



Annual report
November 2023

2023 Stretch RAP

We acknowledge the Gadigal of the Eora Nation
as the Traditional Custodians of our local area.

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.

Contents

Highlights 2023	4
Relationships	8
Respect	21
Opportunities	42
Governance	56
Appendix	61

Highlights 2023

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 for the year ending November 2023. Procurement and grants are reported for the financial year period, ending June 2023.

By arrangement with Reconciliation Australia, we are extending our Stretch RAP 2020–2023 until November 2024. Deliverables marked complete/ongoing will continue to be implemented during the next 12 months. Deliverables including the November 2024 date remain open.

Reporting updates of our key target areas:

Procurement

The City of Sydney spent \$1.42M with 69 Aboriginal and Torres Strait Islander suppliers in the 2022/23 financial year.

Employment

There are 52 employees who identify as Aboriginal and/or Torres Strait Islander, representing 2.9% of all employees.

Learning and development

This year 60 of our senior managers attended cultural safety training presented by an Aboriginal training provider. We are currently developing cultural awareness training for all employees which will be provided in 2024.



Image left: Harbour Beizam performing at Yabun 2023 (Photo by Joseph Mayers / City of Sydney).
Image right: Aunty Beryl Van Oploo at NAIDOC in the City 2023 (Photo by Abril Felman / City of Sydney).

Case studies 2023



Launch of the City of Sydney Aboriginal and Torres Strait Islander workforce strategy 2023–2026 at Redfern Community Centre, June 2023. (Photo by Joseph Mayers)

Aboriginal and Torres Strait Islander workforce strategy

During National Reconciliation Week, we launched our Aboriginal and Torres Strait Islander workforce strategy. The strategy is a key deliverable of our Stretch reconciliation action plan and demonstrates commitment to our shared responsibility in the Closing the Gap agreement.

It sets out 4 key objectives:

- Make the City of Sydney an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles.
- Recruit Aboriginal and Torres Strait Islander people and ensure jobseekers can access employment opportunities.
- Invest in ways to develop Aboriginal and Torres Strait Islander employees, and increase retention, promotions and mobility within the organisation.
- Create a culturally aware and skilled workplace where employees respect Aboriginal and Torres Strait Islander people, customs and cultures.

It's important our work to increase employment outcomes are Aboriginal led and informed. This work was shaped by the voices of Aboriginal and Torres Strait Islander employees with support from the Aboriginal and Torres Strait Islander Advisory Panel.



A proud Gomeroi/Gamilaraay Murri yinah (woman), Aunty Barbara McGrady has documented important social, political, and cultural events over 30 years. Photo taken in front her work at Peter Forsyth Auditorium, supported by a City of Sydney grant. (Photo by Abril Felman / City of Sydney)

Grants and Sponsorship

This year we supported 49 grants to Aboriginal and/or Torres Strait Islander owned or led projects through grants and sponsorship programs for a total cash and value in-kind \$1,630,943 in the 2022/23 financial year.

We provided 13 grants with a total cash and value in-kind \$308,263 to non-Aboriginal and Torres Strait Islander organisations working closely with Aboriginal and Torres Strait Islander peoples and contributing to reconciliation outcomes.

In 2022 we launched a new funding program, the Aboriginal and Torres Strait Islander collaboration fund. The fund supports a strong and sustainable local Aboriginal and Torres Strait Islander community-controlled sector to work on projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area. Funding supports increased self-determination and equity for local Aboriginal and Torres Strait Islander people through projects that connect people with community, Country and culture.

In the past year we supported 18 projects to the value of \$500,000 through the collaboration fund. Projects included Aboriginal dance and cultural workshops, weekly pop-up food relief at Redfern Community Centre, a women's wellbeing program and a local history exhibition.

We also supported 2 local teams to participate in the NSW Aboriginal Rugby League Knockout, the Redfern All Blacks and the Waterloo Storm through the collaboration fund and the quick response program.



The City supported the Yes campaign for the Voice to Parliament referendum. This included public Walking Together workshops designed to empower people to take meaningful action towards reconciliation. (Photo by Abril Felman / City of Sydney)

Support for a Voice to Parliament

In May 2023, Council resolved to support a Yes vote in the Voice to Parliament referendum through a program of information, awareness, communications, events and community support.

We launched support of the Voice to Parliament with the event CityTalks: Why the Voice to Parliament is essential for all Australians, at Sydney Town Hall on 19 July 2023. The event was facilitated by Stan Grant and featured keynotes from the Lord Mayor, Linda Burney, Noel Pearson and Thomas Mayo, and was attended by 1,100 people.

To supplement the CityTalks event, we hosted free Walking Together workshops presented by Gomeroi woman, Nicole Laupepa and education expert, Jacqui Parker. The workshops were developed to facilitate knowledge and understanding by using the Uluru Statement from the Heart as a framework. The 7 workshops and 3 educator sessions were attended by 601 people across 7 locations in our local area, including a workshop in Town Hall House for City of Sydney employees. Post event survey responses showed 84% felt more empowered to take meaningful action towards reconciliation. We set up 18 pop-up Voice to Parliament information stalls in all City of Sydney libraries and community centres, and on the ground floor of Town Hall House.

Our communications approach included a resource rich page on our corporate website, a series of online articles and resources to provide the community with an in-depth understanding of the Voice to Parliament referendum, social media content and an advertising campaign. Our social media content series showcased our support of the Yes vote and aimed to drive attention to the importance of voting Yes in the months leading up to the referendum.

An advertising campaign, mirroring the approach of the national Yes23 campaign, localised with images of community members supporting a Yes vote, was live 4 weeks before the referendum across 390 outdoor digital screens (appearing more than 7 million times), 2 large format billboards and 472 street banners in the city centre and surrounding suburbs.

Relationships



Members of the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel, April 2023. (Photo by Joseph Mayers)

Since 2008 the City of Sydney has convened the Aboriginal and Torres Strait Islander Advisory Panel. The panel met 8 times in the reporting period. Meetings continue to be engaging and are very useful in receiving community feedback on issues and initiatives.

This year the City of Sydney launched care and cultural leave, expanded our workplace flexibility program, introduced purchased leave and surveyed approximately 1,000 employees on workplace inclusion. This survey by the Diversity Council of Australia measured the inclusion and exclusion experiences of our employees. Following this survey City of Sydney was recognised as an inclusive employer.

We maintain our commitments to Aboriginal and Torres Strait Islander community through our Aboriginal and Torres Strait Islander workforce strategy, cultural policy and action plan, inclusion (disability) action plan and Stretch RAP initiatives.

We are committed to representing Aboriginal and Torres Strait Islander people authentically and telling their stories, in their voices, across City of Sydney channels. We commissioned 2 media partnerships with Aboriginal and Torres Strait Islander content producers. This included a series of articles in the *South Sydney Herald* by Aboriginal and Torres Strait Islander people living and working on Gadigal land, curated by Aunty Norma Ingram. And 'Live from Redfern', a Koori Radio produced studio session and community event featuring a different Aboriginal and/or Torres Strait Islander musician each month.

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	City of Sydney 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 in 2024.
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	Complete/ongoing – Our CEO met formally with the CEO of the Metropolitan Local Aboriginal Land Council 2 times and informally at least 3 times. Since 2020 a representative of the Metropolitan Local Aboriginal Land Council has a designated seat on the Aboriginal and Torres Strait Islander Advisory Panel.
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	Complete/ongoing – Meetings continue to be programmed and are very useful in receiving community feedback on issues and initiatives. There were 8 meetings with the Aboriginal and Torres Strait Islander Advisory Panel in the reporting period.
1.4 Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through: – Accessibility of meetings, through location and technology – Identifying the panel's items of interest that include	June 2021 June 2022 June 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – Dedicated workshops have balanced in-person and online engagement approaches. Employees are supported to present to the panel when preparing meeting papers and presentations. Panel members are influencing the format of meetings, the agenda is developed in collaboration with co-chairs and co-chairs are supported to develop capacity to enhance meetings. The panel has influenced and provided advice on the draft resilience strategy, engagement activities for the wellbeing

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
<p>community feedback and priorities.</p> <ul style="list-style-type: none"> – Participation in working groups. – Support City staff to present effectively at panel meetings. – Demonstrated influence on a range of projects. 			<p>survey, library collections and programs and visited a range of City of Sydney venues and facilities.</p>
<p>1.5 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.</p>	<p>September 2021 September 2022 September 2023</p>	<p>Manager Indigenous Leadership and Engagement</p>	<p>Complete/ongoing – Employees meet regularly with Aboriginal and Torres Strait Islander organisations and individuals. This includes meetings with the Metropolitan Local Aboriginal Land Council, Inner Sydney Aboriginal Interagency Network and others. Employees also meet regularly in relation to grants, procurement, consultation and partnerships with Aboriginal and Torres Strait Islander stakeholders.</p>
<p>1.6 Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.</p>	<p>November 2022 November 2024</p>	<p>Manager Indigenous Leadership and Engagement</p>	<p>Employees have further developed this action in 2023 and will continue to develop partnerships in 2024. Currently this includes the Principles of Cooperation with the Metropolitan Local Aboriginal Land Council.</p> <p>This action is relevant to the National Agreement on Closing the Gap, specifically priority reform number one: ‘Formal Partnerships and Shared Decision Making’.</p>

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

Stretch RAP item	Timeline	Responsibility	Status
2.1 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders in line with the City's Community Engagement Principles.	November 2021	Manager Strategic Engagement and Community Relations	Complete/ongoing – The community engagement strategy 2023 was updated to include further chapters that address how we work with Aboriginal and Torres Strait Islander stakeholders in line with our engagement principles. We are also reviewing our reporting dashboard to capture consultations more effectively including those that target 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	Complete – Our reporting captures projects with targeted consultations with Aboriginal and Torres Strait Islander communities and with children and young people. Recent examples include the Redfern neighbourhood vision and plan and Woolloomooloo playground consultations, and targeted engagement activities to support the Yes vote in the referendum on the Voice to Parliament, including a CityTalks event, information stalls in all our community centres and libraries and a series of Walking Together workshops.
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	September 2022 November 2024	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

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
organisations for procurement, engagement, consultation and expressions of interest opportunities.			development is planned to consolidate and manage the database in 2024.

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 November 2024	Manager Indigenous Leadership and Engagement	Impacted by the Covid-19 pandemic, there is now a monthly online network meeting and City of Sydney representatives attend.
3.2 Host the NSW Local Government Aboriginal Network conference.	October 2023 November 2024	Manager Indigenous Leadership and Engagement	The planning for the annual conference has been on hold since the beginning of the Covid-19 pandemic. The NSW Local Government Aboriginal Network currently meets online.

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	Complete/ongoing – This year, cultural safety and anti-racism training was provided to all senior managers. All staff messaging and support was offered to managers so they could provide relevant support to employees around the impacts of the referendum.
4.2 Host two internal RAP events each year. These will focus on the four pillars of	June 2021	Chair, RAP Working Group	Complete/ ongoing – We continue to host the First Nations Book Club and Film Clubs featuring the book <i>Tell Me Again:</i>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
the RAP: relationships, respect, opportunities and governance. These will be a variety of types such as guest speakers, film screenings and panel discussions, and located at different staff sites.	June 2022 June 2023		<i>A Memoir</i> by Gomeroi woman, Amy Thunig and a screening of Bruce Pascoe's <i>Dark Emu</i> . These activities encourage employees to share their thoughts about the film and explore our understanding of history and the importance of truth-telling.
4.3 Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing & Communications Officer	<p>Complete/ongoing – We have communicated the City of Sydney's longstanding commitment to reconciliation extensively across our internal and external communications channels over the past 12 months. Highlights include:</p> <ul style="list-style-type: none"> – A comprehensive campaign across media, social media, marketing and internal communications channels in support of a Yes vote at the Voice to Parliament referendum. – Promoting both City of Sydney and community events for National Reconciliation Week and NAIDOC Week. – Promoting a range of grants available to Aboriginal and Torres Strait Islander businesses and community groups, and highlighting grant recipients in case studies. – Promoting the artists, programs and vision behind the 9pm Calling Country display for Sydney New Year's Eve. – Promoting expressions of interest for an Aboriginal operator of a new public plaza at 180 George Street, and for new members of the Aboriginal and Torres Strait Islander Advisory Panel. – Promoting a new City of Sydney and Bridge Housing affordable housing project in Glebe providing housing for Aboriginal women. – Highlighting an Aboriginal artist in promotion of the latest round of artworks in the creative hoardings program.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
4.4 Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022 November 2024	Chief Procurement Officer	Intellectual property protection clause for Aboriginal and Torres Strait Islander people is available for use in contracts as required. Further development of relevant contract clauses where required will be undertaken as contracts precedents are reviewed and redesigned.
4.5 Ensure that grants and sponsorship contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Manager, Grants	<p>Complete – Applicants must now answer in the performance criteria section of all grants and sponsorship contracts a set standard performance measure about Aboriginal and/or Torres Strait Islander community-controlled organisation and people. Since Summer Round 2023/24, grant applicants need to report in their acquittal to evaluate the success of the project on these 3 categories, regardless of the specific project outcomes nominated by the applicant.:</p> <ul style="list-style-type: none"> – number of Aboriginal and/or Torres Strait Islander people employed – number of Aboriginal and/or Torres Strait Islander community-controlled organisations and local businesses procured – number of partnering Aboriginal and/or Torres Strait Islander community-controlled organisations and local businesses.
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 strategic communications plan.	September 2021 September 2022 September 2023 November 2024	Chief Marketing & Communications Officer	<p>We are committed to representing Aboriginal and Torres Strait Islander people authentically and telling their stories, in their voices, across City of Sydney channels. Highlights over the past 12 months include:</p> <ul style="list-style-type: none"> – Featuring Aboriginal and Torres Strait Islander community members and experts in our communications campaign supporting a Yes vote at the Voice to Parliament referendum.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<ul style="list-style-type: none"> – Ongoing promotion of the new Acknowledgement of Country artwork – <i>Jagun</i> by Kim Healey – which has been featured across street banners, digital screens and billboards across our local area. – Promoting the artists, programming and vision behind the 9pm Calling Country display for Sydney New Year’s Eve. – Promoting the work of a range of Aboriginal and Torres Strait Islander grant recipients. – Highlighting an Aboriginal artist in promotion of the latest round of artworks in the creative hoardings program. – Working with recruitment to promote targeted and identified roles for Aboriginal and Torres Strait Islander peoples. – Commissioned a series of media partnerships with Aboriginal and Torres Strait Islander content producers. This included a series of articles in the <i>South Sydney Herald</i> by Aboriginal and Torres Strait Islander people living and working on Gadigal land, curated by Aunty Norma Ingram. And ‘Live from Redfern’, a Koori Radio produced studio session and community event featuring a different Aboriginal and/or Torres Strait Islander musician each month.
<p>4.7 Use the City’s outdoor media network a minimum of two times throughout the year to Acknowledge Country and feature an Aboriginal and/or Torres Strait Islander artwork.</p>	<p>September 2021 September 2022 September 2023 November 2024</p>	<p>Chief Marketing & Communications Officer</p>	<p>Our new artwork to acknowledge Country, <i>Jagun</i> by Kim Healy first featured on community screens on the QMS network during National Reconciliation Week in May 2023. It was featured on 131 screens and appeared more than 1 million times during the week.</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p>Since then, the Acknowledgement of Country artwork remains a prominent feature on the screens as part of our permanent evergreen content collection.</p> <p>In the lead up to and following the Voice to Parliament referendum in October 2023, the weighting of the Acknowledgement of Country artwork was increased to show more frequently.</p>
<p>4.8 Collaborate with ten RAP and other likeminded organisations to implement ways to advance reconciliation.</p>	<p>November 2023 November 2024</p>	<p>Chief Operating Officer</p>	<p>Collaboration and information sharing with organisations is continuing.</p>
<p>4.9 Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.</p>	<p>September 2023</p>	<p>Manager Indigenous Leadership and Engagement</p>	<p>In May 2023 Council resolved to support a Yes vote in the Voice to Parliament referendum through a program of information, awareness, communications, events and community support.</p> <p>In June 2023 the Aboriginal and Torres Strait Islander Advisory Panel agreed to a public statement on their varied positions in relation to the referendum for a Voice to Parliament.</p>



Live from Redfern featured Mi-Kaisha in October 2023, presented by Koori Radio and supported by the City of Sydney. (Photo by Abril Felman)

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

Stretch RAP item	Timeline	Responsibility	Status
5.1 Organise two internal NRW events, including at least one organisation-wide NRW event, each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group	<p>Complete/ongoing – This year a hybrid event was held at Redfern Community Centre with a live audience of 60 employees and more than 350 watching online. Three guest speakers from the Aboriginal and Torres Strait Islander community discussed the 2023 theme, 'Be a Voice for Generations'. Transport was organised for employees based at Alexandra Canal Depot to attend.</p> <p>A cultural weaving workshop presented by an Aboriginal artist was attended by 40 employees. Aboriginal and Torres Strait Islander employees were offered priority bookings.</p>
5.2 Partner with community groups to hold one public annual NRW event.	May 2021 May 2022 May 2023	Manager Social City	<p>Complete/ongoing – A National Reconciliation Week event was held at Redfern Community Centre. After a Welcome to Country and Smoking Ceremony, attendees were invited to plant a hand as part of ANTaR's Sea of Hands display. Yarn Australia provided a talk and there was a cultural dance performance. This was followed by a screening of the short film <i>Miro</i>.</p>
5.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications	<p>Complete/ongoing – An internal event was held for National Reconciliation Week in June 2023. An in-person and online conversation was held with Aboriginal and Torres Strait Islander panellists. This was based on the National Reconciliation Week theme 'Be a voice for generations'.</p>
5.4 RAP Working Group members participate in two external NRW events each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group	<p>Complete/ongoing – Information on external National Reconciliation Week events was distributed to all working group members and provided to all employees. A total of 9 working group members attended 2 external events.</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
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	Complete/ongoing – Information about external National Reconciliation Week events was provided to senior leaders and all employees who were encouraged to attend and participate.
5.6 Register all City of Sydney events during NRW on Reconciliation Australia's website.	May 2021 May 2022 May 2023	Chief Marketing & Communications Officer	Complete/ongoing – 2 City of Sydney hosted and supported events were listed during National Reconciliation Week on Reconciliation Australia's website: <ul style="list-style-type: none"> – Tribal Warrior Cultural Cruise – Reconciliation Week: Lunch and film screening
5.7 Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners.	May 2021 May 2022 May 2023	Executive Manager Creative City	Complete/ongoing – The City of Sydney provided value-in-kind support for Reconciliation Australia to fly 107 banners during National Reconciliation Week in 2023.

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 November 2024	Director People, Performance and Technology Chief People and Culture	Launched several new HR programs and procedures including care and cultural leave, expanding our workplace flexibility program, introducing the purchase leave scheme. Convened an anti-racism working group and commenced work on an anti-racism framework for the organisation.
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 November 2024	Director People, Performance and Technology Chief People and Culture	The anti-discrimination policy will be reviewed by Aboriginal and Torres Strait Islander employees and the Aboriginal and Torres Strait Islander Advisory Panel as part of the broader work to establish the City of Sydney anti-racism framework.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			The working group will develop a review process that ensures Aboriginal and Torres Strait Islander views, experiences and voices are reflected in the policy.
6.3 Implement and communicate an antidiscrimination policy for our organisation.	November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	The City of Sydney has had an equal employment opportunity and anti-discrimination policy for the past 2 years. A revision of this policy is due to be completed. An employee representative working group has been created to develop a framework for how the City of Sydney will lead anti-discrimination. The working group includes 2 executive members, 2 Aboriginal and Torres Strait Islander members, 2 multicultural employee network members, 2 representatives from people and culture and work health safety and wellbeing.
6.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2023 November 2024	Manager Learning and Development	Several education and information sessions were presented to managers which included the effects of racism: 4 sessions on 'The Voice' referendum; and a cultural safety for managers address. An anti-racism working group has been established to develop the City of Sydney's framework for anti-racism including education, policy and practice.
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	Complete – In May 2023 Council unanimously resolved to strengthen commitments to address systemic and institutional racism across the workplace. 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/ongoing – Regular screenings are held through the First Nations film club and recently included the online debut of <i>The Dark Emu Story</i> .

Respect



Emily McDaniel, curator, by the Yananurala markers now installed across the 9km walk from Woolloomooloo to Pyrmont. (Photo by Chris Southwood / City of Sydney)

A major new element was added to Sydney New Year's Eve 2022, with 2 elders appointed through Metropolitan Local Aboriginal Land Council and projected onto the pylons of Sydney Harbour Bridge to present the Welcome to Country. Re-Right Collective were engaged as the Calling Country creative team. Re-Right oversaw the development of the 9pm fireworks display and soundtrack, developed new artworks for projection on the Harbour Bridge pylons and created a live performance as part of the ABC broadcast program presented live at the Sydney Opera House.

News stories continue to be published on the Barani website throughout the year. The Barani website continues to be promoted in content-appropriate media releases, on City of Sydney News pieces and on hoardings. There were 199,052 pageviews of the Barani website in this period.

Redfern Community Centre partnered with the Aboriginal Medical Service to produce a community event to celebrate NAIDOC, provide health checks, health information, community engagement and celebrate self-determination. St Helen's Community Centre held a 2-hour traditional weaving workshop for NAIDOC Week. The Indigenous Science Experience Community Day was held in partnership with National Indigenous Science Education Program at Redfern Community Centre. An Indigenous Literacy Day Morning tea was held with readings by Aboriginal employees to share stories with local children and families and promote the Koori collection of stories in the City of Sydney Library network.

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 – <i>bara</i> , 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 November 2024	City Design Director	Stage 2 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 and will be developed as part of this plan. The project will see the corner terrace on Hugo and Caroline streets, Redfern transformed into a living museum as a repository for local stories and histories. Consultation for the plan is currently underway.
7.3 Develop a Redfern Community Centre precinct plan that respectfully incorporates Aboriginal cultural knowledge in the Redfern Community Centre Precinct.	November 2023 November 2024	City Design Director	Redfern Community Centre precinct is the focus of a neighbourhood public domain planning and community engagement process to inform upgrades to Redfern Community Centre Park, Yellomundee Reserve, Hugo Street Reserve as well as street improvements. Community and stakeholder engagement activities were carried out in 2022 and 2023 on updated concept plans in response to community feedback.
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	November 2023 November 2024	City Design Director	Originally part of the Eora Journey: Recognition in the Public Domain program of 7 public artworks, curated by Hetti Perkins, to recognise and celebrate Aboriginal culture and stories in the public domain, Yananurala (Walking on Country) is the new name for the harbour walk curated by Emily McDaniel being developed in partnership with the

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
the City's procurement target and economic development strategy.			<p>Metropolitan Local Aboriginal Land Council, Placemaking NSW and cultural institutions.</p> <p>Envisaged as a walk that stretches 9km along the harbour foreshore incorporating Aboriginal stories and culture, the City of Sydney has begun the project by installing interpretive markers at 10 key moments along the walk as placeholders for future projects based on stories at these locations. The markers include the icon for the walk, a bara (shell hook), and the stories have also been included in the Culture Walks app to encourage people to walk Country.</p> <p>An artist has been selected to develop their concept for the 'Sitelines and Conversations' project and consultation is underway for the project at Tara (Dawes Point) to honour Patyegarang, the young Aboriginal woman who gifted the Sydney language to William Dawes who recorded it in his notebooks for future generations.</p> <p>A procurement strategy is being prepared for all Yananurala projects to support Aboriginal artists and business.</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 November 2024	City Design Director	This project is underway and is budgeted. Given its complexity and need for partnership with relevant stakeholders, the project methodology is being refined.

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	September 2021	Manager Indigenous Leadership and Engagement	Complete – The community consultation report and needs analysis are now complete. The Aboriginal and Torres Strait Islander Advisory Panel has reviewed and discussed the

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
future use of the local Aboriginal knowledge and culture centre.			findings. This will guide the City of Sydney's support and its role in the community's use of 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 November 2024	Manager Indigenous Leadership and Engagement	Employees will work with the Aboriginal and Torres Strait Islander community guided by their aspirations and the findings of the community consultation outcomes. Construction works to improve accessibility were completed in November 2023.
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 November 2024	Chief Operating Officer	NSW Government has advised that the Cutaway at Barangaroo will not be a First Nations 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.

Stretch RAP item	Timeline	Responsibility	Status
9.1 Work with the Aboriginal and Torres Strait Islander advisory panel to evolve the annual NAIDOC in the City event to increase its significance as a celebration of Aboriginal and Torres Strait Islander cultures and develop key indicators to measure the increase.	February 2021 November 2024	Director City Life	In July 2023 our contractor, Gadigal Information Services produced the 2023 NAIDOC in the City event. Gadigal Information Service presented a debrief to the Aboriginal and Torres Strait Islander Advisory Panel following the event. The panel will be consulted as plans for the 2024 event develop.
9.2 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	September 2023 November 2024	Executive Manager Creative City	Gadigal Information Services Aboriginal Corporation was engaged by the City of Sydney to produce the 2022 and 2023 NAIDOC in the City events. The 2023 event returned to Hyde Park for the first time since 2019. Almost 12,000 people attended on 8 July, with an expanded footprint and expanded program entertaining attendees.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
<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.</p>	<p>September 2023 November 2024</p>	<p>Executive Manager Creative City</p>	<p>The City of Sydney has engaged Aboriginal and Torres Strait Islander owned organisations to provide services for major events and festivals and will continue to seek opportunities.</p> <p>The annual NAIDOC in the City event is produced through the engagement of a local Aboriginal and Torres Strait Islander organisation. Gadigal Information Services is currently engaged, and produces the event using Indigenous suppliers, creatives, artists and local businesses.</p> <p>Aboriginal owned organisation Boomerang Batteries has been engaged to provide table and chair services at City of Sydney venues and Sydney Streets events.</p> <p>Aboriginal and Torres Strait Islander enterprises We Are Warriors and Tribal Warrior have been engaged to produce elements of Sydney New Year’s Eve 2023 to increase the recognition and acknowledgement of Aboriginal and Torres Strait Islander cultures.</p>
<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 ceremonies including Christmas, Sydney Lunar Festival and other events where appropriate.</p>	<p>December 2021</p>	<p>Executive Manager Creative City</p>	<p>Compete/ongoing – Employees continue to work to increase the acknowledgement of Aboriginal and Torres Strait Islander cultures through the City of Sydney's program of major events and festivals.</p> <p>A major new element was added to Sydney New Year's Eve 2022, with 2 elders appointed through Metropolitan Local Aboriginal Land Council (MLALC) and projected onto the pylons of Sydney Harbour Bridge presenting the Welcome to Country. MLALC also supplied a message stick which was presented to the Lord Mayor by Michael West from MLALC as part of the broadcast and live program at the Sydney Opera House.</p> <p>Re-Right Collective was engaged as the Calling Country creative team. Re-Right oversaw the development of the</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p>9pm fireworks display and soundtrack, developed new artworks for projection on the Harbour Bridge pylons and created a First Nations live performance as part of the ABC broadcast program presented live at the Sydney Opera House.</p> <p>Tribal Warrior will continue to provide a smoking ceremony for Sydney New Year's Eve with the number of vessels for the 2023 event increasing to 3.</p> <p>The City of Sydney has engaged MLALC to present a Welcome to Country at official openings of all events, including Sydney Christmas, Sydney Lunar Festival and capital works project launches.</p>
9.5 Build capacity by engaging three Aboriginal and Torres Strait Islander interns through the Major Events and Festivals program.	July 2023 November 2024	Executive Manager Creative City	Major Events and Festivals is offering internships with Sydney New Year's Eve. Following discussions with Workforce Services, and to increase the attractiveness to applicants, the internship roles have been converted to paid roles for the 2023/24 season. These roles are open to all however they are targeted positions for Aboriginal and Torres Strait Islander applicants.

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

Stretch RAP item	Timeline	Responsibility	Status
10.1 Implement the City's Naming Policy to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.	September 2021	Manager Culture and Creativity	Complete/ongoing – The updated naming policy is publicly available on the corporate website. The policy and process are explained to all employees on the intranet with a dedicated page. Employees have been briefed about the updated policy, and plans are underway to present it to the Aboriginal and Torres Strait Islander Advisory Panel at a future meeting. A working group meets monthly to oversee the policy implementation.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
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 November 2024	Manager City Greening and Leisure	Complete/ongoing – The acknowledgement signs will continue to be added to existing park signs throughout 2023. There are 190 parks (53%) completed with 6 more sites this year. These works will be combined with the general park sign upgrades program.
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	Complete/ongoing – We held 4 Aboriginal programs, attracting 111 attendees. Programs held in 2023 included: <ul style="list-style-type: none"> – City Farm NAIDOC Week planting event at City Farm (75 attendees) – Traditional Weaving Workshop (15 attendees) – 2 bush foods discovery tours (21 attendees) The Science of Nature community day at City Farm in August 2023 was attended by 260 people, which included Aboriginal educators from Koori Kinnections sharing cultural knowledge and bush food tastings.

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	Complete/ongoing – Fifteen news stories were published on the Barani website in this period. The website continues to be promoted in content-appropriate media releases, on City of Sydney News pieces and on hoardings. There were 199,052 pageviews in this period. Employees are in the

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			process of contacting Indigenous authors to include biographical 'about the author' information for each article.
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 November 2024	Manager Culture and Creativity	The review of the Barani website, and the associated Barani Barrabugu booklet, to consider achievements, strengths, gaps and opportunities, is complete with minor text edits remaining. The review and its recommendations have been presented to key staff stakeholders, and the report is being circulated for discussion, feedback and planning for next steps.
11.3 Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.	June 2021	Manager Culture and Creativity	Complete/ongoing – Promotional posters were displayed at the NAIDOC in the City event. QMS boards have been used to promote the Culture Walks app during the reporting period.
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 November 2024	Manager Social City	In July 2023 Redfern Community Centre partnered with the Aboriginal Medical Service to produce a community event to celebrate NAIDOC Week, provide health checks, health information, community engagement and celebrate self-determination. St Helen's Community Centre held a 2-hour traditional weaving workshop for NAIDOC Week. In August, the Indigenous Science Experience Community Day was held in partnership with NISEP at Redfern Community Centre. In September, Indigenous Literacy Day Morning tea was held with readings by Aboriginal employees to share stories with local children and families and promote the Koori Collection of stories in the City of Sydney Library network. A series of events were also held for Australian South Sea Islander Recognition Day, including a community day, 3 x 3 basketball competition at KGV and an embroidery workshop at Green Square Library.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
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 November 2024	Manager Libraries and Learning	Libraries continue building relationships through our outreach program. Libraries presented to the Aboriginal and Torres Strait Islander Advisory Panel in July 2023 to brief the panel on library activities and seek advice about engaging a consultant to review and advise on the Koori collection.
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 November 2024	Chief Marketing & Communications Officer	<p>Our strategic communications plan captures and prioritises projects, programs, events and opportunities involving and supporting meaningful representation of Aboriginal and Torres Strait Islander people. Our audience insights function helps us better understand, reach and engage with this audience group across our communications channels, in consultation with employees and the community.</p> <p>Communications highlights during this period have included a content series by Aboriginal people living and working on Gadigal land; extensive communications in support of a Yes vote in the Voice to Parliament referendum; and promotion of the Aboriginal and Torres Strait Islander advisory panel, the new workforce strategy, and a range of grants awarded to local Aboriginal and Torres Strait Islander businesses and community groups.</p> <p>Internally, we continue to promote Aboriginal and Torres Strait Islander colleagues in their work and passions.</p>
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 November 2024	Manager Cultural Venues and Programs	<p>The City of Sydney worked with Tranby, Black Books to produce Nangamay Mana Djurali, 2 poetry reading events at Darling Square Library that celebrated Aboriginal and Torres Strait Islander LGBTIQ+ poets.</p> <p>During the year 11 Aboriginal and Torres Strait Islander creatives were engaged to develop and produce</p>

Stretch RAP item	Timeline	Responsibility	Status
			programming that shares and celebrates their history, heritage, cultures and social values.
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	Complete/ongoing – New Acknowledgement of Country artwork was launched in June. This was displayed on email signatures, corporate PowerPoint templates, and at entry points to Town Hall House. Internal communications were displayed about this artwork in the weekly employee newsletter, on the intranet and on digital screens at depots.
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 December 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – The Aboriginal and Torres Strait Islander cultural protocols have been reviewed to ensure they are up to date and accessible. A comprehensive review of the Protocols will be conducted by December 2025.
12.3 Develop and implement guidelines for engaging with Indigenous Cultural and Intellectual Property.	June 2021 November 2024	Director City Projects and Property Manager Indigenous Leadership and Engagement	Executive and senior staff are working on the next steps to allow implementation by the project team to continue. This action is being reviewed in conjunction with the Designing with Country action (action 7.5). Next steps are to determine which project actions can be progressed in parallel (for example, developing internal administrative and governance tools for staff).
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	September 2021 September 2022 September 2023	Executive Manager Creative City	Complete/ongoing – We have included a Welcome to Country by Metropolitan Local Aboriginal Land Council for all formal event proceedings including the NAIDOC in the City event as well as all capital works launches and programs.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
<ul style="list-style-type: none"> – Sydney Lunar Festival – Sydney Christmas events 			
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 – Welcome to Country is included at CityTalks and major events, including the most recent CityTalks 'Why the Voice to Parliament is essential for all Australians'. All public meetings include an Acknowledgement of Country and is included in the agendas for public events. Employees are encouraged to do an Acknowledgement at internal meetings when considered appropriate. Email signatures include an Acknowledgment of Country.
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 of Sydney produced events. Where this is not possible, 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 November 2024	Director City Projects and Property	<p>Employees are conducting an audit of signs at community centres. The review will determine what is required for updating the signs to reflect the current operating hours and other critical information. This will include appropriate Acknowledgement of Country in the updated signs.</p> <p>Acknowledgement of Country signs are installed at the 5 entry points to Town Hall House. The entry to Sydney Town Hall now features a digital Acknowledgement of Country.</p>

2023 Stretch RAP

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.



2022 Sydney New Year's Eve included Calling Country produced by Re-Right Collective including fireworks design and soundtrack, artwork projected onto pylons and a live television broadcast performance. (Photo by Morris McLennan / Red Square Media)

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, forming the basis for the development of a cultural learning strategy for City of Sydney 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	Complete – Employees were consulted on the cultural learning needs analysis and the development of a cultural learning strategy in 2021. Further consultation was undertaken with the Aboriginal and Torres Strait Islander staff network in September 2022 and the Aboriginal and Torres Strait Islander Advisory Panel in November 2022.
13.3 Implement and communicate a cultural learning strategy for our staff.	December 2021 November 2024	Manager Learning and Development	Progress has been made on the options for Aboriginal and Torres Strait Islander cultural awareness training, the first component of the cultural learning strategy. Work is continuing on developing further components.
13.4 All staff undertake formal and structured cultural learning activities. – 100% staff undertake e-learning module. – 50% staff undertake face-to-face cultural learning activities. – A select group of staff to undertake cultural learning activities on Country with Traditional Custodians as identified through a learning needs analysis.	November 2023 November 2024	Manager Learning and Development	This year 60 senior managers attended a cultural safety training presented by an Aboriginal training provider. We are currently developing organisational cultural awareness training for all employees which will be offered in 2024. From 2020 to 2022, 752 employees completed cultural learning activities.
13.5 Commit all RAP Working Group members, HR managers, senior executive	November 2023 November 2024	Manager Learning and Development	Executives and senior managers completed cultural awareness training in 2021. HR staff completed cultural

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
group and all new staff to undertake formal and structured cultural learning.			awareness training in 2022. Work has continued on the cultural learning strategy in 2023.
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	Complete – Two new eLearning modules and a face-to-face session incorporating information about the Traditional Custodians of Sydney and the City of Sydney's commitment to reconciliation were introduced as part of the employee induction program in 2022. To date 551 new starters have attended the face-to-face session, including 91 in 2023.

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

Stretch RAP item	Timeline	Responsibility	Status
14.1 Support all staff to participate in a NAIDOC Week event in our local area, including community celebrations in Glebe, Woolloomooloo and Redfern.	July 2021 July 2022 July 2023	Chief Executive Officer	Complete/ongoing – NAIDOC Week activities were promoted in the employee newsletter, intranet and on digital screens. A video was created to promote what the theme 'For our elders' means for Aboriginal and Torres Strait Islander employees and promoted on computer lock screens, employee newsletter, intranet and in a CEO message.
14.2 RAP Working Group to participate in an external NAIDOC Week event.	July 2021 July 2022 July 2023 November 2024	Chair, RAP Working Group	In 2023, 5 members reported attending an external NAIDOC Week event or activity.
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 – Policies and procedures encourage access for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
14.4 Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2021 July 2022 July 2023	Director People, Performance and Technology Chief People and Culture	Complete – 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 opportunity to attend cultural and community activities. Also, care and cultural leave was recently introduced which provides up to 3 days leave from accrued sick leave that can be used to attend culturally important days, ceremonies or activities such as National Reconciliation Week.
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	Complete/ongoing – Four applicants received funding for 2023 to support NAIDOC Week events. Two through the Aboriginal and Torres Strait Islander Collaboration fund; Gadigal Information Service Aboriginal Corporation for the Sydney NAIDOC Ball and Wyanga Aboriginal Aged Care for the celebration of NAIDOC Week with a Harbour Cruise brunch for Elders, an information day and morning tea for Aboriginal aged care providers and the opportunity for Elders to return to Country. Through festival and events sponsorship, Eora NAIDOC Community Group received funding for a NAIDOC event in Redfern, and Glebe Youth Service received funding for the Glebe NAIDOC celebration. Staff are working with Aboriginal and Torres Strait Islander stakeholders and community-controlled organisations to support NAIDOC activities in Woolloomooloo in 2024, as it did not go ahead in 2023.
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	Complete/ongoing – In celebration of NAIDOC Week 2023, the City of Sydney displayed more than 400 banners across the community from late June. These new banners featured a bespoke artwork developed over the past year through an expression of interest process. The artwork is titled <i>Jagun</i> , meaning Country in Bundjalung. It's created by proud

Stretch RAP item	Timeline	Responsibility	Status
			Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan.



Through an expression of interest process, a new Acknowledgement of Country artwork was selected. The artwork is titled *Jagun*, meaning Country in Bundjalung was created by proud Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan. (photo by Abril Felman / City of Sydney)

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 November 2024	Manager Culture and Creativity Manager Protocol	No official gifts were required during this year. In the following year a registry of suitable gifts will be prepared to support the gift giving process.
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>Complete/going – Aboriginal and Torres Strait Islander content photographers have been included in the development of Liberate! an exhibition celebrating LGBTIQ+ 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. An Aboriginal artist led workshops and developed a series of artworks 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 4 centres have taken place, and design and planning for Redfern Occasional Childcare, and Broughton Street and Hilda Booler kindergartens is underway.</p> <p>A pilot sector development program brought together a group of small-to-medium Sydney cultural organisations (across artforms) to develop engagement strategies and build capability in engaging with Aboriginal and Torres Strait Islander artists and communities. Aboriginal guest speakers and sector leaders (representing MLALC, Museum of Contemporary Art, City of Sydney, Reconciliation Australia, Creative Australia, and Museum of Applied Arts and Sciences) provided guidance on best practice and input on the strategies developed by the organisations.</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p>An Aboriginal panel member was included in a panel focused on gender equality in Australia.</p> <p>Green Square became the venue for an Aboriginal astronomy event sharing celestial dreamtime stories, an Aboriginal choir and animations.</p> <p>Darling Square Library hosted Tranby to present an LGBTIQA+ poetry reading as part of Poetry Month.</p>
<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.</p>	<p>November 2021 November 2022 November 2023</p>	<p>Manager Culture and Creativity</p>	<p>Complete/ongoing – Planning is underway to spend 25% of the 2023-2024 annual curatorial acquisitions budget for the City of Sydney civic collection on artworks by Aboriginal and Torres Strait Islander artists. Over the past 12 months, 11 artworks were purchased for inclusion in the collection.</p>
<p>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.</p>	<p>July 2023</p>	<p>Manager Culture and Creativity</p>	<p>Complete/ongoing – The current creative hoardings program includes artwork licensed by the City of Sydney from 2 Aboriginal artists: Kamilaroi/Gamilaraay artist Dennis Golding and Kamilaroi artist Suzy Evans. These artworks are now available for use on hoarding projects. Dennis Golding was featured in a City of Sydney News article to promote this new suite of artworks and was interviewed and featured in an Artshub article about the opportunity that hoardings artworks provide the artist.</p> <p>The previous creative hoardings program included artwork licensed by the City of Sydney from 2 Aboriginal artists: Yuwaalaraay artist Lucy Simpson and Barkindji artist Kent Morris. These artworks are still present in the public domain on some construction sites and were relicensed as part of the alfresco outdoor dining program for use on concrete barriers. Both artists were featured in marketing campaigns promoting the artwork and the program.</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
15.5 Ensure Aboriginal and Torres Strait Islander representation on all external panels for all cultural projects.	November 2021 November 2024	City Design Director Executive Manager Creative City	For the 2022 creative hoardings program 2 Aboriginal artists were on the independent panel of industry experts. There was one Aboriginal artist industry expert on the Art & About selection panel.
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	Complete/ongoing – The sub-working group with a membership of relevant cultural programming teams across the organisation meet 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. An internal register of all events has been created and is regularly updated.



Ngaar by Yuwaalaraay artist Lucy Simpson on creative hoardings on George Street. (Photo by Anna Kucera / City of Sydney)

Opportunities



NAIDOC in the City is a one-day event in Hyde Park north celebrating NAIDOC Week in the heart of the city featuring Aboriginal and Torres Strait Islander performers, business stall holders, food vendors and activities. (Phot by Abril Felman / City of Sydney)

At the City of Sydney 52 employees identify as Aboriginal and/or Torres Strait Islander people, representing 2.9% of all employees. The City released its Aboriginal and Torres Strait Islander workforce strategy in June 2023, with dedicated effort to assist its Aboriginal and Torres Strait Islander employment goals.

We are actively working to improve access and reduce barriers for Aboriginal and Torres Strait Islander candidates to participate in job vacancy recruitment. This has included dedicated recruitment open days, assistance with job application and previous employment capture, consideration of job requirements and assessing outcomes arising from criminal history checks. Our next review of processes includes establishing culturally appropriate policies and procedures, mitigating barriers due to criminal records, and supporting the recruitment, retention and employment initiatives set out in the Aboriginal and Torres Strait Islander workforce strategy.

During the year grants and sponsorship program information was presented to members of the NSW Indigenous Chamber of Commerce at its Redfern headquarters, the program was promoted on Koori Radio, an in-person briefing was held at Redfern Town Hall and ongoing Q&A sessions through other community and stakeholder networks. Grants opportunities were also promoted at City of Sydney stalls during Yabun and NAIDOC events.

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 November 2024	Executive Manager Strategic Planning and Urban Design	Discussions with housing experts, agencies, housing organisations and community members are ongoing.
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	Complete – The draft design guide for Waterloo estate (south) includes provisions to encourage the delivery of culturally appropriate housing for Aboriginal and Torres Strait Islander 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. The planning controls were approved and came into effect on 28 February 2023. In August 2023 the Minister for Housing announced that at least 15% of all new social and affordable homes would be dedicated for Aboriginal and Torres Strait Islander people.
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	Complete/ ongoing – 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 became the planning authority and planning controls were placed on public exhibition from 3 March to 29 April 2022. The planning controls proposed by the City of Sydney have been retained in the design guide that the department publicly

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			exhibited. The planning controls were approved and came into effect on 28 February 2023. In August 2023, the Minister for Housing announced that at least 15% of all new social and affordable homes would be dedicated for Aboriginal and Torres Strait Islander people.

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 November 2024	Manager Economic Programs	Two economic projects were approved to Aboriginal and/or Torres Strait Islander organisations for a total value of \$90,500 in cash and value-in-kind. Both projects were funded through the innovation and ideas grant program in June 2022 and have been extended to support the best outcomes for the project. Trading Blak, an advocacy collective of Aboriginal owned businesses, is producing its Retail Ready program – a culturally safe, self-determined mentoring program in Redfern. It supports Aboriginal owned businesses to access mainstream retail, strengthen businesses and advocate for awareness. First Innovators, an Indigenous-led not-for-profit organisation, has completed the first draft of its Indigenous Business research project around current capacity building needs for Indigenous-led businesses. The final report was presented at the Redfern Community Centre in October 2023.
17.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	September 2021 November 2024	Manager Economic Programs	Our business support programs will recommence from March 2024 with programs including Reboot webinar series, business innovation program and the visiting entrepreneur program. Planning work has begun to engage with Aboriginal and Torres Strait Islander networks to promote these programs to continue increasing engagement among our program audiences, guest speakers and supply chains.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
<p>17.3 Feature or profile at least 10 Aboriginal and Torres Strait Islander businesses through City of Sydney marketing campaigns.</p>	<p>September 2021 November 2024</p>	<p>Manager Economic Programs</p>	<p>As part of a monthly content series partnership with <i>South Sydney Herald</i>, Jodie Welsh, founder and artistic director of Broлга Dance Academy was featured. The series is focused on Aboriginal and Torres Strait Islander peoples living and working on Gadigal land and is curated by Wiradjuri woman Aunty Norma Ingram. There were more than 30 unique views to the article on City of Sydney News in addition to <i>South Sydney Herald</i> readership.</p> <p>As part of our marketing initiatives to support local businesses, more than 22 Aboriginal and/or Torres Strait Islander-owned businesses were featured this year across our digital and social channels. This included media partnerships and business support programs such as Sydney Streets, Indigenous Business Month, and National Indigenous Art Fair including:</p> <ul style="list-style-type: none"> – 'The Tiny Humpy' – an Indigenous-led cafe in Redfern, was featured as a go-to destination in Redfern. – 'Dreamtime Southern X offering 'The Rocks Aboriginal Dreaming Tour' was featured as a fantastic cultural experience for Sydneysiders. – 'Hutch Collective' – was featured in one of the business seminars as a local business case study. – Café Dreaming – mentioned as part of the lineup of events for Sydney Streets. – Indigenous business 'Tribal Warrior' was also featured in a Twitter post for the New Year's Eve smoking ceremony that resulted in more than 63,664 impressions, 3,394 engagements and was the top performing tweet for 2022.

2023 Stretch RAP

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 November 2024	Manager Economic Programs	The City of Sydney supported the NSW Business Chamber Awards with a business sector support grant for \$32,500 at July Council. The timeline to meet the 2023 awards program was extremely tight, so this grant funding will be rolled over to the 2024 awards to allow for more time to recruit the business nominations across all business sectors. The success of this funding allocation to this awards program should be reviewed in late 2024.

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	Complete – The City of Sydney continues to implement the Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander employees. Since the strategy was released in June, significant progress has been achieved including an increase in Aboriginal and Torres Strait Islander employment.
18.2 Increase Aboriginal and Torres Strait Islander employment from currently 2.4% to 3% of the total. (This is an increase from 46 to 57). A further target increase is to 3.4% by end 2025.	November 2023 November 2024	Director People, Performance and Technology	There are 52 employees who identify as Aboriginal and/or Torres Strait Islander, representing 2.9% of all employees. We released our Aboriginal and Torres Strait Islander workforce strategy in June 2023, with dedicated effort to assist our Aboriginal and Torres Strait Islander employment goals.
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	As in previous years, Aboriginal and Torres Strait Islander employees will be encouraged to participate in the 2023/24 leadership program. Also, Aboriginal and Torres Strait Islander employees participated in the 2023 First Nations

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
	November 2024	Chief People and Culture	Leadership and Allyship conference. Further targeted opportunities will be offered in 2024.
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	Complete/ongoing – we held 2 Aboriginal and Torres Strait Islander staff network meetings in May and October 2023. Aboriginal and Torres Strait Islander staff have also scheduled optional monthly lunch events to maintain connections, relationships and improve wellbeing.
18.5 Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021 November 2024	Director People, Performance and Technology Chief People and Culture	Work is progressing on a mentoring program to meet the needs of staff including Aboriginal and Torres Strait Islander employees.
18.6 Implement Aboriginal and Torres Strait Islander employment pathways.	November 2021 November 2024	Director People, Performance and Technology Chief People and Culture	Our Aboriginal and Torres Strait Islander Workforce strategy identifies establishing Aboriginal and Torres Strait Islander employment pathway programs for job seekers, graduates, and school leavers as an action for delivery in 2025.

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 November 2024	Manager Recruitment and HR Systems	The City of Sydney is actively working to improve access and reduce barriers for Aboriginal and Torres Strait Islander candidates to participate in job vacancy recruitment. This has included dedicated recruitment open days, assistance with job application and previous employment capture, consideration of job inherent job requirements and assessing outcomes arising from criminal history checks.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p>Our next review of processes includes establishing culturally appropriate policies and procedures, mitigating criminal record discrimination and supporting the recruitment, retention and employment initiatives set out in the Aboriginal and Torres Strait Islander workforce strategy for delivery in 2024.</p>
<p>19.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p>	<p>November 2021</p>	<p>Manager Recruitment and HR Systems</p>	<p>Complete/ongoing – We have increased the number of identified positions available to Aboriginal and Torres Strait Islander people. To reach potential applicants, vacant positions along with Aboriginal and Torres Strait Islander identified or targeted positions are advertised in print and online media including National Indigenous Times and Koori Mail websites, Koori Mail newspapers and Aboriginal Employment Strategy social media. Roles are also released to Aboriginal and Torres Strait Islander employment agencies (Aboriginal Employment Strategy, Pipeline and Indigeco, for example) and promoted in community networks to attract Aboriginal and Torres Strait Islander applicants. We have also refreshed the design of advertisements to include the <i>Jagun</i> artwork, which acknowledges Country, (to attract Aboriginal and Torres Strait Islander candidates.</p>
<p>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.</p>	<p>November 2021</p>	<p>Manager Recruitment and HR Systems</p>	<p>Complete – This initiative is in practice and operating.</p>

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 November 2024	Chief Procurement Officer	Activity to define the approach and timing of the strategy development and drafting process, is being considered as part of the broader procurement and contract management improvement plan.
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	Complete/ongoing - The City of Sydney has memberships with Supply Nation and NSW Indigenous Chamber of Commerce (NSW ICC), which enable it to identify and engage suppliers for potential tenders and quotes. Tendering opportunities are promoted through the Supply Nation membership opportunity board. We also have access to the tools, and supplier database support 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	Complete/ongoing – New supplier details are provided to relevant employees who can access the search tools of Supply Nation and have access to a similar option via the NSW Indigenous Chamber of Commerce to identify Aboriginal and Torres Strait Islander suppliers for relevant categories.
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	Complete/ongoing – This is an ongoing focus and will build on actions already implemented. As part of the procurement and contract management improvement plan, we will review procurement practices and processes to identify and resolve potential barriers. We continue to advocate for change to the tendering provisions of legislation, including removing restrictions which impact our ability to engage more effectively and easily with Aboriginal and/or Torres Strait Islander suppliers.

2023 Stretch RAP

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	Complete/ongoing – The City spent with 69 Aboriginal and Torres Strait Islander suppliers in the 12-month period to 30 June 2023.
20.6 Spend a minimum of \$2,000,000 annually with Aboriginal and Torres Strait Islander businesses.	November 2023 November 2024	Chief Procurement Officer	The spend for the 12-month period to end June 2023 is \$1.42M which is a decrease on the same period last year. This is due to completion of numerous contracts during this time.
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 November 2024	Chief Procurement Officer Manager Learning and Development	The procurement team has received updated training from Supply Nation.

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	Complete – This did not progress due to Covid restrictions, and we are looking at alternative future options to engage with suppliers. However, the procurement team and other City of Sydney staff attended Connect 2023 held by Supply Nation.
21.2 Hold two workshops specifically for Indigenous businesses about how to tender for work at the City.	November 2021 November 2024	Chief Procurement Officer	Debrief discussions are offered to individual businesses who aren't successful in a procurement process, where guidance is offered on their responses. The procurement team also offers one-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. 	<p>November 2022 November 2024</p>	<p>Manager Social City</p>	<p>Programs and events at Redfern Community Centre continue to be targeted towards Aboriginal and Torres Strait Islander communities. Examples include Come and Eat Healthy Program targeting Aboriginal men, which teaches basic skills in choosing healthy ingredients for meal preparation and an opportunity to build connections with other participants. There were larger scale events for NAIDOC and R U OK day, the latter held with local community and support from Tribal Warrior. The Indigenous Science Experience Community Day took place with 400 attendances. The centre continues to host the First Nations Response Group emergency food relief program. There were 20 venue hire bookings (44%) for Aboriginal and Torres Strait Islander people or community groups. Eight programs and events across community centres included Aboriginal and Torres Strait Islander suppliers (8%) including facilitators and performers.</p>
<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.</p>	<p>December 2021</p>	<p>Manager Social City</p>	<p>Complete/ongoing – Two organisations, Innari and Aboriginal Corporation Homelessness and Rehabilitation Community Services, provided cultural training to homelessness outreach services funded by the City of Sydney. Workers from both organisations conducted 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>



City of Sydney staff work closely with specialist homeless services and agencies. (Photo by Abril Felman / City of Sydney)

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 City	<p>Complete/ ongoing – Throughout the year, 74 grant applications were received from Aboriginal and Torres Strait Islander identified applicants through a number of grant and sponsorship programs. These included the Aboriginal and Torres Strait Islander collaboration fund, business sector support grants, community services grants, creative grants, creative live/work spaces, quick response grants, street banner and festivals and events sponsorships, , and innovation and ideas grants. There were 43 new applications approved throughout 2022/23.</p> <p>In February 2023 an in-person information session for the Aboriginal and Torres Strait Islander community was held at Redfern Town Hall. This was timed with the opening of the Summer Round grants and 20 people participated in the session.</p>
23.2 Leverage networks to raise the profile of community and cultural events through the City's marketing and media channels.	<p>June 2021</p> <p>June 2022</p> <p>June 2023</p> <p>November 2024</p>	<p>Chief Marketing & Communications Officer</p> <p>Manager Corporate Communications</p>	<p>A variety of Aboriginal and Torres Strait Islander community and cultural events were shared with our networks and audiences by promotion to external media and our popular What's On website.</p> <p>Examples include grant recipients featured in our communications materials, promotion of major events in the calendar such as National Reconciliation Week and NAIDOC Week, and community education and support for a Yes vote in the Voice to Parliament referendum.</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	Complete – During the year grants and sponsorship information was presented to members of the NSW Indigenous Chamber of Commerce at its Redfern Headquarters, the program was promoted on Koori Radio, and ongoing Q&A sessions through other community and stakeholder networks. Grants opportunities were also promoted at City of Sydney stalls during Yabun and NAIDOC Week events. Grant opportunities are also promoted through Koori Radio live reads.
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 City Manager Culture and Creativity	<p>Complete/continue – A grant writing and fundraising training workshop for Aboriginal and Torres Strait Islander organisations and communities was presented online and at Redfern Community Centre in June 2023. The workshop was part of the Connect Sydney training and capacity building program. We engaged Burbangana Group, a 100% Aboriginal and Torres Strait Islander owned, for-purpose company to facilitate the workshop with 29 people representing 20 organisations participating, representing an increase from 6 participants in 2022.</p> <p>Through the Connect Sydney program, we also engaged Burbangana Group to produce a governance training workshop and board management training workshop for Aboriginal and Torres Strait organisations and communities. In May and June 2023, 22 people representing 17 organisations participated in these workshops.</p> <p>A morning tea and consultation workshop was held at Redfern Community Centre in September 2023 for Aboriginal and Torres Strait organisations and communities to provide input into our Connect Sydney training and capacity building program for the 2023/24 financial year – 11</p>

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			<p data-bbox="1290 229 2074 432">people attended. Feedback from the workshop, along with data from a community survey, informed the development of the 2023/24 Connect Sydney program. Workshops on grant writing, trauma informed care, media and marketing strategies, as well as leadership, are scheduled for the 2023/24 financial year.</p> <p data-bbox="1290 453 2074 691">The November/December 2023 Connect Sydney Aboriginal and Torres Strait Islander workshop series includes programs covering trauma informed care, media and marketing strategy, and leadership. The Connect Sydney general workshop series included trauma informed care, Aboriginal cultural awareness, and design and marketing for accessible and inclusive events.</p>

Governance



The 2023 National Reconciliation Week event for staff included guest panel members to discuss this year's theme 'Be A Voice For Generations'. (Photo by Abril Felman / City of Sydney)

We monitor and report through the RAP working group. This is governed by specific terms of reference and meets 4 times a year. It includes 25 senior managers from across the organisation, and 5 are Aboriginal and Torres Strait Islander employees.

Quarterly RAP reporting is sent to the working group 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.

We report annually to the Aboriginal and Torres Strait Islander Advisory Panel and Council.

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 November 2024	Chair, RAP Working Group	The RAP working group includes 5 Aboriginal and/or Torres Strait Islander staff from 3 different divisions. One of the staff co-chairs the working group.
25.2 Apply a Terms of Reference for the RWG.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group	Complete – The terms of reference are being applied to the implementation of the City of Sydney's Stretch RAP.
25.3 Meet at least four times per year to drive and monitor RAP implementation.	November 2021 November 2022 November 2023 November 2024	Chair, RAP Working Group	The RAP working group meets every quarter to discuss highlights, raise issues, reports on co-chair activities and other highlights from each quarter. RAP sub-working groups also meet as needed to specifically manage various Stretch RAP deliverables.
25.4 Establish RAP sub-group/s to support delivery of RAP actions and strategies.	November 2020	Chair, RAP Working Group	Complete/ongoing – Sub working groups are created as required. Currently the RAP events and cultural and creative programming sub working groups meet regularly to continue planning internal events and share relevant programming information across the organisation. The City Art, Indigenous Leadership and Creative City teams now meet monthly to review all relevant programs together.

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 November 2024	Chair, RAP Working Group	Stretch RAP deliverable owners are responsible for resourcing and budgeting for their own actions and this will be noted at Stretch RAP working group meetings. The Indigenous Leadership and Engagement team will budget for operational costs for implementing some RAP related

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			initiatives such as events and engagement activities for staff.
26.2 Embed key RAP actions in performance expectations of senior management and all staff.	November 2021 November 2022 November 2023 November 2024	Chair, RAP Working Group	All Stretch RAP deliverables are all reporting items in performance planning, allocated to the relevant senior staff member. RAP co-chairs continue to raise awareness about the RAP actions to teams and units throughout the organisation.
26.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	Chair, RAP Working Group	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 November 2024	Chief Operating Officer	The Chief Operating Officer is the executive sponsor of the RAP.
26.5 Include our RAP as a standing agenda item at senior management meetings.	November 2021 November 2022 November 2023 November 2024	Chief Executive Officer	A session on the Voice to Parliament and update on the Stretch RAP was provided to the senior managers meeting in May. In August a dedicated session on cultural safety, was presented by a guest speaker from Indigenous X.
26.6 Increase employee knowledge of reconciliation and the City's Reconciliation Action Plan through strategic internal communications.	September 2022 November 2024	Manager Corporate Communications	Internal communications promoting reconciliation was sent throughout the year. This included quarterly updates of RAP targets and actions, profiles of Aboriginal and Torres Strait Islander colleagues and promoting support services during The Voice to Parliament referendum.

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 November 2024	Chair, RAP Working Group	The RAP co-chairs completed the 2023 RAP impact measurement report.
27.2 Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020, 2021, 2022, 2023	Manager Indigenous Leadership and Engagement	Complete/ongoing – 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 November 2024	Chief People and Culture	The City of Sydney participated in the Reconciliation Australia Workplace barometer survey in August 2022 and was not due to complete the survey in 2023. In November the City of Sydney participated in the Workplace Reconciliation Barometer post-referendum pulse survey.
27.4 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2020 December 2021 December 2022 November 2024	Manager Indigenous Leadership and Engagement	The 2022 annual report for the Stretch RAP 2020-23 was reported to the Aboriginal and Torres Strait Islander Advisory Panel in December 2022 and reported to the public through Council in February 2023. The 2022 report was shared with the Inner Sydney Aboriginal Interagency in April 2023. The report is available on the City of Sydney website for the community to access.
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 November 2024	Manager Indigenous Leadership and Engagement	Complete/ongoing – Progress on adopting and implementing the Stretch RAP was reported to Council in August in the 2022/23 operational plan report. The next report due to Council is the 2023/24 December quarter report.

2023 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
27.6 Report annually to our Aboriginal and Torres Strait Islander advisory panel and the City's Aboriginal and Torres Strait Islander staff network.	November 2020 November 2021 November 2022 November 2024	Manager Indigenous Leadership and Engagement	The 2022 annual report for the Stretch RAP 2020-2023 was reported to the Aboriginal and Torres Strait Islander Advisory Panel in December 2022. The report was also provided to the Aboriginal and Torres Strait Islander employee network in early 2023.

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 November 2024	Chief Operating Officer	The City of Sydney is currently reviewing the Stretch RAP 2020-2023 and will then begin drafting the next RAP. Reconciliation Australia has agreed to extend the current Stretch RAP until November 2024. Regular reporting will continue for all deliverables listed as complete/ongoing or with a November 2024 end date.

Appendix

Figure 1. Three years of grants and sponsorship Stretch RAP reporting.

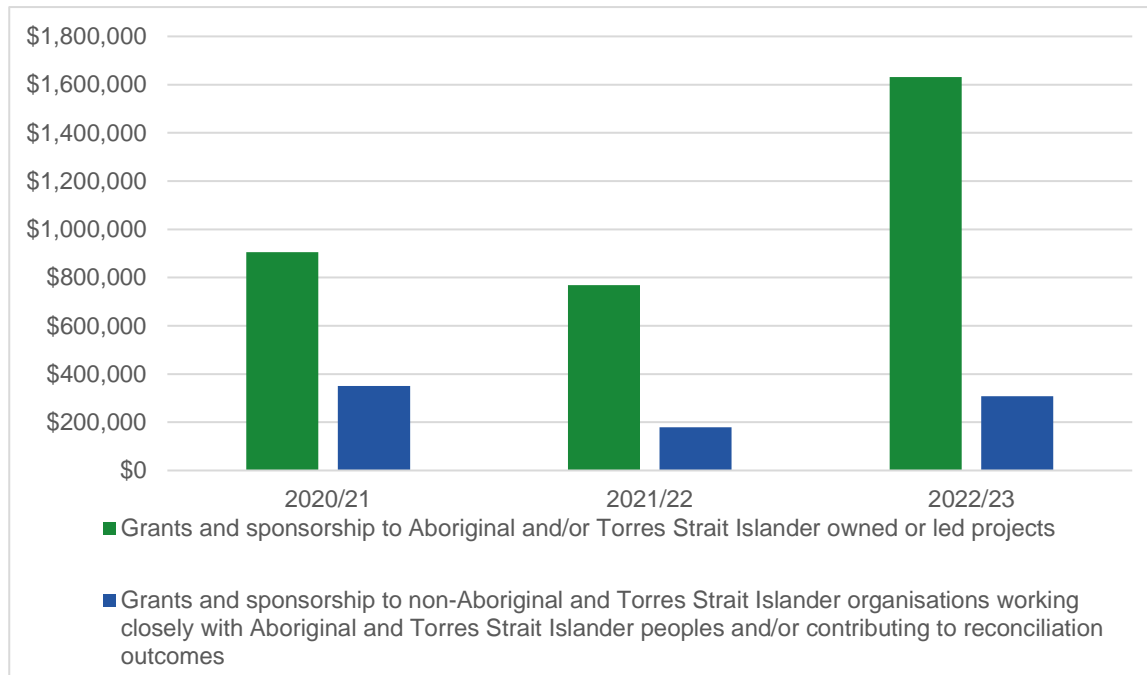


Figure 2. 2022/23 grants and sponsorship to Aboriginal and/or Torres Strait Islander owned or led projects.

Organisation	Project name	Total cash and value-in-kind for 2022/23
Aboriginal Corporation for Homeless and Rehabilitation Community Services	Supporting Aboriginal Rough Sleepers in Sydney CBD	\$106,100
Aboriginal Dance Theatre Redfern	Back on track after Covid: Aboriginal dance and cultural workshops	\$30,500
Aboriginal Housing Co Ltd	Community Day for Pemulwuy Project Completion and 50th Anniversary of Aboriginal Housing Co.	\$21,708
Blaq Aboriginal Corporation	BlaQ's LGBTQIA+SB Wellbeing Retreat	\$20,000
Burrundi Theatre For Performing Arts Ltd	Bundadaany (Artist) ID Project	\$25,997

2023 Stretch RAP

Organisation	Project name	Total cash and value-in-kind for 2022/23
Campbelltown Ghost Sports & Culture Aboriginal Corporation	NSW Annual Aboriginal Rugby League Koori Knockout Black Tie Ball	\$22,595
Coota Girls Aboriginal Corporation	Secrets of Dawn	\$49,109
Coota Girls Aboriginal Corporation	Sorry Day Stolen Generations Community Gathering	\$6,932
Deadly Connections Community and Justice Services Limited	Deadly Families Project	\$50,000
First Hand Solutions Aboriginal Corporation	National Indigenous Art Fair	\$11,586
First Nations Response	First Nations Response Gift Card Program	\$10,000
Gadigal Information Service Aboriginal Corporation	Local NAIDOC Ball for Inner City community	\$9,273
Gadigal Information Service Aboriginal Corporation	Sydney NAIDOC Ball 2023	\$50,000
Gadigal Information Service Aboriginal Corporation	Yabun Festival	\$149,000
Gamarada Indigenous Healing and Life Training Limited	Coloured Diggers ANZAC Day March	\$34,878
Glebe Youth Service Inc	Glebe NAIDOC 2021-2023	\$19,077
Indigenous Entrepreneur Network Ltd	Indigenous Digital Story Development	\$50,532
Indigenous Remote Communications Association Aboriginal and Torres Strait Islanders Corporation	First Sounds @ Yabun 2023	\$10,000
Innari Incorporated	Assertive Outreach and Case Coordination for Homeless Vulnerable and Complex Aboriginal Clients	\$106,100
J & R Corporation Pty Ltd	Community Maliyan (Eagle) Resilience Project	\$16,394

2023 Stretch RAP

Organisation	Project name	Total cash and value-in-kind for 2022/23
Jarin Street Pty Ltd	Trading Blak – Retail Ready program	\$40,000
Jodie Ann Choolburra	Brolga Dance Academy	\$25,000
Kinchela Boys Home Aboriginal Corporation	Healing Ourselves, Healing Each Other	\$50,000
Metropolitan Local Aboriginal Land Council	Metropolitan Local Aboriginal Land Council resource	\$50,000
Metropolitan Local Aboriginal Land Council	Day of Mourning	\$15,000
Moogahlin Performing Arts Incorporated	Yellamundie Development Festival	\$50,000
Mudgin-Gal Aboriginal Corporation	Mudgin-gal Women's Festival	\$31,068
Nelly's Healing Centre Aboriginal Corporation	Gullinyjas Project	\$46,000
Plateitforward Ltd as auspice for First Nations Response	Sydney's First Nations Response Pop-Ups	\$50,000
Redfern Youth Connect (Australia) Limited	Koori collaboration fund	\$50,000
Redfern Youth Connect (Australia) Limited	Redfern Youth Connect Drop-in Program for Local Youth	\$10,000
Redfern Youth Connect (Australia) Limited	Voice of Redfern Aboriginal Young People	\$10,000
Redfern Youth Connect (Australia) Limited as auspice for All Blacks Basketball Club	End of All Blacks Basketball season celebration	\$10,000
Shayne Robert Beckham	Uncle Terry Denzil Oral History Project	\$1,750
Spirit Sistas	Black Table Talk	\$26,767
Surrender Australia as auspice for Scarred Tree Indigenous Ministries	Voice & The Church	\$10,000

2023 Stretch RAP

Organisation	Project name	Total cash and value-in-kind for 2022/23
Sydney University Settlement as auspice for Eora NAIDOC Community Group	Eora Inner City NAIDOC Event	\$30,000
The Fact Tree Youth Service Inc as auspice for Waterloo Storm Community NRL team	Attendance and training for the 2024 Koori Knockout	\$50,000
Tranby Aboriginal Co-Operative Limited	outLOUD: First Nations LGBTQIA+ Stories and Writing	\$15,000
Tranby Aboriginal Co-Operative Limited	Seeds of Change: Tranby's conference on Aboriginal-controlled Education	\$22,000
Tranby Aboriginal Co-operative Limited	Launching NANGAMAY dream MANA gather DJURALI grow Sydney WorldPride	\$8,600
Tribal Warrior Aboriginal Corporation as auspice for First Nations Response	Food is a Right not a Privilege	\$55,440
Tribal Warrior Aboriginal Corporation as auspice for Matora Mob Committee	Matora Mob - Community & Culture	\$50,000
Tribal Warrior Aboriginal Corporation as auspice for Michelle Blakeney	Continuing Aunty Selena's Legacy with Matora Mob Committee	\$7,243
Tribal Warrior Aboriginal Corporation as auspice for Redfern All Blacks Rugby League Football Club	Redfern All Blacks representation at 50th Anniversary of Annual NSW Aboriginal Knockout Carnival	\$7,500
University of Technology Sydney as auspice for Joel Sherwood-Spring	Objects Testify	\$37,034
Weave Youth & Community Services Ltd as auspice for Waterloo Storm Community NRL team	Support the Waterloo Storm to join the 2023 Koori Knockout!	\$5,400
Wyanga Aboriginal Aged Care Program Inc	Wyanga Heritage Mural	\$35,000
Wyanga Aboriginal Aged Care Program Inc	NAIDOC Celebrations 2023 for our Elders within the City of Sydney to return to Country	\$32,360

Figure 3. 2022-23 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 2022/23
Arts Law Centre of Australia	Protecting and Respecting: Law and Indigenous Cultural and IP Workshops	\$20,000
Macquarie University	Indigenous Science Experience at Redfern	\$2,440
Macquarie University	National Indigenous Science Education Program	\$2,280
Monkey Baa Theatre for Young People Ltd	Detention	\$16,000
Reconciliation Australia	National Reconciliation Week banner pole hire 2023	\$6,760
Souths Cares PBI Ltd	Deadly Youth Mentoring Program	\$40,000
St George Community Housing Limited	Improving Access to Affordable Housing Opportunities	\$98,655
Sydney Community Forum Ltd	Redfern Waterloo Aboriginal Community Capacity Building- Housing Equity	\$50,000
The Red Room Company Ltd	Rise! Voices and Hands!	\$15,000
The Returned and Services League of Australia New South Wales Branch	Aboriginal and Torres Strait Islander Veterans Commemoration Service, Sydney	\$6,000
The Uniting Church In Australia Property Trust (NSW)	Aunty Rosyln "Rosie" Whittaker Memorial Service	\$10,000
The Uniting Church in Australia Property Trust (NSW)	Wayside Aboriginal Cultural Centre Art Program	\$40,000
Women's Reconciliation Network	Yarning Circles	\$1,128

Figure 4. City of Sydney News content published in 2023

Title	Date published	Link
We keep the ball in motion	October 2023	https://news.cityofsydney.nsw.gov.au/articles/we-keep-the-ball-in-motion
Support and nurture through culture and dance	September 2023	https://news.cityofsydney.nsw.gov.au/articles/support-and-nurture-through-culture-and-dance
I call myself a story catcher	August 2023	https://news.cityofsydney.nsw.gov.au/articles/i-call-myself-a-story-catcher
Wisdom of our Elders – the story of Elvis Fields	July 2023	https://news.cityofsydney.nsw.gov.au/articles/wisdom-of-our-elders-the-story-of-elvis-fields
Growing up on The Block	June 2023	https://news.cityofsydney.nsw.gov.au/articles/growing-up-on-the-block
In pictures: a vibrant new artwork to Acknowledge Country	June 2023	https://news.cityofsydney.nsw.gov.au/photos/in-pictures-a-vibrant-new-artwork-to-acknowledge-country
City of Sydney employees share what makes our Aboriginal and Torres Strait Islander workforce strategy important	June 2023	https://news.cityofsydney.nsw.gov.au/articles/City-of-Sydney-employees-share-what-makes-our-Aboriginal-and-Torres-Strait-Islander-strategy-important
8 ways to connect with First Nations cultures and communities	May 2023	https://news.cityofsydney.nsw.gov.au/photos/8-ways-to-connect-with-first-nations-cultures-and-communities
Coloured Diggers March: making Anzac Day a celebration for all	April 2023	https://news.cityofsydney.nsw.gov.au/articles/coloured-diggers-march

