive	\$30,000
Aboriginal Dance Theatre Redfern	Restarting Aboriginal Dance Theatre Redfern	\$20,000
Aboriginal Legal Service (NSW/ACT) Limited	The Aboriginal Legal Services 50th Year Anniversary	\$50,000
Australian South Sea Islanders (Port Jackson) Limited	SugarFest 2020 Oceanic Culture, History and Music Festival	\$26,278
Babana Aboriginal Men's Group Incorporated	The ANZAC Day Coloured Diggers March	\$30,000
Burrundi Theatre For Performing Arts Ltd	Warangesda	\$50,000
Co-operative For Aborigines Limited	Making Change Happen – Sharing stories at Tranby	\$19,800
Deadly Connections Community And Justice Services Incorporated	Deadly Families Project	\$33,824
Department of Communities and Justice	Funding to two Aboriginal homelessness services operating in the inner city Sydney	\$200,000
First Hand Solutions Aboriginal Corporation	National Indigenous Art Fair	\$19,900
Gadigal Information Service Aboriginal Corporation	Development of Digital/Radio Capacity	\$20,000
Gadigal Information Service Aboriginal Corporation	Yabun Festival 2021	\$116,048
Gamarada Indigenous Healing and Life Training	Community Healing and Cultural Leadership Program	\$1,944

2021 Stretch RAP

Organisation	Project name	Total cash and value-in-kind for 2020/21
Gregory Craig Hodgkinson	Awakening connections with Indigenous art and culture	\$30,000
Indigi Lab Pty. Ltd.	Indigi Hack	\$10,000
Innari Incorporated	Innari Housing – Home on Country	\$50,000
Jodie Ann Choolburra	Brolga Dance Academy	\$10,000
Moogahlin Performing Arts Incorporated	Yellamundie Development Festival	\$50,000
Mudgin-gal Aboriginal Corporation	Mudgin-Gal 100 Women Dancing Festival	\$30,000
National Centre Of Indigenous Excellence Limited	Indigenous Business and Social Enterprise Development	\$20,000
Sydney University Settlement (auspicing Eora NAIDOC Community Group)	Eora Inner City NAIDOC Event	\$30,000
Weave Youth & Community Services Inc	Woolloomooloo NAIDOC Celebrations	\$19,000
Babana Aboriginal Men's Group Incorporated	Accommodation Grant Program - Suite 1, Benledi House, 186-194 Glebe Point Road, Glebe	\$6,627
Tribal Warrior Association	Accommodation Grant Program - 107 Redfern St, Redfern	\$31,446
Indigitek	Short Term Empty Properties program - Walter Burley Griffin Incinerator, 53 Forsyth Street, Glebe	NA

2020-21 Grants and Sponsorship to non-Aboriginal and Torres Strait Islander organisations working closely with Aboriginal and Torres Strait Islander peoples and/or contributing to reconciliation outcomes.

Organisation	Project name	Total cash and value-in-kind for 2020/21
Antar Incorporated	Sea of Hands Competition and Installation	\$5,750
History Council of New South Wales Inc	Expanding historic perspectives: Bringing First Nations histories into the History Council of New South Wales	\$19,600
Jones Lang Lasalle (NSW) Pty Limited	Exchange Place Stage	\$25,000
Koori Digital Literacy Auspice University of Sydney	Koori Post Covid-19 Digital Literacies in Glebe	\$49,945
NSW Government Schools	Jarjums Learning Centre	\$32,000
NSW Reconciliation Council Incorporated	Art and storytelling as a pathway to reconciliation (ASTPR) in schools and early learning services (ELS)	\$20,000
Reconciliation Australia Limited	Reconciliation Week banners 2021	\$3,920
SDN Child and Family Services Pty Limited	Glebe Ngara Nanga Mai Aboriginal Playgroup - Healthy Meals Cooking Program	\$5,500
St George Community Housing Limited	Improving Access to Affordable Housing Opportunities for Aboriginal and Torres Strait Islander Persons	\$150,000
The Sydney Fringe Incorporated	Sydney Fringe Artist Development Program & Indigenous Hub	\$26,500
Uca-Paddington Children's Centre	Biddy's Joy Aboriginal Playgroup - Connecting Community	\$12,500

