

2022 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.

Highlights 2022

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

Relationships

Our CEO and employees met with fifteen Aboriginal and Torres Strait Islander organisations across a range of sectors during 2021/22. This was to strengthen relationships, hear firsthand from community and to share information about opportunities to engage with City of Sydney programs and services.

City of Sydney communications materials featured the voices and stories of Aboriginal and Torres Strait Islander peoples including *bara* artist Judy Watson, Eora Journey curatorial advisor Hetti Perkins, Yananurala curator Emily McDaniel, Indigenous businesses and members of the Aboriginal and Torres Strait Islander Advisory Panel.

More than 400 employees participated in our National Reconciliation Week event 'We must be brave and act on reconciliation' at Alexandra Canal Depot and online. The event featured change-makers from the community and explored how employees can act on reconciliation in their everyday lives.

In promoting reconciliation, Shannon Foster's *Naba Gumal* artwork is on regular rotation on around 140 newly installed communications pylons in the city. It states 'Bujari Gamarruwa: Good Day in Sydney Aboriginal language' and 'You are on Gadigal Country'.



Yabun Festival 2022. This annual event produced by Gadigal Information Service takes place on 26 January at Victoria Park, Camperdown. (Photo by Joseph Mayers)

Respect

bara by artist Judy Watson was officially launched on Saturday 28 May 2022 with a celebration shaped by the community. *bara* represents the fishhooks crafted and used by Gadigal women for thousands of generations. The artwork is a powerful expression of Aboriginal cultures and a reminder of their significance for our nation now and for generations to come.

Three National Reconciliation Week events attracted more than 160 people to our community centres. At Redfern Community Centre there was a Welcome to Country, smoking ceremony, dance performances, film screening and a community lunch. Cliff Noble and Ron Williams community centres hosted morning teas, photo exhibitions and talks with Aboriginal photojournalist Barbara McGrady about the history, heritage and cultures of Aboriginal and Torres Strait Islander communities in Sydney.

Community consultation took place during March and April 2022 to inform the future use of the local Aboriginal knowledge and culture centre. These findings will inform how the City of Sydney proceeds to work with community in the next steps for 119 Redfern Street.

Employees produced two public programs, a weaving workshop in January and a Sydney Park Indigenous cultures walk in March. Both programs were run by external Indigenous owned businesses as part of our urban ecology programs. Participant feedback was very positive.



Redfern Community Centre, Redfern, 1 June 2022. Members of the community gather at Redfern Community Centre to mark National Reconciliation Week. The day included a smoking ceremony, a dance performance, the Sea of Hands, lunch and a movie screening. (Photo by Chris Southwood/City of Sydney)

Opportunities

We increased Aboriginal and Torres Strait Islander programs at Redfern Community Centre. These included the Aboriginal art gathering, a healthy eating program for Aboriginal men and a cultural artifacts program. The centre hosted the Anzac Day coloured diggers and National Reconciliation Week community events. A newly established facilitator panel will help us engage Indigenous suppliers to facilitate health and wellbeing programs in future.

We provided grant writing and fundraising training workshops. This two-part workshop was run for Aboriginal and Torres Strait Islander communities in June 2022 as part of our Connect Sydney program. The workshops were led by an Indigenous owned business that seeks to improve outcomes for First Nations people.

We attract and involve Indigenous suppliers for potential tenders and quotes through Supply Nation. Membership with the NSW Indigenous Chamber of Commerce is now in place and we'll provide employees with training and access to the benefits, tools, and supplier database soon. We engaged 70 Indigenous businesses, spending a total of \$1.93 million in 2021/22.

We supported 20 organisations with 28 grants and sponsorships. The City of Sydney provided \$588,898 for Aboriginal and Torres Strait Islander-led programs including festivals, events, food relief and knowledge exchange grants.

Council adopted the new grants and sponsorship policy and guidelines which includes the new Aboriginal and Torres Strait Islander collaboration fund. This is exclusively open to Aboriginal and Torres Strait Islander individuals, groups and organisations. The aim of the fund is to support a

strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area.

We partnered with recruiters and employment service providers to proactively encourage Aboriginal and Torres Strait Islander people to apply for positions at the City of Sydney. We have 50 employees who identify as Aboriginal and/or Torres Strait Islander people, representing 2.8% of all employees.

Governance

We monitor and report through the RAP working group. This is governed by specific terms of reference and meets four times a year. It includes 25 senior managers from across the organisation, four of whom are Aboriginal and Torres Strait Islander employees.

Quarterly RAP reporting is sent to the RAP working group and through our standard reporting process. Quarterly working group meetings are open to all employees who can listen in and provide updates on relevant projects. Quarterly updates are provided to all employees through intranet articles. As well, several RAP sub-working groups have been established to enable a collaborative approach to meet the deliverables in the plan.

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	Our employees continue conversations to strengthen the relationship with Metropolitan Local Aboriginal Land Council. The review of the Principles of Cooperation has been discussed with the intention to complete this action.
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	Our CEO met formally with the CEO of the Metropolitan Local Aboriginal Land Council three times and informally at least three times.
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 has met four times in the past 12 months.
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	Dedicated workshops have balanced in-person and online engagement approaches. Employees are supported to present to the panel when preparing meeting papers and presentations.

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<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. 			
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	Employees meet regularly with Aboriginal and Torres Strait Islander organisations and individuals. This includes regular meetings with the Metropolitan Local Aboriginal Land Council, the Inner Sydney Aboriginal Interagency Network and others. As well, employees meet regularly about grants, procurement, consultation and partnerships that include Aboriginal and Torres Strait Islander stakeholders.
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	Employees will further this action in 2023 to develop these partnerships before the end of the Stretch RAP. Currently there is the Principles of Cooperation with the Metropolitan Local Aboriginal Land Council. This action is relevant to the National Agreement on Closing the Gap, specifically priority reform number one: 'Formal Partnerships and Shared Decision Making'.

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	November 2021	Manager Strategic Engagement and	The community engagement strategy and participation plan 2022 includes guidance on the way we engage with

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and Torres Strait Islander stakeholders in line with the City's Community Engagement Principles.		Community Relations	Aboriginal and Torres Strait Islander communities. The strategy was open for feedback in May before it was adopted by Council in June 2022. A new function has been incorporated into consultation reporting to track the number of projects where there has been targeted engagement with Aboriginal and Torres Strait Islander communities.
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 new community engagement framework includes a detailed outline of our approach to engaging young people and Aboriginal and Torres Strait Islander communities.
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	Complete – In June 2022 Council adopted Sustainable Sydney 2030–2050 Continuing the Vision, and the community strategic plan – delivering Sustainable Sydney 2030–2050. Their development was informed by the findings of the First Nations Dialogue Forum. We invited Aboriginal and Torres Strait Islander community-controlled sector organisations, communities and the Aboriginal and Torres Strait Islander Advisory Panel to provide feedback on the draft documents before they were adopted.
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	Employees continue to update and maintain databases across various areas of work to ensure we reach local Aboriginal and Torres Strait Islander networks. Further development is planned to consolidate and manage the database in 2023.

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 October 2023	Manager Indigenous Leadership and Engagement	Due to the Covid-19 pandemic the 2022 annual conference was not held however online meetings and networking have progressed.
3.2 Host the NSW Local Government Aboriginal Network conference.	October 2023	Manager Indigenous Leadership and Engagement	The planning for the annual conference has been on hold since the beginning of the Covid-19 pandemic. In the interim, the NSW Local Government Aboriginal Network currently meets online. City of Sydney representatives attend when possible.

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	The RAP co-chairs have presented to seven meetings to increase employee engagement with the City of Sydney Stretch RAP. Co-chairs also presented to the Resilient Sydney network which included representatives from over 30 local governments across metropolitan Sydney.
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	June 2021 June 2022 June 2023	Chair, RAP Working Group	A second First Nations Book Club session was held in August with 25 employees reading and discussing <i>Mullumbimby</i> by Melissa Lucashenko. The next is scheduled for early 2023.

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discussions, and located at different staff sites.			
4.3 Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing Communications Officer	<p>We communicated our commitment to reconciliation in numerous highly visible ways to the public. An Acknowledgement of Country now features on all corporate stationery including letterheads, PowerPoint templates and email signatures. Signs acknowledging the Gadigal of the Eora nation have been installed in workplaces including Town Hall House. We have also produced promotional materials for events and initiatives that communicate commitment to reconciliation including, NAIDOC in the City, the new Yananurala interpretive markers, National Reconciliation Week and Indigenous Business Month.</p> <p>To launch <i>bara</i>, we worked with key stakeholders on a well-attended launch for the community and media, and produced and shared video, written articles and photography. A photo gallery of the artwork on Facebook was one of the highest performing posts of the year.</p>
4.4 Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Chief Procurement Officer	<p>An Indigenous cultural and intellectual property protection clause for Aboriginal and Torres Strait Islander suppliers is available for use in contracts as required. Further development of relevant contract clauses will be undertaken as contracts precedents are reviewed and re-designed.</p>
4.5 Ensure that grants and sponsorship contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Manager, Grants	<p>The grants and sponsorship unit has continued to strengthen and drive reconciliation outcomes through the the City of Sydney's grants and sponsorship program. The new grants and sponsorship policy and guidelines were approved by Council in August 2022 and includes the new Aboriginal and Torres Strait Islander collaboration fund. This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in</p>

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			<p>the local area. The program is dedicated to local Aboriginal and/or Torres Strait Islander peoples, groups and organisations and is open all year round.</p> <p>The new grants and sponsorship guidelines clearly state we encourage applications from organisations that support Aboriginal and Torres and Strait Islander communities and culture, including Aboriginal community-controlled organisations and networks. Many of our grant programs now include a standard assessment which requires grant applicants to demonstrate 'evidence of diversity, inclusion, and equity in the planning and delivery of the project'.</p> <p>The grants and sponsorship unit has developed standard performance measures for all grant contracts which require grant applicants to report on the number of partnering Aboriginal and/or Torres Strait Islander led organisation and local businesses, and the number of Aboriginal and/or Torres Strait Islander people employed during the delivery of the funded project. We are also developing program-wide performance measures which will allow us to measure how our grant funding delivers outcomes for Aboriginal and Torres Strait Islander people over time.</p>
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>This year, a video featuring Yananurala curator Emily McDaniel talking about the project was one of the most viewed on the City of Sydney's Instagram. It reached almost 100,000 accounts. That video was part of a suite of photographic, written and video content featuring McDaniel and a member of the Aboriginal and Torres Strait Islander Advisory Panel to promote the new interpretive markers for Yananurala. As part of this, we commissioned two Aboriginal photographers to capture Country.</p> <p>Two current members of the Aboriginal and Torres Strait Islander Advisory Panel shared their experiences in a written article before nominations were called for the new advisory panel.</p>

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			Wiradjuri woman and City of Sydney grant recipient Jarin Baigent shared her story of founding online platform Trading Blak and activewear label Jarin Street for City of Sydney News, in a story that was shared on our social media channels.
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	The Acknowledgement of Country artwork using Shannon Foster's <i>Naba Gumal</i> artwork is on regular rotation on around 140 newly installed communications pylons in our local area. It states 'Bujari Gamarruwa: Good Day in Sydney Aboriginal language' and 'You are on Gadigal Country'. This was a cornerstone content piece in the launch phase of the pylons, where it was featured for four consecutive weeks. It is now on rotation at least one in four weeks.
4.8 Collaborate with ten RAP and other likeminded organisations to implement ways to advance reconciliation.	November 2023	Chief Operating Officer	Ongoing meetings and discussions are being held on RAP actions, initiatives and learning with University of Technology Sydney, University of Sydney and some suppliers. This will expand to other organisations in 2023.
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	In August 2022, Council resolved to investigate options for the City of Sydney to conduct a campaign in support of the 'Yes' vote in the proposed constitutional referendum. This will be done in consultation with the Aboriginal and Torres Strait Islander Advisory Panel, the Metropolitan Local Aboriginal Land Council, Traditional Owners and wider community.

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	The theme of National Reconciliation Week this year was 'Be Brave. Make Change'. The event for employees was held with a live audience of 40 and broadcast online to more than 400 people. In conversation local change-makers shared their stories, along with Aboriginal employees, senior executive members and community representatives. In October 2022, we hosted two employee tours of the artwork <i>bara</i> , which were intended to be the second National Reconciliation Week event but was postponed due to severe weather. Artist Judy Watson, along with Wiradjuri Elder Aunty Bronwyn Penrith spoke about <i>bara</i> to employees, on Tarpeian Precinct Lawn above Dubbagullee/Bennelong Point.
5.2 Partner with community groups to hold one public annual NRW event.	May 2021 May 2022 May 2023	Manager Social Programs and Services	160 people attended three National Reconciliation Week events at our community centres. Redfern Community Centre hosted the main community event which included a Welcome to Country and smoking ceremony by the Metropolitan Local Aboriginal Land Council, performances by the Brolga Dance Company, community invitation to participate in ANTaR's Sea of Hands, screening of the film <i>Servant or Slave</i> and a community lunch. Cliff Noble and Ron Williams community centres hosted morning teas, photo exhibitions and talks with Aboriginal photojournalist Barbara McGrady to increase awareness and understanding of history, heritage and cultures of Aboriginal and Torres Strait Islander communities in Sydney. At the Ron Williams centre this talk was translated in Mandarin.
5.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications	All communications materials produced for this year's National Reconciliation Week event included a link to the official website where employees were able to access resources and materials.

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Stretch RAP item	Timeline	Responsibility	Status
5.4 RAP Working Group members participate in two external NRW events each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group	Information on various external National Reconciliation Week events was distributed to all working group members. Information was also provided to all City of Sydney employees. Six working group members each reported attending two events during the week.
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	National Reconciliation Week 2022 events and activities were promoted to all employees with articles including 'National Reconciliation Week starts today', '56 years since the 1967 referendum' and a message from the CEO.
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	Two City of Sydney hosted and supported events were listed during National Reconciliation Week on Reconciliation Australia's website: <ul style="list-style-type: none"> • Different Colours, One People Festival • Pathways to Reconciliation Exhibition
5.7 Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners.	May 2021 May 2022 May 2023	Executive Manager Creative City	105 banners for National Reconciliation Week 2022 were installed along Bathurst Street, Liverpool Street, Broadway and Redfern Street for two weeks.

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 Chief People and Culture	A program review of current HR policies and procedures is underway, commencing in August 2022.

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Stretch RAP item	Timeline	Responsibility	Status
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 Chief People and Culture	The anti-discrimination policy is scheduled for review by the Aboriginal and Torres Strait Islander employees and the advisory panel in March 2023. Feedback will inform future training and improvement of policies and procedures.
6.3 Implement and communicate an antidiscrimination policy for our organisation.	November 2023	Director People, Performance and Technology Chief People and Culture	The implementation and communication of the anti-discrimination policy is planned as part of our policy consultation process. Further coordination is planned with the workforce advisor – Aboriginal and Torres Strait Islander inclusion.
6.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2023	Manager Learning and Development	A focus on racism and its effects will be incorporated into the Aboriginal and Torres Strait Islander cultural awareness and competence training program to be delivered in 2023. Further targeted training options are currently being investigated for delivery in 2023.
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 of Sydney 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	Complete

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	Complete – bara, the Monument for the Eora by artist Judy Watson was launched on 28 May 2022 with a community celebration on the Tarpeian Lawn above Dubbagullee/Bennelong Point. The event was shaped by the community through consultation.
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, as part of the Eora Journey recognition in the public domain program is linked to the Redfern Waterloo public domain plan. The project sees the corner terrace on Hugo and Caroline streets in Redfern transformed into a living museum as a repository for local stories and histories.
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	We are currently preparing the Redfern Waterloo public domain plan. This plan will coordinate public domain and public space opportunities across key precincts including Redfern station, North Eveleigh, Waterloo Metro and the Redfern Community Centre/Pemulwuy precinct. It will also inform developer public domain works and our capital works program. Outcomes from this plan will inform design directions for the Redfern community precinct including appropriate community engagement and a Designing with Country process. Key projects in the area include upgrades to Redfern Community Centre Park, Yellomundee Reserve,

Stretch RAP item	Timeline	Responsibility	Status
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.	November 2023	City Design Director	<p>Hugo Street Reserve and street improvements to provide a safer, greener public domain for the community.</p> <p>Yananurala is envisaged as a harbour walk, curated by Emily McDaniel and will be developed in partnership with Destination NSW and some harbourside cultural institutions. The walk stretches 9km along the harbour foreshore and incorporates Aboriginal stories and culture. The name for the walk Yananurala, is a compound of two Gadigal words – 'yana' meaning walk and 'nura' meaning Country, with the suffix 'la', creating an instruction to walk Country. It was developed with linguist, Professor Jakelin Troy, and was approved for use by the Metropolitan Local Aboriginal Land Council.</p> <p>The City of Sydney has since installed interpretive markers along the walk incorporating the name and these have been included in the Culture Walks app to encourage people to walk Country. The project is part of Eora Journey, to recognise and celebrate Aboriginal culture and stories through seven public artworks, curated by Hetty Perkins. The brief for the next project, Sitelines and Conversations, is based on sitelines identified in the Harbour Walk Storytelling Report that was endorsed by Council in December 2019. Consultation with community and key stakeholders is now underway for the next project at Ta-ra, (Dawes Point) a major public art project that highlights the site where Patyegarang gifted the Sydney language to William Dawes, recording it for future generations in his notebooks.</p>
7.5 Implement the concept of Designing with Country, including a specific focus on Aboriginal and Torres Strait Islander artists and cultural expression.	November 2023	City Design Director	Scoping of this strategy is well underway. City employees have started developing this important and complex piece of work.

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	Complete – Consultation took place during March and April 2022 and a consultation report is now complete. This will inform how the City of Sydney proceeds to work with community in the next steps for 119 Redfern Street.
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 consultation report will outline the views and aspirations of the local Aboriginal and Torres Strait Islander community about the future use of 119 Redfern Street. This will inform how the City of Sydney can best support the project.
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	The City of Sydney has previously advocated for The Cutaway at Barangaroo to be used for a First Nations National Cultural Centre.

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

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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 Aboriginal and Torres Strait Islander	February 2021	Director City Life	Major events and festivals employees have consulted with the Aboriginal and Torres Strait Islander Advisory Panel on the continuing development of the NAIDOC in the City event. Based on advice from the panel, an external company will be engaged to conduct a broader community consultation program on the future of the event in 2023.

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cultures and develop key indicators to measure the increase.			Employees will continue to liaise with the advisory panel as this is developed.
9.2 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	September 2023	Executive Manager Creative City	<p>In May 2022, we appointed Gadigal Information Services Aboriginal Corporation to produce NAIDOC in the City in 2022 and 2023. The 2022 event was planned to return to Hyde Park north on 9 July, but due to ongoing rain, the event was moved indoors to Sydney Town Hall.</p> <p>The event in Lower Town Hall was well attended throughout the day with 6 musicians/bands, 4 cultural dance groups, 6 theatre groups, 8 cultural practitioners and 20 marketplace traders taking part in NAIDOC in the City.</p> <p>Planning is currently underway for the 2023 event, which will be produced by Gadigal Information Services Aboriginal Corporation.</p>
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	<p>Employees continue to ensure procurements for major events and festivals include a returnable schedule addressing Indigenous involvement where appropriate. We continue to work with the procurement team to ensure Indigenous suppliers are aware of all opportunities.</p> <p>A local Indigenous company was engaged as the creative consultant for the 9pm Calling Country fireworks display as part of Sydney New Year's Eve 2022. The company will engage Aboriginal and Torres Strait Islander artists, performers and creatives to develop the display.</p> <p>We have also engaged a local Indigenous company to deliver, install and remove additional street furniture for 20 Sydney Streets events in 2022/23.</p>
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	December 2021	Executive Manager Creative City	<p>We engaged the Metropolitan Local Aboriginal Land Council (MLALC) as the cultural consultant for Welcome to Country on New Year's Eve. MLALC has also been engaged to develop the message stick component of the ceremony which will be handed to the Lord Mayor of Sydney as part of the live broadcast from the Sydney Opera House.</p> <p>A successful expression of interest process was run to invite submissions from local Aboriginal and Torres Strait Islander</p>

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ceremonies including Christmas, Sydney Lunar Festival and other events where appropriate.			organisations to develop and coordinate the Calling Country program from 9pm on New Year's Eve. Three organisations were shortlisted and paid to develop their concept for evaluation. Re-Right Collective have now been appointed as the Calling Country creative team. Re-Right will oversee development of the 9pm fireworks soundtrack, engagement and creation of new artworks for projection on the Sydney Harbour Bridge pylons and will coordinate a live performance as part of the ABC broadcast from the Sydney Opera House. We have also presented three capital works events, engaging with MLALC to present Welcome to Country and smoking ceremonies.
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	We are working with two educational institutions to provide interns as part of the internship program for Sydney New Year's Eve 2022. The engagement of Aboriginal and Torres Strait Islander interns has been prioritised for the 2022 event.

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

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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	Complete – A review of the City of Sydney's naming policy is complete and was endorsed by Council in October 2022 for public consultation. The naming proposals working group continues to meet monthly to oversee the implementation of the policy and work on the review. 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 the words must be Gadigal and must be selected in consultation with the Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel. This

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			process takes place before the name is put to Council for in-principle support before broad community consultation takes place. The naming policy is published on the corporate website.
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	The acknowledgement signs will continue to be added to existing park signs throughout 2023. These works will be combined with the general park sign upgrades program which is currently being prepared.
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	<p>An Aboriginal ecology workshop was held in August 2022. Aboriginal business, Koori Kinnections, facilitated a 2 hour Indigenous cultures and ecology walk around Sydney Park with 10 participants. They learnt about the plants and animals that live in the park, and the cultural uses and connections to these species.</p> <p>We delivered a community bush food planting day at Sydney City Farm in July 2022. The design, plant supply and facilitation was undertaken by Aboriginal businesses Bush to Bowl and Koori Kinnections. A bush food discovery tour was held in September and November 2022.</p>

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	<p>Complete – Focus has been on content development related to the Yananurala walk by Emily McDaniel. Three new articles were published on the Barani website in the past 12 months: 1967 Referendum, Koiki: the Mabo star, and Apology To The Stolen Generations from Nine News. The exhibition at the State Library of NSW on the 50th anniversary of the Koori Knockout was highlighted. The website has been promoted in appropriate media releases, on City of Sydney News pieces (including about Yananurala) and on hoardings.</p> <p>From January to December 2022, there were 181,000 page views of Barani website content.</p>
11.2 Review the Barani Barrabugu brochure (content and format) and consult with the City's Aboriginal and Torres Strait Islander Advisory Panel.	November 2021	Manager Culture and Creativity	<p>The review of the Barani website, and the associated Barani Barrabugu booklet is almost complete. The review has considered achievements, strengths, gaps and opportunities for the website. Website visitors have been invited to provide feedback via a pop-up short survey. City of Sydney employees have been consulted via a survey and discussions. We conducted a statistical analysis of user behaviour on the website. The outcome of the review will be recommendations and considerations for the website's future directions, including content, design, and associated collateral such as the Barani Barrabugu booklet. The recommendations of the review will be circulated to key employee stakeholders in the coming months for discussion and feedback.</p>
11.3 Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.	June 2021	Manager Culture and Creativity	<p>Complete – The Barani walks were highlighted as part of History Week 2022 in City of Sydney News promotions. Employees updated the Sydney Culture Walks app and continue to focus on a strategic marketing approach.</p>

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
11.4 Provide opportunities to share Aboriginal and Torres Strait Islander cultures through our community programs and services. This will be achieved through 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.	June 2022	Manager Social Programs and Services	Planning is underway to deliver programs and events through the year to share Aboriginal and Torres Strait Islander cultures through community events and programs at community centres.
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	We have created an engagement plan to work with Aboriginal and Torres Strait Islander community stakeholders to develop library engagement with Aboriginal and Torres Strait Islander cultures and communities. This will be progressed in 2023 following consultation with the Aboriginal and Torres Strait Islander Advisory Panel.
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	<p>Communications continue to include the use of diverse photography, feature Aboriginal voices in content and we seek to engage Indigenous suppliers for creative and communications projects. We have invested in better engagement with the Aboriginal and Torres Strait Islander community through brand and perception research and analysis of communication channels. Insights have been embedded throughout communications in 2022, including:</p> <ul style="list-style-type: none"> • promotion of and communications to support the launch of Yananurala • promotion of and communications to support the launch of the <i>bara</i> artwork

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<ul style="list-style-type: none"> • quarterly communications with internal staff to share our Reconciliation Action Plan achievements • communications to support an expression of interest for new Acknowledging Country artwork on street banners • promotion of an expression of interest for the Aboriginal and Torres Strait Islander Advisory Panel • 2030–2050 Sustainable Sydney Continuing the Vision including embedding Aboriginal voices in marketing materials to ensure they are reflective of our community • promoting the City of Sydney's purchase of carbon offsets from the Aboriginal Carbon Foundation • communications to support Aboriginal and Torres Strait Islander communities through the Covid-19 pandemic • promoting inclusive events such as NAIDOC Week, Indigenous business month and National Reconciliation Week to internal and external audiences.
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	This year NAIDOC Week was recognised and celebrated through cultural programming. Two programs were delivered that sought to share the Aboriginal and Torres Strait Islander history, heritage and culture. A total of 120 participants attended the programs online.

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	Following a suggestion from the Aboriginal and Torres Strait Islander employee network, the internal communications team managed the development and delivery of Acknowledgement of Country signs at multiple City of Sydney workplaces. The signs were installed at Town Hall House, 3 depots, libraries and community centres in early September.
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	The Aboriginal and Torres Strait Islander cultural protocols are under review and this will be completed in 2023.
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	Engaging with Indigenous cultural and intellectual property guidelines are being considered alongside the review of Aboriginal and Torres Strait Islander cultural protocols.
12.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: – Sydney New Year's Eve – Sydney Lunar Festival – Sydney Christmas events	September 2021 September 2022 September 2023	Executive Manager Creative City	Gadigal Information Service was engaged to present NAIDOC in the City in July. As part of celebrations, a local Elder presented a Welcome to Country. We are currently engaging Metropolitan Local Aboriginal Land Council (MLALC) as a cultural consultant for Sydney New Year's Eve. As part of this scope of work, MLALC will work with the City of Sydney and its suppliers to project a Welcome to Country on the pylons of Sydney Harbour Bridge. Following the Welcome to Country, the local First Nations agency Re-Right Collective has been engaged to develop the 9pm fireworks as a Calling Country segment.

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			At the launch of Australian Life and Little Sydney Lives in September, official proceedings began with a Welcome to Country from a representative of MLALC. We have also presented three capital works events across the city, with Welcome to Country opening each event.
12.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021 September 2022 September 2023	Chief Executive Officer	Complete – For major public events attended by the Lord Mayor, a Welcome to Country is organised through the Metropolitan Local Aboriginal Land Council. 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 of Sydney's protocols.
12.6 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	September 2021 September 2022 September 2023	Councillor Delegate	Complete – A Welcome to Country is provided at all City produced events. Where this is not possible, City of Sydney employees provide an Acknowledgment of Country at all public events and are encouraged to also provide an Acknowledgement of Country at large employee meetings. Councillors also provide an Acknowledgment of Country at public events and Council meetings. All major events and festivals supported by the City of Sydney are encouraged to include a Welcome to Country or an Acknowledgement of Country.
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	A design and material standard is currently being developed by employees. Community venues for hire will be prioritised followed by properties with high community traffic.

Stretch RAP item	Timeline	Responsibility	Status
12.8 Include an Acknowledgement of Country in City of Sydney email signatures and the City's website/s.	March 2021	Chief Operating Officer	Complete – February 2021. The City of Sydney introduced an Acknowledgement of Country on all email signatures and websites, including City of Sydney News, What's On and Libraries. We communicated the importance of this initiative in a CEO message to all employees.

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	Complete – A cultural learning needs analysis was completed with significant consultation. This formed the basis for the development of a cultural learning strategy for employees.
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	Our cultural learning strategy will follow a structured implementation plan prepared in collaboration with the Indigenous leadership and engagement unit and the workforce advisor – Aboriginal & Torres Strait Islander inclusion. Consultation is underway with our Aboriginal and Torres Strait Islander employees and the Aboriginal and Torres Strait Islander Advisory Panel.
13.3 Implement and communicate a cultural learning strategy for our staff.	December 2021	Manager Learning and Development	Our cultural learning strategy and actions will be implemented with support from three expert suppliers commencing in 2023. Suppliers were selected through an extensive tender process in 2022.
13.4 All staff undertake formal and structured cultural learning activities.	November 2023	Manager Learning and Development	The first stage of training identified in our cultural learning strategy has been developed and is due to commence by December 2022, starting with City Services employees.

Stretch RAP item	Timeline	Responsibility	Status
<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. 			An e-learning course to promote cultural awareness is under development.
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	<p>All identified members will undertake approved formal cultural learning in 2023, starting with the e-learning course to promote cultural awareness.</p> <p>The e-learning course to promote cultural awareness will form part of mandatory training for all new employees as part of their appointment, onboarding and induction program.</p>
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	All new starters are informed through the new starter forum run quarterly as well as information embedded throughout the new induction modules – Working at the City of Sydney, Introduction to Local Government, Diversity & Inclusion at the City.

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,	July 2021 July 2022 July 2023	Chief Executive Officer	NAIDOC Week events were promoted to all employees in the weekly newsletter with the article 'Ways to celebrate NAIDOC Week in Sydney' and promoting the NAIDOC in the

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
including community celebrations in Glebe, Woolloomooloo and Redfern.			City event.
14.2 RAP Working Group to participate in an external NAIDOC Week event.	July 2021 July 2022 July 2023	Chair, RAP Working Group	Five out of 26 RAP working group members reported attending an external NAIDOC Week event or activity in 2022.
14.3 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	December 2021	Chief People and Culture	Complete – HR policies and procedures encourage access for Aboriginal and Torres Strait Islander employees to participate in NAIDOC Week. Employees will conduct a further assessment of cultural changes required to further support participation.
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 Chief People and Culture	Aboriginal and Torres Strait Islander employees are entitled to one day leave during NAIDOC Week to participate in celebrations. Aboriginal and Torres Strait Islander employees are encouraged to use this entitlement to attend cultural and community activities.
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 2022. Eora NAIDOC Community Group received funding for the Eora Inner City NAIDOC event in Redfern, Weave Youth and Community Services received funding for the Woolloomooloo NAIDOC celebrations and Glebe Youth Service received funding for the Glebe NAIDOC 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	Banners featuring <i>naba gumal</i> by artist Shannon Foster were installed in June 2022 and flown across the city during NAIDOC Week.

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	Sourcing relevant and authentic suppliers is continuing to enable official gifts to be from local Aboriginal and Torres Strait Islander artists.
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 Collections and Cultural Heritage Manager City Design Director Executive Manager Creative City	<p>A talk featuring an Aboriginal artist represented within the civic collection was presented online in July 2022 as part of NAIDOC Week celebrations.</p> <p>Aboriginal and Torres Strait Islander content photographers have been included in the development of Liberate! an exhibition celebrating LGBTIQA+ communities, presented at Customs House as part of Sydney WorldPride.</p> <p>Welcome murals are being created for early childhood centres in Glebe, Eveleigh and Redfern. Artist Nadeena Dixon led workshops and developed a series of art works underpinned by the core concepts of Growing Up Strong on Country and Caring for Country. The first mural, for Eveleigh Early Learning and Preschool is complete. Workshops with the children for all four of the centres have taken place, and design and planning for Redfern Occasional Child Care, and Broughton Street and Hilda Booler kindergartens is underway.</p>
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	The increase in acquisitions of Aboriginal art for the civic collection has enabled the display of Aboriginal artwork in the current councillor's offices and on many levels in Town Hall House. The selection process to appoint an Aboriginal member with expertise in the arts and history to join the new Curatorial Advisory Panel has commenced. Work continues on sourcing works for acquisition by local Aboriginal artists which are relevant to the collection and to the City of Sydney.

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Stretch RAP item	Timeline	Responsibility	Status
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	<p>The 2019–2022 Site Works creative hoardings program included 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 its renewal project. Morris's work was installed in a high-profile site in Pitt Street Mall at very large scale. Both works were relicensed as part of the alfresco city outdoor dining program for use on concrete barriers and featured in marketing campaigns to promote the artwork and the program.</p> <p>In May, an expression of interest for new concepts for the 2023 Site Works program was released. In June the assessment meeting included two First Nations external assessors to advise on the selection of new artworks. Two First Nations artists were selected in the new suite of artworks, which was publicly announced in November 2022. The artworks by Aboriginal artists Dennis Golding and Suzy Evans will be installed across the city from 2023.</p> <p>An expression of interest opportunity was awarded to Kungarakan graphic designer Toby Bishop to license his artwork for use on a scaffolding wrap. The <i>Ancient Tracks</i> artwork is printed on fabric and wrapped around the scaffolding during building façade works on one of the city's busiest intersections, at the corner of Park and George streets opposite Sydney Town Hall. The work was installed from December 2021 to November 2022.</p>
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	<p>Finalists for the creative hoardings program were selected following a state-wide expression of interest process. 258 submissions were received with 120 moving through to be assessed by an independent panel of industry experts which included two Indigenous artists, Lucy Simpson, director of Gaawaa Miyay and Kyra Kum-Sing, curator, Boomalli Aboriginal Artists Cooperative.</p> <p>Erin Vink, curator, Aboriginal and Torres Strait Islander art,</p>

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p>from AGNSW was a panel member included in the Art & About evaluation panel. The Art & About 2022/23 expression of interest received 138 submissions, shortlisting six projects.</p> <p>Aboriginal artist Tony Albert now sits on the Public Art Advisory Panel and curator Emily McDaniel has been endorsed by Council as a new member of the Design Advisory Panel.</p>
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	The sub-working group with a membership of relevant cultural programming teams across the City of Sydney meets monthly with a view to increase peer-to-peer visibility of relevant programming, and to support and collaborate on similar programming actions within our Stretch RAP.

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	Project initiated. Initial discussions with housing experts and community members to confirm scope underway.
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 estate. The design guide was placed on public exhibition from 3 March to 29 April 2022 together with the Waterloo estate (south) planning proposal by the Department of Planning. In its submission, the City of Sydney has supported the department in its retention of the requirements in the design guide.
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	We 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. The Department of Planning is the now the planning authority and the planning controls were placed on public exhibition from 3 March to 29 April 2022. The planning controls proposed by the City of

Stretch RAP item	Timeline	Responsibility	Status
			Sydney have been retained in the design guide that the department publicly exhibited. The new planning controls are expected to be finalised by the end of 2022 and the City of Sydney expects these provisions will be retained in the new planning controls.

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	In June 2022, Council approved a knowledge exchange grant for Trading Blak, an advocacy collective of Aboriginal owned businesses, to deliver its Retail Ready program. The mentoring program in Redfern supports Aboriginal owned businesses to access mainstream retail, strengthen businesses and advocate for awareness. First Innovators, an Indigenous-led not-for-profit organisation, continues to work on its research project, supported by the City of Sydney through a knowledge exchange grant. The project will analyse the needs of Aboriginal and Torres Strait Islander businesses in the local area, and deliver an Aboriginal and Torres Strait Islander business status report and recommendations.
17.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	September 2021	Manager Economic Programs	We engaged the Metropolitan Local Aboriginal Land Council to conduct Welcome to Country at two of our Visiting Entrepreneur Program events. There were also 10 attendees who identified as Aboriginal and Torres Strait Islander people that registered to attend program events.
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	In October 2022, the City of Sydney News website published two articles: 'Amplify change: Trading Blak on how your everyday purchases can make a huge difference' and 'Support Indigenous Business Month'. It includes an interactive map where people can add an Indigenous business which lists more than 20 Aboriginal and Torres

Stretch RAP item	Timeline	Responsibility	Status
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	<p>Strait Islander businesses and organisations in our local area.</p> <p>Our support of the NSW Business Chamber Business Awards is currently under review and has been paused for at least 2022, while other options are considered.</p>

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	<p>A comprehensive draft Aboriginal workforce strategy has been completed in consultation with Aboriginal and Torres Strait Islander stakeholders and employees. The strategy has four areas of focus: workplace culture, retention and support, career development, and recruitment.</p> <p>A new position of workforce advisor – Aboriginal & Torres Strait Islander inclusion was created in the people and culture team to support the effective implementation of the strategy.</p>
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	<p>Employees partnered with recruiters and employment services providers to encourage Aboriginal and Torres Strait Islander applicants for City of Sydney positions. Targeted recruitment activities were also held in Aboriginal community venues.</p>

2022 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
to 57). A further target increase is to 3.4% by end 2025.			As of 30 September 2022, there are 50 employees who identify as Aboriginal and/or Torres Strait Islander, representing 2.8% of employees.
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 Chief People and Culture	Aboriginal and Torres Strait Islander employees were prioritised for leadership development opportunities offered at the City of Sydney. The new Aboriginal workforce strategy includes specific actions for career progression for Aboriginal and Torres Strait Islander employees.
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 Chief People and Culture	Our Aboriginal and Torres Strait Islander employee network held meetings in July and September 2022. An end of year gathering is planned for November 2022.
18.5 Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021	Director People, Performance and Technology Chief People and Culture	Complete – We have established an Aboriginal and Torres Strait Islander employee network.
18.6 Implement Aboriginal and Torres Strait Islander employment pathways.	November 2021	Director People, Performance and Technology Chief People and Culture	An Aboriginal and Torres Strait Islander employment pathways program has been initiated, starting with vacancies in the City Services division. Further development of the Aboriginal and Torres Strait Islander employment pathways program has been identified in our Aboriginal and Torres Strait Islander workforce strategy. It includes options for traineeships, cadetships, internships and graduate employment.

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	The requirement for applicants to have a driver's licence for entry level cleansing and waste positions was identified as a barrier to entry for Aboriginal and Torres Strait Islander job seekers. In discussions with hiring managers this has been removed as essential criteria. This has resulted in an increase in the number of applications from Aboriginal and Torres Strait Islander people.
19.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2021	Manager Recruitment and HR Systems	Vacant positions are posted on Indigenous job boards, and some are released to Aboriginal employment services to attract applications from Aboriginal and Torres Strait Islander people. Advertising for job vacancies encourages Aboriginal and Torres Strait Islander candidates to apply for all City of Sydney positions.
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	Complete – This is in place and operating. A list of Aboriginal and Torres Strait Islander employees who are willing to join selection panels has been created and is being used by the recruitment team.

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	Activity has recommenced on how 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	We have memberships with Supply Nation and the NSW Indigenous Chamber of Commerce (NSW ICC), which enable us to attract and engage suppliers for potential tenders and quotes. At this stage, tendering opportunities are promoted through the Supply Nation membership opportunity board. Planning is also underway to provide our employees with training and access to the benefits, tools, and supplier database available through the NSW ICC.
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	New supplier details are passed on to relevant divisions, and the Local Buy database is available to all employees which enables filtering for Aboriginal and Torres Strait Islander suppliers. Employees can access the search tools of Supply Nation to identify Aboriginal and Torres Strait Islander suppliers for relevant categories. Similar access to NSW Indigenous Chamber of Commerce (NSW ICC) suppliers will be available.
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	This is an ongoing focus, and we will build on actions already implemented and will review procurement practices and processes to identify potential barriers and resolve them. We will continue to advocate for change to the tendering provisions of the act and regulation, including removing restrictions which impact our ability to engage more effectively and easily with Aboriginal and/or Torres Strait Islander suppliers.

Stretch RAP item	Timeline	Responsibility	Status
20.5 Maintain commercial relationships with ten Aboriginal and/or Torres Strait Islander businesses.	November 2023	Chief Procurement Officer	Spend was with 70 suppliers in the 2021/22 financial period.
20.6 Spend a minimum of \$2,000,000 annually with Aboriginal and Torres Strait Islander businesses.	November 2023	Chief Procurement Officer	The spend for the 2021/22 period is \$1.93 million.
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 employees will progressively attend training through Supply Nation, as well as participating in City of Sydney 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	This did not progress due to pandemic restrictions, however procurement team members attended the recent connect 2022 held by Supply Nation.
21.2 Hold two workshops specifically for Indigenous businesses about how to tender for work at the City.	November 2021	Chief Procurement Officer	Planning was put on hold due to the pandemic. However, debrief discussions are offered to individual businesses who aren't successful in a procurement (for example, tender) process, in which guidance is offered on their responses. The procurement team also offer one to one meetings to suppliers who want to know more about City of Sydney procurement processes.

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>Two out of five (40%) of regular programs at Redfern Community Centre were targeted towards Aboriginal and Torres Strait Islander communities. This included the Aboriginal artefacts program and Aboriginal art class. 45 venue bookings were made for Aboriginal and Torres Strait Islander groups. This is a 15% increase on the previous period. The centre continues to host the First Nations Response group providing weekly ongoing emergency food relief, the annual week-long National Indigenous Science Experience Program, and Eora Tafe's NAIDOC event. One wake was held. From August, Redfern Youth Connect began providing services and programs for young people six days a week.</p> <p>Engagement of Aboriginal and Torres Strait Islander suppliers to facilitate ongoing health and wellbeing and other programs will be included with the establishment of a new facilitator panel.</p>
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>Two organisations, Innari and Aboriginal Corporation Homelessness and Rehabilitation Community Services, have been providing cultural training to homelessness outreach services funded by the City of Sydney. Workers from both organisations conduct outreaches with NSW Health, state government and other specialist homelessness services. The City of Sydney chairs the Aboriginal case coordination meeting and supports the Mob Pop Up and Mob Space.</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>An online briefing session was held on 6 September to notify the community about our grants program and to provide information on how to apply.</p> <p>Information sessions were held for grant applicants wanting further assistance with their applications starting from 12 September and is ongoing for people interested in applying for the Aboriginal and Torres Strait Islander collaboration fund.</p> <p>For the 2022 winter round of grants, four applications were received from Aboriginal and Torres Strait Islander identified applicants through the festivals and events grant program and the innovations and ideas grant program. In our year-round grants programs, six applications were received from Aboriginal and Torres Strait Islander identified applicants through the Aboriginal and Torres Strait Islander collaboration fund and quick response grants.</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>	<p>The city communications team produced content across a range of channels to promote and drive attendance to the city's NAIDOC Week events, particularly NAIDOC in the City.</p>

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	City employees developed communication packs promoting the Aboriginal and Torres Strait Islander collaboration fund, which were distributed to the Aboriginal and Torres Strait Islander Advisory Panel as well as community and stakeholder networks, and throughout Indigenous Business Month (October).
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	A two-part grant writing and fundraising workshop was delivered for Aboriginal and Torres Strait Islander communities in June 2022 as part of the Connect Sydney program. The workshops were led by Burbangana Group, an Indigenous owned business. Planning is underway to deliver a series of Connect Sydney training and capacity building workshops in 2023, including a grant writing workshop.

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	The RAP working group includes five Aboriginal and/or Torres Strait Islander employees from three different divisions. One of the staff co-chairs the RAP working group.
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 a 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 our standard reporting platform and allocated to the relevant senior employee. 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	Complete – All RAP deliverables are embedded in our 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	Complete – Our chief operating officer is the RAP Champion. The chief operating officer attends all RAP working group meetings.
26.5 Include our RAP as a standing agenda item at senior management meetings.	November 2021 November 2022 November 2023	Chief Executive Officer	RAP co-chairs 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	Employees promoted the National Reconciliation Week employee event 'Be Brave. Make Change.' through posters, the employee email newsletter and intranet and digital screens within the workplace. This included a follow up piece, 'Your reconciliation questions answered' in response to employee questions asked at the online event. City employees produced a video acknowledging First Nations culture at Alexandra Canal Depot which was played at the employee event, promoted through the employee email

Stretch RAP item	Timeline	Responsibility	Status
			newsletter and displayed on the digital screens at City of Sydney 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	RAP impact measurement survey completed and submitted in September 2022.
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 employee newsletter each quarter and published on the intranet page 'How we're tracking with reconciliation'.
27.3 Participate in Reconciliation Australia's biennial Workplace RAP Barometer survey.	May 2022	Chief People and Culture	Complete – A total of 363 employees participated in the Reconciliation Australia biennial Workplace RAP Barometer survey.
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	We 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.

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	An Aboriginal and Torres Strait Islander employee network forum has been established and now meets regularly. We will report RAP progress annually to the Aboriginal and Torres Strait Islander Advisory Panel and our Aboriginal and Torres Strait Islander employee 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

2021/22 grants and sponsorship to Aboriginal and/or Torres Strait Islander owned or led projects.

Organisation	Project name	Total cash and value-in-kind for 2021/22
107 Projects Incorporated as auspice for Barbara McGrady	Indigenous Sports Heroes	\$10,000
Aboriginal Dance Theatre Redfern	Aboriginal Dance and Cultural Workshops	\$25,000
Aboriginal Medical Service Co-operative Limited	Celebrating 50 Years of Community Engagement	\$30,000
BlaQ Aboriginal Corporation	BlaQ Covid-19 Self Care Program	\$10,000
Breaking Silent Codes Network	Aunties Program	\$10,000
Co-operative For Aborigines Limited	Glebe Story Festival: celebrating people and place of past, present and future.	\$30,000
Deadly Connections Community And Justice Services Limited	Deadly Connected Communities	\$10,000
Deadly Connections Community And Justice Services Limited	Deadly Christmas	\$10,000
Deadly Connections Community and Justice Services Limited	Deadly Connections Covid relief	\$7,500
First Hand Solutions Aboriginal Corporation	National Indigenous Art Fair	\$15,000
First Nations Response	First Nations Inner West/Eastern Suburbs Covid-19 Response	\$10,000
First Nations Response	First Nations Inner West/Eastern Suburbs Covid-19 Response	\$10,000
First Nations Response	First Nations Response	\$10,000

2022 Stretch RAP

Organisation	Project name	Total cash and value-in-kind for 2021/22
Gadigal Information Service Aboriginal Corporation	Yabun Festival 2021– 2022	\$116,048
Gadigal Information Service Aboriginal Corporation	Local NAIDOC Ball for Inner City community	\$9,273
Gamarada Indigenous Healing and Life Training Limited	Coloured Digger Anzac Day March 2022	\$2,000
Glebe Youth Service Inc as auspice for Glebe NAIDOC Committee	Glebe NAIDOC 2021–2023	\$19,077
Indigenous Entrepreneur Network Ltd	Indigenous Business Support	\$40,000
Brolga Dance Academy	Brolga Dance Academy	\$10,000
Kinchela Boys Home Aboriginal Corporation	Healing Ourselves, Healing Each Other	\$50,000
Kinchela Boys Home Aboriginal Corporation	Staying Safe, Staying Connected	\$10,000
Kinchela Boys Home Aboriginal Corporation	Mobs helping Mobs	\$10,000
Moogahlin Performing Arts Incorporated	Yellamundie Development Festival	\$50,000
Mudgin-gal Aboriginal Corporation	Mudgin-Gal client support	\$10,000
Redfern Youth Connect (Australia) Limited	Redfern Youth Connect Community Hamper Delivery	\$10,000
Redfern Youth Connect (Australia) Limited	Redfern Youth Connect drop-in support during Covid-19	\$5,000
Sydney University Settlement as auspice for Eora NAIDOC Committee	Eora Inner City NAIDOC Event	\$30,000
Tribal Warrior Aboriginal Corporation	Community Health and Wellbeing	\$10,000
Wildflower, Gardens For Good Incorporated	Horticulture and Landcare Mentorship for Young Aboriginal Men and Women	\$20,000

2021-22 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 2021/22
Museum of Contemporary Art Limited	Richard Bell: Embassy	\$10,000
Souths Cares PBI Ltd	Souths Cares Christmas Food Support	\$10,000
St George Community Housing Limited	Improving Access to Affordable Housing Opportunities	\$96,345
Sydney Local Health District	Data credit for Aboriginal patients who are Covid-19 positive	\$3,000
Sydney Local Health District	Food and Care Packs for the Aboriginal Cultural Response Team	\$10,000
The Performance Space Ltd	Knowledge of Wounds	\$10,000
The Uniting Church in Australia Property Trust (NSW)	Connecting with Culture	\$10,000
Vicinity Centres Pm Pty Ltd	QVB Christmas First Nations Artist Collaboration	\$20,000
Weave Youth & Community Services Inc	Critical supplies: Redfern/Waterloo locals & Aboriginal families isolating with Covid-19	\$10,000

