

Attachment C

**Stretch Reconciliation Action Plan
Annual Report 2024**



Annual report
December 2024

2024 Stretch RAP

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

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Acknowledgement of Country

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.

Introduction

The City of Sydney (the City) Stretch reconciliation action plan (RAP) requires annual public reporting to the Council of the City of Sydney and the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel. This report highlights the progress of our Stretch RAP 2021–2024. It outlines a review of our commitments and the impact of the plan. This is the final annual report on the Stretch RAP 2020–2024.



bara by Judy Watson, is a monument to the Eora nation. Photo: Chris Southwood / City of Sydney

Our vision for reconciliation

Our vision for reconciliation is a Sydney that:

- values the living cultures of Aboriginal and Torres Strait Islander people
- embraces the truthful reflection of the history and experiences of First Nations people
- is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

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

Key targets

The City's Stretch RAP outlines a clear commitment to advancing reconciliation through strategic actions and measurable outcomes. This section highlights:

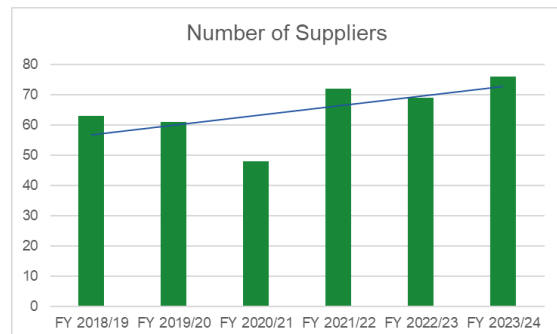
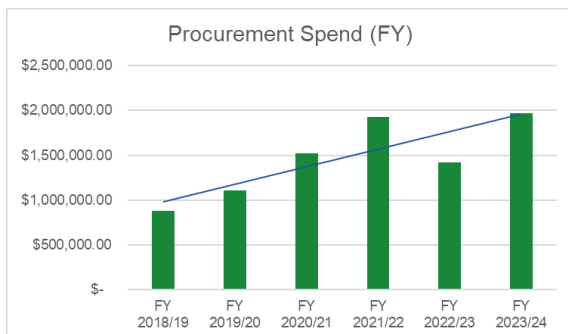
- areas important to Aboriginal and Torres Strait Islander communities
- the impact of our efforts to foster relationships, respect and opportunities with First Nations people.

Procurement

Our Stretch RAP focused on Aboriginal and Torres Strait Islander businesses, supporting economic empowerment and long-term sustainability. In 2023–24 we:

- spent \$1.96 million with Aboriginal and Torres Strait Islander businesses.
- engaged 76 Aboriginal and Torres Strait Islander suppliers.

This shows our commitment and continued investment in growing economic opportunities for Aboriginal and Torres Strait Islander businesses. We aim to contribute to long-term community growth and empowerment.



Grants

We allocated \$5 million in grants and sponsorships to Aboriginal and Torres Strait Islander led projects over the past 3 years, supporting:

- cultural programs
- social services
- community development.

In response to COVID-19 we issued community emergency quick response grants to 9 Aboriginal community-controlled organisations.

Grants covered:

- food support
- phone credit and data
- essential items
- cleaning products
- personal protective equipment

- low-cost laptops for home-schooling
- craft kits
- baby supplies.

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

We funded:

- First Nations Response – a self-determining, sustainable organisation supporting culturally appropriate and dignified food support to Aboriginal and Torres Strait Islander communities
- the Biyanga (Father) Project, which supports healing and empowerment with First Nations men in a culturally safe space
- the 2024 Coota Girls annual National Sorry Day, which commemorates Stolen Generations Survivors, their descendants, families and the broader public
- the STEM (Science, Technology, Engineering and Maths) skills program for local Aboriginal and Torres Strait Islander women, which develops tech expertise and drives awareness for technology and innovation in career pathways
- the Redfern All Blacks, Waterloo Storm and NXT GEN teams to participate in the 2024 NSW Aboriginal Rugby League Knockout
- the 2024 BlaQ Mardi Gras program of events to support LGBTIQA+SB community participation.

Workforce diversity and recruitment

We commit to building a diverse and inclusive workforce that reflects the community it serves, with a focus on increasing Aboriginal and Torres Strait Islander representation and career progression.

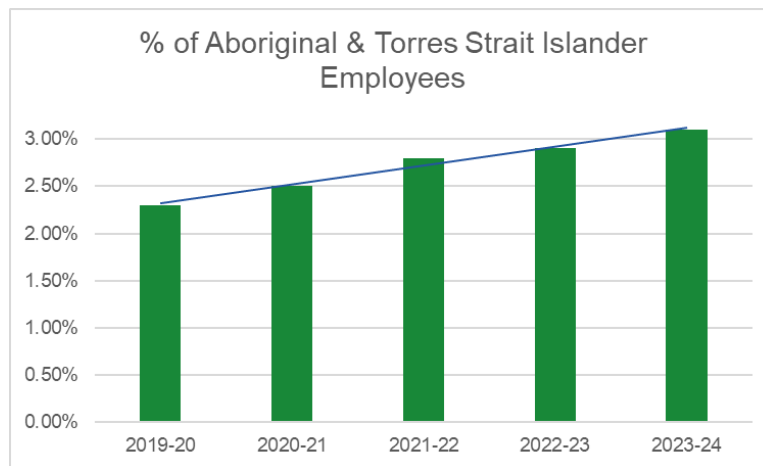
- In 2024, Aboriginal and Torres Strait Islander employees made up 3.1% of the total City of Sydney workforce.
- We launched our Aboriginal and Torres Strait Islander workforce strategy during National Reconciliation Week (NRW) in June 2023. This strategy focuses on creating a welcoming and inclusive workplace for Aboriginal and Torres Strait Islander employees. It also aims to increase employment opportunities within the organisation.
- A continued focus on recruitment and retention has led to the development of leadership programs catered to Aboriginal and Torres Strait Islander employees.

We are improving access and reducing barriers for Aboriginal and Torres Strait Islander candidates to participate in job vacancy recruitment. This has included:

- dedicated recruitment open days
- assistance with job applications and previous employment capture
- consideration of job requirements
- assessing outcomes arising from criminal history checks.

By focusing on recruitment, retention and leadership development, we create pathways for Aboriginal and Torres Strait Islander employees to thrive and progress within the organisation.

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Cultural learning and awareness

Cultural learning and professional development are essential to fostering an inclusive environment that respects and understands Aboriginal and Torres Strait Islander peoples and cultures. We have implemented several key initiatives to ensure employees are well-equipped to engage in reconciliation.

We developed the cultural awareness e-learning module. All employees are required to complete it as part of mandatory training. Since it began:

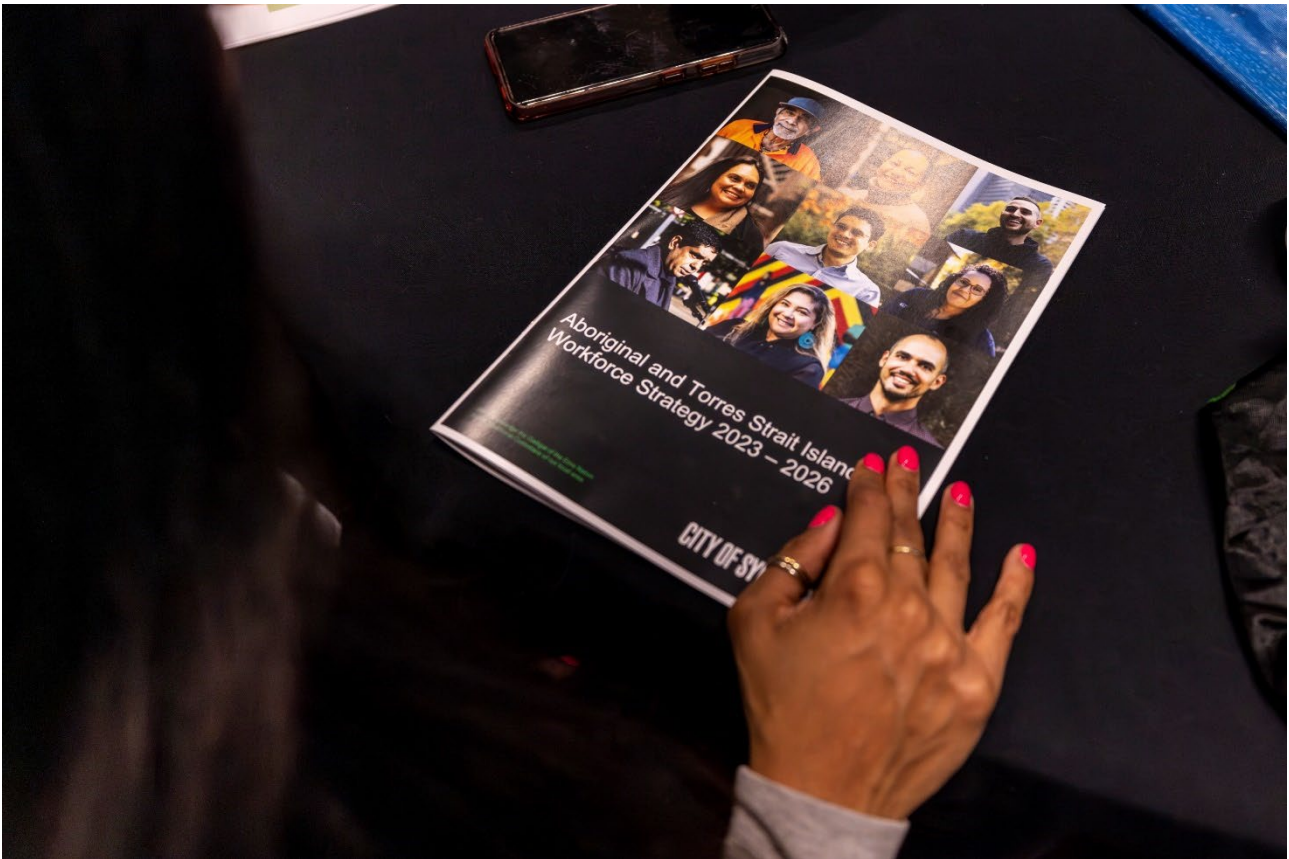
- 147 staff members have completed the module
- all employees will continue to complete this module in 2025.

In 2024, 60 senior managers participated in cultural safety training. This training enhances leadership understanding of:

- cultural issues
- how to foster an inclusive work environment.

These initiatives ensure our workforce is equipped with the cultural competency necessary to create a respectful and inclusive environment for all employees and community members.

We continue to have meaningful engagement with Aboriginal and Torres Strait Islander communities. We promote cultural awareness and participation through public events and community-focused initiatives.



Launch of the Aboriginal and Torres Strait Islander workforce strategy in 2023. Photo: Joseph Mayers

Highlights

From 2021 to 2024, the City has made significant strides in advancing reconciliation and fostering Aboriginal and Torres Strait Islander inclusion through our Stretch RAP. We focused on building meaningful relationships, promoting respect for First Nations people and cultures, creating economic and social opportunities, and ensuring strong governance to drive these efforts.

Relationships

Building and maintaining strong relationships with Aboriginal and Torres Strait Islander communities is at the core of our Stretch RAP, ensuring ongoing collaboration, trust and respect.



The opening of 119 Redfern Street in 2024. Photo: Joseph Mayers

Highlights

The City works consistently to deepen our relationships with Aboriginal and Torres Strait Islander communities. We foster collaboration, visibility, and engagement through our programs and initiatives.

- Since 2008 the City has convened the Aboriginal and Torres Strait Islander Advisory Panel. The panel meets at least 6 times per year and guides our projects, programs and policies.
- Each year we met with Metropolitan Local Aboriginal Land Council. Since August 2020 the Chairperson of Metropolitan Local Aboriginal Land Council has sat on the advisory panel.
- In 2023 we launched care and cultural leave, expanded our workplace flexibility program, introduced purchased leave and surveyed approximately 1,000 employees on workplace inclusion.
- 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 Torres Strait Islander musician each month.
- In 2024 we opened 119 Redfern Street as the local Aboriginal knowledge and culture centre marking a significant milestone in strengthening relationships with the Aboriginal community. The centre serves as a vibrant hub for the local Aboriginal community, providing a platform for local artists and cultural programs such as workshops, exhibitions and yarning circles. It has become a key venue for community celebrations, advancing the City's reconciliation goals.

Respect

Respect for Aboriginal and Torres Strait Islander cultures, history and traditions is integral to the City's efforts, ensuring the community's heritage is acknowledged and celebrated.



Dennis Golding in front of his work, *Colouring Memory*, part of our creative hoardings program.
Photo: Phoebe Pratt / City of Sydney

Highlights:

We demonstrate respect for Aboriginal and Torres Strait Islander cultures continually through significant artworks, cultural events, and active community engagement. Through our activities we honour and celebrate Aboriginal and Torres Strait Islander contributions.

- In 2021 the Harbour Walk was renamed Yananurala, meaning 'go, walk on Country'. This is a walk that stretches 9km along the harbour foreshore incorporating Aboriginal stories and culture.
- The City has installed interpretive markers at 10 key moments along Yananurala as placeholders for future projects based on stories at these locations. The markers include the icon for the walk and a bara (shell hook). The stories are also in the Culture Walks app.
- During NRW 2021 we hosted a Wikipedia edit-a-thon focused on improving articles related to Aboriginal and Torres Strait Islander communities.
- Our site works program provides opportunities for artists to showcase their work on a large scale in very visible locations. In recent years it featured artworks by First Nations artists Lucy Simpson, Kent Morris, Dennis Golding and Suzy Evans.
- We introduced an Acknowledgement of Country on all email signatures and websites, including the City of Sydney News, What's On and City of Sydney Library.
- The installation and official launch of *bara*, the monument for the Eora by artist Judy Watson in 2022, was significant. It honours the heritage of the Gadigal people and shows our ongoing commitment to acknowledging and celebrating Aboriginal and Torres Strait Islander cultures through the Eora journey recognition in the public domain projects.
- Since 2021, we added a major new element to Sydney New Year's Eve (NYE). A First Nations creative consultant curates *Calling Country* which includes performers, a soundtrack and animations, and has featured Elders projected onto the pylons of Sydney Harbour Bridge to present the Welcome to Country.
- In 2023 we hosted events in support of the Voice to Parliament, including City Talks and free Walking Together workshops presented by Gomeroi woman, Nicole Laupepa and education expert, Jacqui Parker.
- In 2024, we started consultation for the Redfern Terrace project, curated by Hetti Perkins. The project will see the corner terrace on Hugo and Caroline Streets in Redfern transformed into a living museum, holding local stories and histories.
- We engaged Gadigal Information Services Aboriginal Corporation to produce the 2024 NAIDOC in the City event which involved a day and night event inside Sydney Town Hall with markets and a concert.
- We engaged First Nations businesses to deliver ecology workshops and events at City Farm. During the events, 145 community members took part in 8 cultural Bush Food Discovery tours led by contract Aboriginal educators in Sydney Park and Sydney City Farm.
- Aboriginal and Torres Strait Islander communities shared their history, heritage and culture through 8 library programs:
 - Aboriginal and Torres Strait Islander LGBTIQ+ poetry readings at Darling Square Library.
 - An Elders clay program at Redfern Community Centre.
 - An Aboriginal astronomy night and stargazing event at Green Square Library.
 - Reconciliation week choir events at Ultimo Community Centre and Green Square Library.

Opportunities

The City is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples. We focus on economic growth, employment, and the support of First Nations businesses and communities.



NAIDOC in the City 2024. Photo: Joseph Mayers

Highlights:

The City continues to create meaningful opportunities for Aboriginal and Torres Strait Islander communities. We have increased engagement with First Nations businesses, performed targeted recruitment, and expanded cultural and community programs.

- In 2021 to celebrate Indigenous Business Month in October, we profiled First Nations businesses as part of a monthly business content series.
- We supported Aboriginal and Torres Strait Islander communities in various ways during the pandemic. Pop-up vaccination weekends for Aboriginal and Torres Strait Islander people were held at Northcott Community Centre. We set up a post-vaccination recovery space at Ward Park Surry Hills.
- In 2022 we continued to grow Aboriginal and Torres Strait Islander programs at the Redfern Community Centre. There were larger-scale events for NAIDOC and R U OK day. R U OK Day was held with local community and support from Tribal Warrior. The Indigenous Science Experience Community Day took place with 400 people attending. The centre continues to host the First Nations Response Group emergency food relief program.
- The draft design guide for Waterloo estate (south) includes ways to encourage the delivery of culturally appropriate housing for Aboriginal and Torres Strait Islander people with the estate's redevelopment. In our submission, we supported the department in retaining the requirements in the design guide. 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.
- Throughout each year, we present grants and sponsorship information to the community, including the NSW Indigenous Chamber of Commerce (ICC) at its Redfern Headquarters. We promote the program on Koori Radio and have ongoing question and answer sessions through other community and stakeholder networks. Koori Radio live reads also promote grant opportunities.

Governance

Strong governance ensures the effective implementation and accountability of the RAP. It promotes transparency and ongoing progress in achieving reconciliation outcomes.

Governance structures are essential in ensuring the RAP's success. We facilitate regular updates and continuous involvement of Aboriginal and Torres Strait Islander employees in decision-making.

- The RAP Working Group is governed by specific terms of reference and meets 4 times a year. It includes 25 senior managers from across our organisation. Of these members, 5 are Aboriginal or Torres Strait Islander employees.
- Quarterly RAP reports are given to the RAP Working Group through our standard reporting process.
- Quarterly meetings are open to all employees and provide updates on relevant projects.
- All employees get quarterly updates through intranet articles.
- We have set up several RAP sub-working groups for a collaborative approach to the RAP deliverables.
- We provide annual reports to the Aboriginal and Torres Strait Islander Advisory Panel and Council.
- We extended the Stretch RAP until November 2024, with a continued commitment to reporting and governance.



Corroboree Ground featuring Harbour Beizam at Yabun 2023. Photo: Joseph Mayers

Relationships

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

Stretch RAP item	Timeline	Responsibility	Status
1.1 Review and strengthen the Principles of Cooperation with Metropolitan Local Aboriginal Land Council to improve their implementation and awareness across the organisation.	November 2021	Manager Indigenous Leadership and Engagement	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 carried forward to the next Stretch RAP.
1.2 Meet with the Metropolitan Local Aboriginal Land Council 4 times per year to discuss the implementation of the Principles of Cooperation.	November 2021 November 2022 November 2023 November 2024	Chief Executive Officer	Complete/ongoing – Our CEO met formally with the CEO of the Metropolitan Local Aboriginal Land Council 6 times during the reporting period. 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 6 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: <ul style="list-style-type: none"> accessibility of meetings, through location and technology 	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

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Stretch RAP item	Timeline	Responsibility	Status
<ul style="list-style-type: none"> identifying the panel's items of interest that include community feedback and priorities participation in working groups supporting City staff to present effectively at panel meetings demonstrated influence on a range of projects. 			<p>in collaboration with co-chairs, and co-chairs are supported to develop capacity to enhance meetings.</p> <p>The Aboriginal and Torres Strait Islander Advisory Panel provides the following support:</p> <ul style="list-style-type: none"> Advising on the needs of Aboriginal and Torres Strait Islander communities within the City. Guiding the development of long-term strategic plans like Sustainable Sydney 2030–2050 and the RAP. Promoting cultural understanding and appreciation of Aboriginal and Torres Strait Islander cultures. Offering guidance on events celebrating Aboriginal and Torres Strait Islander histories and cultures. Influencing policies on economic development, First Nations employment, and supporting Aboriginal businesses. Supporting reconciliation initiatives and fostering stronger community relationships. Reviewing and recommending updates to the City's Aboriginal and Torres Strait Islander cultural protocols.
1.5 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2021 September 2022 September 2023	Manager Indigenous Leadership and Engagement	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.
1.6 Establish and maintain 5 formal 2-way partnerships with Aboriginal and	November 2022 November 2024	Manager Indigenous Leadership and Engagement	We maintained our formal partnership: the Principles of Cooperation with the Metropolitan Local Aboriginal Land Council. We have many informal partnerships and will

Stretch RAP item	Timeline	Responsibility	Status
Torres Strait Islander communities or organisations.			<p>further explore opportunities to establish formal relationships.</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	The community engagement strategy 2025 includes an updated Acknowledgement of Country and chapters that address how we work with Aboriginal and Torres Strait Islander stakeholders in line with our engagement principles. The City's engagement reporting captures consultations that target Aboriginal and Torres Strait Islander communities. Recent examples include consultation on our updated Stretch RAP and Redfern neighbourhood vision and plan including the design of Hugo St Reserve, Yellowmunde Park and Redfern Community Centre Park.
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 community engagement strategy includes chapters that address how we engage with children and young people and Aboriginal and Torres Strait Islander stakeholders. Our reporting captures projects with targeted consultations with Aboriginal and Torres Strait Islander communities and with children and young people.
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 – The community strategic plan is being reviewed and updated in 2025. The updates are being informed by Aboriginal and Torres Strait Islander community feedback on key consultations from 2022 to 2024. Key consultations include the resilience strategy, the

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Stretch RAP item	Timeline	Responsibility	Status
			cultural strategy, the economic development strategy, and the Redfern neighbourhood vision. In addition, the Aboriginal and Torres Strait Islander Advisory Panel is engaged to share their priorities and areas of focus over this period.
2.4 Develop, maintain and promote an internal database of Aboriginal and Torres Strait Islander networks and organisations for procurement, engagement, consultation and expressions of interest opportunities.	September 2022 November 2024	Manager Indigenous Leadership and Engagement	We update and maintain databases across various areas of work to ensure we reach local Aboriginal and Torres Strait Islander networks.

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 (LGAN) conference.	October 2021 October 2022 October 2023 November 2024	Manager Indigenous Leadership and Engagement	City of Sydney representatives attend the online LGAN meetings.
3.2 Host the NSW LGAN conference.	October 2023 November 2024	Manager Indigenous Leadership and Engagement	City of Sydney representatives attend the online LGAN meetings.

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	September 2021 September 2022 September 2023 September 2024	Chair, RAP Working Group	RAP co-chairs provided an update at the July senior managers meeting.

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Stretch RAP item	Timeline	Responsibility	Status
meetings and at toolbox talks in City depots.			
4.2 Host 2 internal RAP events each year. These will focus on the 4 pillars of the RAP: relationships, respect, opportunities and governance. These will be a variety of types such as guest speakers, film screenings and panel discussions, and located at different staff sites.	June 2021 June 2022 June 2023 June 2024	Chair, RAP Working Group	Complete – In 2024, a group from the Aboriginal and Torres Strait Islander employee network coordinated 3 internal NAIDOC Week events including 2 screenings of the film <i>The Redfern Story</i> and a barbeque (BBQ) for staff at the depot.
4.3 Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing & Communications Officer	<p>We have communicated our 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"> our campaign for NRW, which aimed to raise awareness of the theme – now more than ever – and drive attendance to NRW events happening in our area creating an NRW program page with event listings on What's On, articles on City of Sydney News, internal communications content, social media posts and the use of our QMS communications pylons.
4.4 Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022 November 2024	Chief Procurement Officer	Complete – An intellectual property protection clause for Aboriginal and Torres Strait Islander suppliers is available for use in contracts as required. Further development of relevant contract clauses will be undertaken where required as contract 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	Complete – Applicants must now answer in the performance criteria section of all grants and sponsorship contracts a set standard performance measures about Aboriginal and Torres Strait Islander community-controlled organisations and people.

Stretch RAP item	Timeline	Responsibility	Status
			<p>Since the 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>Complete – We are committed to representing Aboriginal and Torres Strait Islander people authentically and telling their stories, in their voices, across the City’s channels. Highlights over the past 12 months:</p> <ul style="list-style-type: none"> • Our communications campaign for the opening of 119 Redfern Street prominently featured Aboriginal and Torres Strait Islander voices, including in the media release and subsequent media interviews. Koori Radio broadcast live from the opening event, interviewing attendees throughout the day. Speakers, programming and photography at the event centred on the local Aboriginal community. • We promoted the 20th birthday of Redfern Community Centre, showcasing the important role of the centre and local community members in Sydney’s recent Aboriginal history. • The 9pm <i>Calling Country</i> fireworks display was part of the Sydney NYE celebration. The Aboriginal and Torres Strait Islander creatives involved in bringing this display to life, including musician Nooky and social enterprise We Are

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Stretch RAP item	Timeline	Responsibility	Status
			Warriors, featured across content published on City of Sydney channels and was promoted to the media. Nooky (and his young daughters) also appeared at the NYE media launch and in a variety of other media opportunities, ensuring Aboriginal voices were a central part of the story about this event.
4.7 Use the City's outdoor media network a minimum of 2 times throughout the year to Acknowledge Country and feature an Aboriginal and/or Torres Strait Islander artwork.	September 2021 September 2022 September 2023 November 2024	Chief Marketing & Communications Officer	<p>Complete – <i>Jagun</i> by Kim Healy first featured on community screens on the QMS network during NRW in May 2023. It was featured on 131 screens and appeared more than 1 million times during the week.</p> <p>Since then, the Acknowledgement of Country artwork remains a prominent feature on the screens as part of our permanent evergreen content collection.</p>
4.8 Collaborate with 10 RAP and other likeminded organisations to implement ways to advance reconciliation.	November 2023 November 2024	Chief Operating Officer	Collaboration and information sharing with organisations is continuing.
4.9 Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.	September 2023	Manager Indigenous Leadership and Engagement	<p>Complete – 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>

5. Build relationships through celebrating NRW.

Stretch RAP item	Timeline	Responsibility	Status
5.1 Organise 2 internal NRW events, including at least one organisation-wide NRW event, each year.	May 2021 May 2022 May 2023 May 2024	Chair, RAP Working Group	In 2024, a hybrid event was held at Town Hall House with a live audience of 100 employees and more than 300 watching online. 2 guest speakers from University of Technology Sydney Jumbunna spoke about First Nations data sovereignty. The event also focused on the NRW theme – now more than ever – and featured a short video of staff sharing their views on the theme following the 2023 referendum result.
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 – In 2024, the City of Sydney has continued its strong partnerships with several Aboriginal community organisations to promote cultural awareness, reconciliation, and support for First Nations people within the scope of NRW and beyond. Some key examples:</p> <ul style="list-style-type: none"> • WugulOra Morning Ceremony: This ceremony, held as part of Sydney's Annual NAIDOC Week celebrations, is a prime example of the City's collaboration with Aboriginal groups. It is a public celebration of Aboriginal cultural heritage featuring traditional ceremonies, performances, and cultural activities. • Redfern and Waterloo Aboriginal communities: The City has worked closely with local Aboriginal groups in Redfern and Waterloo to support health, education, and employment initiatives that help improve social and economic outcomes for Aboriginal people in these areas. • The Aboriginal and Torres Strait Islander Advisory Panel, Gadigal Information Services and the La Perouse Local Aboriginal Land Council. <p>For 2025, we are planning a large-scale NRW event that will see extensive collaboration with numerous community</p>

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Stretch RAP item	Timeline	Responsibility	Status
			organisations within the Redfern area and the broader Sydney Local Government Area. This event will be a key highlight for NRW, building on past successes and deepening our engagement with Aboriginal communities.
5.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications	Our NRW event was promoted internally through our news articles, posters, event support and emails. Internal communications supported truth-telling with an article about the history of the Cootamundra Domestic Training Home for Aboriginal Girls. This was promoted both internally and externally on City of Sydney News.
5.4 RAP Working Group members participate in 2 external NRW events each year.	May 2021 May 2022 May 2023 May 2024	Chair, RAP Working Group	The RAP Working Group was provided with a list of external events to attend in the weeks leading up to the event – 6 RAP Working Group members recorded attending 2 external events in 2024.
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 NRW 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	We used What's On to showcase community events, along with City of Sydney NRW events. We hosted 2 NRW events: a talk with Auntie Brenda Matthews at Redfern Community Centre and a Barayagal Choir performance at Ultimo Community Centre. All City of Sydney events during NRW were registered on Reconciliation Australia's website.
5.7 Collaborate with Reconciliation Australia to fly NRW street banners.	May 2021 May 2022 May 2023 May 2024	Executive Manager Creative City	Reconciliation Australia did not run a banner campaign in 2024. We will continue discussions about a 2025 campaign and will find sustainable solutions to continue promoting NRW through street banners while managing budget limitations.

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

Stretch RAP item	Timeline	Responsibility	Status
6.1 Continuously improve human resources (HR) policies and procedures concerned with antidiscrimination.	November 2021 November 2022 November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	Complete – We launched several new HR programs and procedures including care and cultural leave, expanding our workplace flexibility program, and introducing the purchase leave scheme. We 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 antidiscrimination 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's anti-racism framework. 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 antidiscrimination 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 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	Executives and senior managers have undertaken training in cultural safety. While this training has a focus on Aboriginal and Torres Strait Islander people, the principles of cultural safety apply globally. This training has a strong

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Stretch RAP item	Timeline	Responsibility	Status
			focus on anti-racism. The City is also developing an anti-racism framework that will provide direction for anti-racism training across the organisation.
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 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 – <i>The Redfern Story</i> was screened twice in 2024 at different work locations.

Respect

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

Stretch RAP item	Timeline	Responsibility	Status
7.1 Install and launch <i>bara</i> , 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	<p>Stage 2 of the Redfern Terrace project, originally curated by Hetti Perkins, and now Emily McDaniel as part of the Eora journey: recognition in the public domain program is linked to the Redfern neighbourhood parks project.</p> <p>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 parks project was completed in 2023.</p> <p>Following an open expression of interest (EOI) in 2024, 5 artist teams have been shortlisted to further refine their ideas for the terrace as part of a select tender process.</p>
7.3 Develop a Redfern Community Centre precinct plan that respectfully incorporates Aboriginal cultural	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, and Hugo Street Reserve, as well as street improvements. Community

Stretch RAP item	Timeline	Responsibility	Status
knowledge in the Redfern Community Centre precinct.			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 the City's procurement target and economic development strategy.	November 2023 November 2024	City Design Director	<p>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 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 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 and a bara (shell hook), and the stories have also been included in the Culture Walks app to encourage people to walk Country.</p> <p>Lucy Simpson 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>Procurement for all Yananurala projects supports Aboriginal artists and businesses.</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 future use of the local Aboriginal knowledge and culture centre.	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 findings. This will guide the City'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	119 Redfern Street was officially opened on Saturday 11 May 2024. Staff are working with the Aboriginal and Torres Strait Islander community to develop and deliver programs from the space that meet community need.
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 2024, our contractor Gadigal Information Services Aboriginal Corporation produced the 2024 NAIDOC in the City event. City staff presented the event concept for feedback to the Aboriginal and Torres Strait Islander Advisory Panel in May.
9.2 Provide opportunities for community participation in a significant event	September 2023 November 2024	Executive Manager Creative City	Gadigal Information Services presented a day and night event in Sydney Town Hall on 10 July 2024. The event

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
celebrating Aboriginal and Torres Strait Islander cultures.			included markets and performers during the day, while the concert that evening featured Barkaa, Loren Ryan, Jarrod Hickling, JK47, Isaac Compton, Western Sound band and Riah.
9.3 Ensure all City major events and festivals include a diverse range of Indigenous procurement in the supply chain. Major events and festivals to ensure Indigenous business and media networks receive procurement opportunities including quotes and expressions of interest.	September 2023 November 2024	Executive Manager Creative City	<p>The City 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 produced the 2024 event with First Nations 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 produce elements of Sydney NYE 2024 to increase the recognition and acknowledgement of Aboriginal and Torres Strait Islander cultures.</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.	December 2021	Executive Manager Creative City	<p>Compete/ongoing – Employees continue to work to increase the acknowledgement of Aboriginal and Torres Strait Islander cultures through the City's program of major events and festivals.</p> <p>Aboriginal and Torres Strait Islander social enterprise We Are Warriors were engaged to deliver the 9pm <i>Calling Country</i> fireworks display with the City for the 2023 and 2024 NYE events, with an option to extend for the 2025 event. We Are Warriors also produced a video of the Welcome to Country featuring an Elder from the Metropolitan Local Aboriginal Land Council, which was played as part of the ABC</p>

Stretch RAP item	Timeline	Responsibility	Status
			<p>broadcast and was projected on the Sydney Harbour Bridge pylons at the start of the NYE event.</p> <p>The City has engaged Metropolitan Local Aboriginal Land Council to present a Welcome to Country at official openings of all events, including Sydney Christmas, Sydney Lunar Festival and capital works project launches.</p> <p>The City is working to increase the recognition of Aboriginal and Torres Strait Islander cultures within the Sydney Lunar Festival and Sydney Christmas programs.</p>
9.5 Build capacity by engaging 3 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 will continue to look to engage Aboriginal and Torres Strait Islander interns for its 2024–2025 event season. These paid roles will work with the production team and programming teams, which includes support for the Sydney NYE <i>Calling Country</i> component. The roles are intending to start late November 2024 through to early January 2025 and will be promoted through the City's usual channels, internally, and through targeted channels.

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	<p>Complete/ongoing – The Naming Policy was updated in 2023 in consultation with Metropolitan Local Aboriginal Land Council and the City's Aboriginal and Torres Strait Islander Advisory Panel. The policy explains when and how local Aboriginal language can be used in place naming. Aboriginal naming projects in 2024–25 include Ngamuru Avenue, Wiriyagan Place, Daranggara Park and Ngana Gili Plaza. Future naming opportunities include new developments at Danks Street South and 55 Pitt Street.</p>

Stretch RAP item	Timeline	Responsibility	Status
			Interpretive signage explaining the word's meaning and a pronunciation guide will be provided.
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	Park signage audits are now complete, and a program has been developed to upgrade park signage. The upgrades will include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language). So far, 443 have been upgraded to include the acknowledgment with a further 155 to be completed when the park signage requires upgrading.
10.3 Include a minimum of 2 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 July 2024	Manager City Greening and Leisure	Delivery of workshops and events led by Aboriginal owned businesses as part of the City's community greening programs (urban ecology and City Farm) is ongoing. Target has been exceeded for the year with 145 community members taking part in 8 cultural Bush Food Discovery tours led by contract Aboriginal educators in Sydney Park and Sydney City Farm.

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

Stretch RAP item	Timeline	Responsibility	Status
11.1 Continue to undertake historic research and promote histories on the Sydney Barani website.	June 2021	Manager Culture and Creativity	The Barani website continues to be promoted in relevant media releases, in City News articles and on hoardings. There were 177,371 page views of the Barani website across the year and 18 news stories were published on the Barani website featuring exhibitions and talks at the Museum of Sydney, Powerhouse and State Library of NSW. The History Team continues to update the biographies of the website's First Nations authors.

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
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	Complete - The review of the Barani website, and the associated Barani Barrabugu booklet, to consider achievements, strengths, gaps and opportunities, is complete. There are 12 recommendations for the website's future directions, including content, design, and associated collateral such as the Barani Barrabugu booklet. Next steps will include transferring the site to a new platform and presenting recommendations to the Aboriginal and Torres Strait Islander Advisory Panel.
11.3 Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.	June 2021	Manager Culture and Creativity	Complete – An update to the Sydney Culture Walks app has enabled thematic guides in addition to self-guided walks. The City implemented 64 points of interest from the Barani Barrabugu booklet as a new guide to supplement the 2 self-guided walks: Barani Warrane and Barani Redfern. This new guide was published in time for NRW and is the feature walk within the app.
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	A range of programs and events were held across community centres, venues for hire and other spaces. Examples include Paint the Town Read and early literacy community development program led by Aboriginal Elders and services developed in partnership with 119 Redfern Street. A series of talks held at the 180 George Street community space. Talks were provided by an Aboriginal Elder who discussed astronomy, Country, culture and protocols. The Glebe NAIDOC Week event at Glebe Public School was also supported. Redfern Community Centre held a NAIDOC Week event and supported a number of community led events in the centre.

2024 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	<p>Libraries continue building relationships through our outreach program including:</p> <ul style="list-style-type: none"> • pop-up at NAIDOC in the City and Glebe Public School NAIDOC Week events • 6 themed storytime sessions using <i>Finding Our Heart</i> • Redfern Community Centre open days and 20th anniversary • Glebe and Woolloomooloo community BBQs • Summer on the Green at Waterloo • Sydney Streets at Redfern • delivery of curated collection to Redfern after school care and Plunkett Street School Woolloomooloo (fortnightly) • regular digital literacy drop-in sessions at Redfern Community Centre • library visits by Redfern occasional care to Waterloo branch. <p>Libraries and Learning is working with an Aboriginal consultant to review the current Koori collection and ensure it is relevant and engaging with our community.</p>
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 and Communications Officer	<p>Our communications approach captures and prioritises projects, programs, events and opportunities involving and supporting meaningful representation of Aboriginal and Torres Strait Islander people. Our audience insight's 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>Internally, we continue to promote Aboriginal and Torres Strait Islander colleagues in their work and passions.</p>

Stretch RAP item	Timeline	Responsibility	Status
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>We developed and delivered 8 programs with Aboriginal and Torres Strait Islander communities that shared their history, heritage and culture.</p> <p>Highlights included:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander LGBTIQA+ poetry readings at Darling Square Library • an Elders clay program at Redfern Community Centre • an Aboriginal astronomy night and stargazing event at Green Square Library • NRW choir events at Ultimo Community Centre and Green Square Library • review of the Town Hall tour script to better acknowledge aspects of truth-telling and reflect an Aboriginal perspective on the history of Sydney Town Hall.

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.

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
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	This program of work is a priority of the First Nations leadership team. This project will further develop in 2025 before seeking endorsement and implementation.
12.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"> Sydney NYE Sydney Lunar Festival Sydney Christmas events 	September 2021 September 2022 September 2023	Executive Manager Creative City	<p>The City has engaged a local Elder through the Metropolitan Local Aboriginal Land Council for all major events within the reporting period. This has included a formal Welcome to Country at all capital works launch events as well as Sydney Christmas concerts, Sydney Lunar New Year and Art & About opening events. For new sites and projects, a smoking ceremony is presented as part of the opening experience.</p> <p>Sydney NYE 2023 presented a 90-minute program celebrating First Nations cultures, commencing with a harbour-wide smoking ceremony (presented by Tribal Warrior); a specifically commissioned Welcome to Country film (in partnership with Metropolitan Local Aboriginal Land Council) and the <i>Calling Country</i> fireworks curated by local Aboriginal Social Enterprise, We Are Warriors.</p>
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 – 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.
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	<p>Complete – A Welcome to Country is provided at all City-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.</p> <p>Councillors also provide an Acknowledgment of Country at public events and Council meetings. All major events and</p>

2024 Stretch RAP

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

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

Stretch RAP item	Timeline	Responsibility	Status
13.1 Conduct a review of cultural learning needs within our organisation.	June 2021	Manager Learning and Development	Complete – A cultural learning needs analysis was completed, 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.

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
13.3 Implement and communicate a cultural learning strategy for our staff.	December 2021 November 2024	Manager Learning and Development	The first phase of the cultural learning strategy, the cultural awareness program, was communicated to managers and Aboriginal and Torres Strait Islander employees in 2024. The program was piloted and subsequently rolled out to these cohorts in 2024. The program will be rolled out to all remaining employees in early 2025, ensuring that managers have completed the learning first and are able to determine how their teams will undertake the program, and the level of support needed.
13.4 All staff undertake formal and structured cultural learning activities. <ul style="list-style-type: none"> • 100% staff undertake e-learning module. • 50% staff undertake face-to-face cultural learning activities. • A select group of staff to undertake cultural learning activities on Country with Traditional Custodians as identified through a learning needs analysis. 	November 2023 November 2024	Manager Learning and Development	In 2024, 80 employees completed an e-learning cultural program, and 117 employees completed face-to-face cultural learning activities.
13.5 Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	November 2023 November 2024	Manager Learning and Development	<p>In 2024, the cultural awareness program was communicated and rolled out to all managers, including RAP working group members, senior executives and HR managers.</p> <p>In 2023 and 2024 all new staff were required to complete an online module as part of their induction that kicks off their structured cultural learning. This module, first implemented in 2022, provides information about the traditional custodians of the area that the City of Sydney is located. New employees also attended the City's new starter forum in 2023 and 2024 where information on the City's</p>

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			commitment to reconciliation, the Stretch RAP and the Eora journey was presented by staff.
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 November 2024	Manager Learning and Development	Information continues to be provided to new starters through the online orientation modules Welcome to the City of Sydney, Introduction to Local Government and Diversity and Inclusion at the City of Sydney. These modules include information about the Traditional Custodians of Sydney, and the City's commitment to reconciliation. In addition, a presentation by the First Nations Leadership team is included in the new starter welcome forum. The forum is offered to new starters every 6 months.

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. In 2024, we promoted screenings of the Redfern Story, NAIDOC in the City at Town Hall and community events in Eveleigh and Glebe.
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 2024, 3 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.

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	<p>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.</p> <p>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 NRW.</p>
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	<p>Three Aboriginal and Torres Strait Islander stakeholders have received funding for NAIDOC Week 2024 events. These projects were supported through the City's festival and events sponsorship. It includes support for Sydney University Settlement as auspice for the Eora NAIDOC Group community events in Redfern, the National Centre of Indigenous Excellence for NAIDOC events in Redfern and Glebe Youth Services as auspice for Glebe NAIDOC for NAIDOC celebrations in Glebe.</p> <p>In the second half of 2024, Tribal Warrior Aboriginal Corporation as auspice for Matora Mob Committee received funding for cultural events in Woolloomooloo, including events during 2025 NAIDOC Week.</p>
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 July 2024	Executive Manager Creative City	<p>We displayed more than 400 banners across the community featuring the artwork <i>Jagun</i>, meaning Country in Bundjalung. It was created by proud Bundjalung and Gumbaynggirr woman, Kim Healey, a descendant of the Djunbun (Platypus) clan. These banners flew in June and July to promote NAIDOC Week.</p>

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.
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	The Cultural Programs and Services team has recruited an identified role to support the development and delivery of public programming. Aboriginal and Torres Strait Islander programming frameworks involving consultation have been developed and put into practice.
15.3 Twenty-five per cent of annual curatorial acquisitions budget for the City's Civic Collection will be for Aboriginal art for display in City properties.	November 2021 November 2022 November 2023	Manager Culture and Creativity	Complete/ongoing – During the 2023/24 financial year 27.2% of the annual curatorial budget was allocated to the purchase of Aboriginal art, exceeding the RAP commitment of 25%.
15.4 Provide opportunities for Aboriginal and Torres Strait Islander artists to display artwork through the creative hoardings program including site works or other future programs.	July 2023	Manager Culture and Creativity	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. 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

2024 Stretch RAP

Stretch RAP item	Timeline	Responsibility	Status
			the alfresco outdoor dining program for use on concrete barriers. Both artists were featured in marketing campaigns promoting the artwork and the program.
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	Complete – There is now Aboriginal and Torres Strait Islander representation on the Design Advisory Panel and Public Art Advisory 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	An internal register of relevant arts and cultural programs has been established and regularly maintained. This work served as an opportunity to establish more collaborative approaches to improve program output and to share best practice.

Opportunities

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

Stretch RAP item	Timeline	Responsibility	Status
16.1 Undertake a project to prepare design guidance for culturally appropriate housing for Aboriginal and Torres Strait Islander households.	June 2023 November 2024	Executive Manager Strategic Planning and Urban Design	Following research and review, it was found the City is better supporting others to prepare and implement such guidance. 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 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	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

Stretch RAP item	Timeline	Responsibility	Status
included as part of the development of the Waterloo Estate.			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 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	To date, 3 economic grants have been approved to Aboriginal and/or Torres Strait Islander individuals, groups and organisations to the value of \$50,000. These were funded through the City's Aboriginal and Torres Strait Islander collaboration fund and innovation and ideas grant programs. This includes a STEM skills program for local Aboriginal and Torres Strait Islander women to develop tech expertise and drive awareness for technology and innovation in career pathways. In October, First Innovators launched the First Nations Business Insights and Opportunities Report which was funded through a knowledge exchange sponsorship grant and identifies opportunities for strengthening the capacity of the First Nations business sector.
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	The City engages with Aboriginal and Torres Strait Islander networks to promote our business support programs and increase Aboriginal and Torres Strait Islander representation

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Stretch RAP item	Timeline	Responsibility	Status
			in these programs as participants, guest speakers and program facilitators. This includes the Reboot webinar series, business innovation program, raising the bar and the visiting entrepreneur program, which featured Aboriginal and Torres Strait Islander speakers and businesses.
17.3 Feature or profile at least 10 Aboriginal and Torres Strait Islander businesses through City of Sydney marketing campaigns.	September 2021 November 2024	Manager Economic Programs	<p>As part of a monthly content series partnership with South Sydney Herald, Jodie Welsh, founder and artistic director of Brolga Dance Academy was featured. The series is focused on Aboriginal and Torres Strait Islander people living and working on Gadigal land and is curated by Wiradjuri woman Aunty Norma Ingram. There were over 30 unique views to the article on City of Sydney News in addition to South Sydney Herald readership.</p> <p>A July media release promoted First Nations businesses, such as The Kinchela Boys Home Aboriginal Corporation, Koori Kinnections and Cafe Dreaming.</p> <p>The City featured Aboriginal and Torres Strait Islander businesses for Indigenous Business Month in October 2024.</p>
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	<p>The City provided the NSW Business Chamber Awards with \$32,000 in cash funding through the business sector support grant program. The timeline to deliver against the 2023 Awards program was extremely challenging so this grant funding was rolled over to the 2024 awards to allow more time to recruit nominations from across all business sectors and promote the awards through Aboriginal and Torres Strait Islander business networks. The 2024 Sydney Business Awards ceremony was held on 18 June in Sydney Town Hall.</p>

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

Stretch RAP item	Timeline	Responsibility	Status
18.1 Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff.	November 2023	Director People, Performance and Technology	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	As of March 2024, there are 60 employees who identify as Aboriginal and/or Torres Strait Islander, representing 3.1% of all employees.
18.3 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	November 2021 November 2022 November 2023 November 2024	Director People, Performance and Technology Chief People and Culture	Support for Aboriginal and Torres Strait Islander employees seeking to undertake leadership development continued through the City's Leadership and Management Development Program.
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 – the Aboriginal and Torres Strait Islander staff network met 4 times in 2024. This included participating in a wellbeing workshop in February, a gathering during NAIDOC Week to join in arts and cultural activities, a RAP workshop to provide input on the new Stretch RAP in August and an end of year gathering in December.
18.5 Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021 November 2024	Director People, Performance and Technology	Work is progressing to understand the needs and aspirations of Aboriginal and Torres Strait Islander employees in relation to professional mentoring. Work on a

Stretch RAP item	Timeline	Responsibility	Status
		Chief People and Culture	reverse-mentoring program at the City has commenced, led by a member of the City's Women's Network.
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 focused on improving access and removing barriers for Aboriginal and Torres Strait Islander candidates in job recruitment and employment access. At the end of 2024, this included dedicated recruitment open days conducted in community centres, support with job applications by assisting with capturing previous employment and reviewing job requirements. We also created a process to consider and remove the need for criminal history checks in certain low risk positions, which created access problems. The next step is to establish culturally appropriate policies and procedures that support recruitment and employment security for Aboriginal and Torres Strait Islander candidates and workers, and evaluating retention initiatives outlined in the Aboriginal and Torres Strait Islander workforce strategy, set for delivery by the end of 2025.
19.2 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2021	Manager Recruitment and HR Systems	Vacant positions are posted on Aboriginal and Torres Strait Islander job boards, are released to First Nations employment agencies and promoted in community networks to attract First Nations applicants. The City has also

Stretch RAP item	Timeline	Responsibility	Status
			refreshed its advertisement text to encourage First Nations candidates to apply for all City positions. The City has also increased the number of identified positions available to First Nations people.
19.3 Include an Aboriginal and/or Torres Strait Islander person on interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures, or if the applicant identifies as an Aboriginal and/ or Torres Strait Islander person.	November 2021	Manager Recruitment and HR Systems	Complete – This initiative is in practice and operating.

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 transformation project.
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 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 and the NSW ICC's opportunity newsletter. We also have access to the tools and supplier database support available through Supply Nation and 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 – Aboriginal and Torres Strait Islander suppliers can be identified by internal teams procuring goods and services through the search tools of Supply Nation and have access to a similar option via the NSW ICC

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Stretch RAP item	Timeline	Responsibility	Status
			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 transformation project, 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.
20.5 Maintain commercial relationships with 10 Aboriginal and/or Torres Strait Islander businesses.	November 2023 November 2024	Chief Procurement Officer	Complete/ongoing – The City spent with 76 Aboriginal and Torres Strait Islander suppliers in the 12-month period to 30 June 2024.
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 2024 is \$1.96m which is an increase on the same period last year.
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	Members of the procurement team have received updated training from Supply Nation during this period.

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-19 restrictions, and we are looking at alternative future options to engage with suppliers.

Stretch RAP item	Timeline	Responsibility	Status
21.2 Hold 2 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 are not successful in a procurement process, where guidance is offered on their responses. The procurement team also offers one-on-one meetings to suppliers who want to know more about City procurement processes. We are exploring opportunities to provide information on how to compete for work at the City through our memberships with Supply Nation and NSW ICC.

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

Stretch RAP item	Timeline	Responsibility	Status
<p>22.1 Continue to provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces. This will include:</p> <ul style="list-style-type: none"> 50% of all community programming for Redfern Community Centre will be targeted towards Aboriginal and Torres Strait Islander communities. 15% of all programming for all other community centres will include Aboriginal and Torres Strait Islander suppliers, such as facilitator, performer, consultant, artist or host. 	November 2022 November 2024	Manager Social City	<p>Programs and events at Redfern Community Centre continue to be targeted towards Aboriginal and Torres Strait Islander communities. These are some examples:</p> <ul style="list-style-type: none"> The come and eat healthy program targets Aboriginal men and teaches basic skills in choosing healthy ingredients for meal preparation. It is also an opportunity to build connections with other participants. We held larger-scale events for NAIDOC Week and R U OK day. We held the latter with local community and support from Tribal Warrior. The Indigenous Science Experience Community Day had 400 attendees. 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. There were 8 programs and events across community centres with Aboriginal and Torres Strait

Stretch RAP item	Timeline	Responsibility	Status
			<p>Islander suppliers (8%) including facilitators and performers.</p> <p>Programs and events at community centres and spaces included:</p> <ul style="list-style-type: none"> the <i>Elders Stories in Clay</i> exhibition at Juanita Neilsen Community Centre, displaying works created by local Elders reflecting their stories and experiences a Matora Mob Grief and Loss Workshop held at Juanita Neilsen Community Centre Aboriginal cultural talks delivered by a local Elder about 3 different topics including astronomy, Country and cultural protocols at 180 George street Community Space the Indigenous Literacy Day at St Helen's, which promoted increased knowledge of the Koori Collection at the Glebe Library and the importance of reading in language for First Nations communities for cultural identity and confidence in learning.
22.2 Work with Aboriginal and Torres Strait Islander homelessness organisations to implement training and other initiatives to ensure City delivered and funded homelessness outreach services are culturally aware and meet the needs of Aboriginal and Torres Strait Islander people and communities.	December 2021	Manager Social City	<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. Workers from both organisations conducted outreach with NSW Health, state government and other specialist homelessness services. The City of Sydney chairs the Aboriginal case coordination meeting and supports the Mob Pop Up and Mob Space.</p>

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

Stretch RAP item	Timeline	Responsibility	Status
23.1 Assist the community through a program of activities including information sessions to assist in increasing the number of grant applications from Aboriginal and Torres Strait Islander organisations by 100% from 15 to 30 per year.	June 2022	Manager Social City	<p>Complete – To increase grant applications from Aboriginal and Torres Strait Islander organisations and individuals, the City hosted several in-person information sessions about grants and sponsorship throughout the year. The first was at Redfern Community Centre, Redfern on 8 February 2024. A total of 20 attendees participated in the session. The second was at 119 Redfern St Community Centre on 23 July 2024 where 6 attendees participated in the session. The next was held at Juanita Nielsen Community Centre, Woolloomooloo on 29 July 2024 where one attendee participated in the session. Additionally, an in-person information session was held at the at Redfern Community Centre on 15 February 2024, for Aboriginal and Torres Strait Islander participants at the Connect Sydney workshop. Connect Sydney aims to build the capacity of community and not-for-profit organisations through the provision of free grant writing skills and governance training. A total of 11 attendees participated in the session.</p> <p>As a result, there have been 71 eligible grant applications submitted by Aboriginal and/or Torres Strait Islander individuals, groups and organisations in 2024. These applications were submitted through the City's Aboriginal and Torres Strait collaboration fund, creative live/workspaces, the accommodation grants program, community services, creative grants, food support, venue support and quick response grant programs.</p>
23.2 Leverage networks to raise the profile of community and cultural events through the City's marketing and media channels.	June 2021 June 2022 June 2023 November 2024	Chief Marketing and Communications Officer	Throughout the year we have used the full spectrum of the City's media and marketing channels to promote community and cultural events to our communities and networks. These are some of the highlights:

Stretch RAP item	Timeline	Responsibility	Status
		Manager Corporate Communications	<ul style="list-style-type: none"> A communications campaign for the opening of 119 Redfern Street prominently featured Aboriginal and Torres Strait Islander voices including in the media release and subsequent media interviews. Koori Radio broadcast live from the opening event, interviewing attendees throughout the day. Speakers, programming and photography at the event firmly centred on the local Aboriginal community. A campaign for NRW raised awareness of the theme – now more than ever – and drove attendance to NRW events happening in our area. We created a NRW program page with event listings on our What's On website, articles on City of Sydney News, internal comms content, social media posts and the use of our QMS communications pylons. Promotion of the 20th birthday of Redfern Community Centre showcased the important role of the centre and local community members in Sydney's recent Aboriginal history. We promoted the 9pm <i>Calling Country</i> fireworks as part of the Sydney NYE celebration across all City of Sydney channels and to the media.

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 and Communications Officer	Complete – During the year grants and sponsorship information was promoted on Koori Radio and ongoing information sessions through other community events and stakeholder networks. Grants opportunities were also promoted at City of Sydney stalls during Yabun and

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Stretch RAP item	Timeline	Responsibility	Status
			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	Complete – The City engaged Burbangana Group, a 100% First Nations owned, for-purpose company, to facilitate a grant writing workshop for Aboriginal and Torres Strait Islander organisations and communities at Redfern Community Centre on 15 February as part of the City's Connect Sydney program – 11 people attended, representing 9 different organisations.

Governance

25. Establish and maintain an effective RAP Working Group to drive governance of the RAP.

Stretch RAP item	Timeline	Responsibility	Status
25.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	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 RAP Working Group.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group	The terms of reference are being applied to the implementation of the City of Sydney's Stretch RAP.
25.3 Meet at least 4 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, report 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	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.

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	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 First

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Stretch RAP item	Timeline	Responsibility	Status
	November 2023 November 2024		Nations leadership team budgets for operational costs for implementing some RAP-related 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	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 RAP update was included in the July 2024 senior management briefing.
26.6 Increase employee knowledge of reconciliation and the City's RAP through strategic internal communications.	September 2022 November 2024	Manager Corporate Communications	We promoted the status of our Stretch RAP through regular updates in Our news. Reconciliation was promoted through internal articles including an interview profiling Redfern Community Centre staff.

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 2024 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 2024.
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 annual report for the Stretch RAP 2020–2023 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 6-monthly reporting on an item in the City's Operational Plan.	June and December 2021, 2022, 2023 November 2024	Manager Indigenous Leadership and Engagement	Progress on adopting and implementing the Stretch RAP was reported to Council in the operational plan report.
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 2023 annual report for the Stretch RAP 2020–2023 was reported to the Aboriginal and Torres Strait Islander Advisory Panel in December 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 began drafting the new Stretch RAP in 2024 and registered via Reconciliation Australia's website in November 2024 to submit the first draft. The City's next RAP will seek Reconciliation Australia's endorsement followed by Council endorsement in 2025.

Appendix

Figure 1. 2023/24 grants and sponsorship to Aboriginal and/or Torres Strait Islander owned or led projects.

Organisation	Project name	Total cash and value in-kind for 2023/24
107 Projects Incorporated as auspice for Melissa Gilbert	Unity Web	\$20,000
107 Projects Incorporated as auspice for Mr Adam France on behalf of Suzy Evans	Modernmurri	\$5,000
3Bridges Community Limited as auspice for Mr William Gordon	NXT GEN Koori Knockout Team	\$10,000
3Bridges Community Limited as auspice for Mr William Gordon	NXT GEN NXT LVL R.U.	\$10,000
Aboriginal Corporation for Homeless Rehabilitation Community	Supporting Aboriginal Rough Sleepers in Sydney CBD	\$112,466
Aboriginal Dance Theatre Redfern	Fire Works Compliance	\$7,000
Australian Indigenous Minority Supplier Office Limited T/A Supply Nation	Connect 2023	\$50,000
BLAQ Aboriginal Corporation	BlaQ Mardi Gras Program 2024	\$35,000
BLAQ Aboriginal Corporation	2023 Referendum Resilience Building	\$10,000
BLAQ Aboriginal Corporation	BlaQ Ball Gala Dinner 2024	\$6,307
Blax Capital Pty Ltd	Indigenous Gender Lens Fund	\$31,000
Coota Girls Aboriginal Corporation	Sorry Day Stolen Generations Community Gathering	\$45,000
Deadly Connections Community and Justice Services Limited	Deadly Connections Christmas Party 2023	\$10,000
First Nations Response Limited	Caring for Community our way, the Blak way	\$406,912
First Nations Response Limited	FNR x Redfern 2023	\$10,000
First Nations Response Limited	Sydney's First Nations Response Pop-Ups	\$50,000

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Organisation	Project name	Total cash and value in-kind for 2023/24
Gadigal Information Service Aboriginal Corporation	Yabun Festival 2024-27	\$197,072
Gamarada Indigenous Healing and Life Training Limited	Coloured Diggers ANZAC Day March	\$27,250
Glebe Youth Service Inc as auspice for Glebe NAIDOC	Glebe NAIDOC	\$20,000
Indigenous Technology Pty Ltd	First Nations Mirrinj STEM Community Student Program for Women	\$17,000
Innari Incorporated	Assertive Outreach and Case Coordination for Homeless Vulnerable and Complex Aboriginal Clients	\$112,466
Iyoria Aboriginal Corporation	Supporting Artists and Creatives at a Luncheon	\$9,300
Jodie Ann Choolburra	Brolga Yugal Yulu-gi 2023	\$16,500
Kinchela Boys Home Aboriginal Corporation	Communications and Capacity Building	\$50,000
Kinchela Boys Home Aboriginal Corporation	Healing Ourselves, Healing Each Other	\$50,000
Marrugeku Incorporated	Burrbgaja Yalirra Research Lab 3: Dance Dramaturgies in Contested Land	\$20,000
Metropolitan Local Aboriginal Land Council as auspice for Dan Munro	Biyanga (Father) Project - Healing Journey for Our Men	\$42,100
Metropolitan Local Aboriginal Land Council as auspice for James Smith	European University Tour	\$5,114
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal Young Women's Program	\$50,000
Mudgin-Gal Aboriginal Corporation	Mudgin-Gal's Recognition Celebration	\$28,675
Mudgin-Gal Aboriginal Corporation	Mudgin-gal Women's Festival	\$26,068
MUDGIN-GAL ABORIGINAL CORPORATION as aupice for Kowana Welsh	Representative Sports Tournament	\$1,305
National Centre of Indigenous Excellence Limited	Mums and Bubs Health and Wellbeing Program	\$22,955
National Centre of Indigenous Excellence Limited	Young Fit & Deadly Holiday Program	\$5,000
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks Yearbook	\$40,690

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Organisation	Project name	Total cash and value in-kind for 2023/24
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks Rugby League Football Club 80th Anniversary Event	\$47,150
Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks 51st Annual NSW Aboriginal Knockout	\$6,000
Redfern Youth Connect (Australia) Limited	Redfern Youth Connect Expansion	\$50,000
Redfern Youth Connect (Australia) Limited	Food Service and Supplies	\$100,000
Redfern Youth Connect (Australia) Limited	Warehouse, Kitchen and Sports Equipment	\$10,000
Sam Alderton-Johnson	Impact Policy Podcast	\$10,000
Scarred Tree Indigenous Ministries	Aboriginal Cultural Space Support	\$573
Sydney University Settlement as auspice for Warren Roberts	Eora Inner City NAIDOC Event	\$25,000
Tranby Aboriginal Co-Operative Limited	InUnity:Gathering of First Nations LGBTQIA+SB Poets, Writers and Story-Makers	\$12,000
Tribal Warrior Aboriginal Corporation	Tribal Warrior Talent Employment Mentoring	\$40,303
Tribal Warrior Aboriginal Corporation as auspice for Redfern All Blacks Rugby League Football Club Incorporated	Redfern All Blacks RLFC Cultural Health & Wellbeing	\$50,000
We Are Warriors Pty Ltd	See It To Be It Workshops	\$22,000
Wildflower, Gardens For Good Incorporated	Wildflower Networking Opportunities	\$2,000
Wildflower, Gardens For Good Incorporated	Australian Institute of Horticulture Awards Night	\$3,000

Figure 2. 2023/24 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 2023/24
Alexandria Rovers Junior Rugby League Football Club Incorporated	Alexandria Rovers over 35s	\$3,900
Elizabeth Margaret Muldoon	Redfern Women: Our Stories of the Black Movement	\$25,000
Health Consumers NSW Inc	Collaborate & Connect	\$45,745
Macquarie University	National Indigenous Science Education Program	\$2,371
Startsomegood Pty Ltd	Diverse Perspectives Enterprise Program	\$31,600
The Returned and Services League of Australia New South Wales Branch	Aboriginal and Torres Strait Islander Veterans Commemoration Service, Sydney	\$6,000
University of Technology Sydney	Winda Film Festival	\$30,000
University of Technology Sydney	Tidda Talk Train-the-Trainer Initiative	\$49,323
Arinex Pty Ltd	Heritage Lecture	\$15,340
Glebe Youth Service Inc	Bangawarra Bujari	\$10,000
Glebe Youth Service Inc	Bungawarra	\$49,930

