

DRAFT Stretch Reconciliation Action Plan 2025–2028

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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, and we acknowledge their continued connection to Country. We pay respect to Aboriginal and Torres Strait Islander Elders past and present.

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Our business

Our future

We engaged our communities on their vision for Sydney in 2050 over several years. Sustainable Sydney 2030–2050 Continuing the Vision outlines a city that is green, global and connected. Our vision is for a sustainable future where everyone does their part to respond to the climate emergency.

We're a leader in our region for just and sustainable growth, creativity and innovation. Our city has a thriving 24-hour economy and opportunities for all.

Social, business, cultural and physical connections in our city help us reach our potential, adapt to change and withstand adversity.

Our strategic plan

Our community strategic plan is our community's vision for a more sustainable future. It focuses on outcomes that support Aboriginal and Torres Strait Islander communities and cultures.

The plan embeds our commitment to the Closing the Gap priority reforms, including 10 strategic directions and 6 principles to guide our decision-making.

Principle 1: We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples.

The City of Sydney strives to reflect the needs and wants of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contribution. We will work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

Our work

The City of Sydney is the local government authority responsible for the city centre. The city includes 33 suburbs wholly or partly contained within our council boundary.

Home to more than 210,000 residents, 30,000 businesses and a thriving visitor economy, our city attracts millions annually. In 2021, the local Aboriginal and Torres Strait Islander population was 3,009 – 1.4% of the total population.

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

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

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

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Our plan

Our most recent reconciliation action plan (RAP) was our first Stretch RAP. Since Reconciliation Australia endorsed it in November 2020, our RAP has increased employee engagement with reconciliation actions throughout our organisation.

Developing the RAP

Our Stretch RAP 2025–2028 aspires to strengthen relationships with First Nations communities through impactful and meaningful change. We aim for this change to result in lasting positive outcomes to the lives of Aboriginal and Torres Strait Islander peoples.

We developed this RAP with insights from:

- an internal playback from staff
- external strategic advice
- feedback from workshops with the City of Sydney Aboriginal and Torres Strait Islander Advisory Panel
- our Aboriginal and Torres Strait Islander employee network.

Over the next 3 years, we aim for our city and our workplace to become more inclusive, respectful and equitable places.

RAP working group

Our Stretch RAP working group includes Aboriginal and Torres Strait Islander staff from across multiple divisions of the City of Sydney including the First Nations Leadership team, People and Culture, and Creative City.

The working group comprises:

- all responsible staff
- a member of our executive as sponsor
- a First Nations staff member and a non-First Nations staff member as co-chairs.

Staff can also join working group meetings to engage and ask questions.

This RAP will renew the working group to include all responsible owners.

Achievements

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

Relationships

The City of Sydney Aboriginal and Torres Strait Islander Advisory Panel continues to provide crucial advice on our work. Senior staff regularly meet with Aboriginal community-controlled organisations to maintain relationships and ongoing dialogue.

Each year, we hold well-attended National Reconciliation Week events. During the events, staff hear perspectives from community organisers, service providers, Elders, entrepreneurs and academics.

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

Respect

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

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

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

Opportunities

Since launching our previous Stretch RAP, Aboriginal and Torres Strait Islander representation in our workforce has grown from 2.4% in 2020 to 3.1% in 2024. Coordinated strategies, dedicated resources and a focus on retention all contributed to this increase.

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

In 2022 we established a new grant called 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.

Key learnings from the Stretch RAP 2020–2024

The Stretch RAP 2020–2024 highlighted key learnings to support implementing the next Stretch RAP.

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

Challenges for this RAP

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

- Our focus shifts from outputs to impactful outcomes, particularly in the areas of employment, procurement, and community engagement.
- We prioritise fewer, more meaningful actions and deliverables that directly address the needs of Aboriginal and Torres Strait Islander communities.
- For successful implementation and to meet our reconciliation commitments, we increase resources and support across the organisation.
- Internal engagement increases and we embed clear actions into everyday workflows. Aboriginal and Torres Strait Islander staff play a key role in enabling and supporting these initiatives.
- We increase support for community and staff to grow their knowledge and understanding. This includes initiatives to better understand Aboriginal and Torres Strait Islander people's cultural responsibilities and the impact of Sorry Business.
- More opportunities for cultural learning on Country will deepen staff cultural capability.
- We improve coordination and integration of projects and programs throughout the organisation with Aboriginal and Torres Strait Islander people and cultures. This work helps to reduce the potential for harm and promotes strategic alignment.

Case studies

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

Aboriginal and Torres Strait Islander workforce strategy

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

The strategy has 4 main objectives:

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

Its actions include:

- making the City of Sydney a more attractive workplace for Aboriginal and Torres Strait Islander jobseekers
- developing pathways for career growth
- creating a culturally safe workplace.

This strategy represents how we advance reconciliation by addressing employment gaps and supporting Aboriginal and Torres Strait Islander people in the workforce.

Grants and sponsorships with Aboriginal and Torres Strait Islander recipients

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

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

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

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

Relationships

We will build and nurture strong, lasting relationships with Aboriginal and Torres Strait Islander peoples. We will cultivate trust and ensure these relationships develop based on mutual respect and open communication. Our focus is on strengthening connections through collaboration, active listening and shared decision-making, ensuring Aboriginal and Torres Strait Islander voices are central in the work we do.

We aim to maintain a network of supportive, authentic and ongoing relationships that contribute to the empowerment and wellbeing of Aboriginal and Torres Strait Islander peoples.

1. Action: Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, stakeholders and organisations.

Deliverables	Timeline	Responsibility
1.1 Review and strengthen the principles of cooperation with the Metropolitan Local Aboriginal Land Council so that we work collaboratively on the priorities of the community.	Dec 2025	Executive Manager, First Nations Leadership
1.2 Senior staff and leaders meet with local Aboriginal and Torres Strait Islander community members, including stakeholders and organisations, to strengthen connections and listen to the community.	May 2026 May 2027 May 2028	Executive Manager, First Nations Leadership
1.3 Establish and maintain formal 2-way partnerships with Aboriginal and Torres Strait Islander organisations or groups.	May 2027	Executive Manager, First Nations Leadership

2. Action: Engage Aboriginal and Torres Strait Islander communities in the City of Sydney's projects and decision-making processes.

Deliverables	Timeline	Responsibility
2.1 Develop and implement an Aboriginal and Torres Strait Islander engagement strategy to ensure culturally appropriate consultation.	May 2027	Program Manager, First Nations Leadership
2.2 Develop and maintain an internal database of Aboriginal and Torres Strait Islander community, businesses, networks and organisations.	May 2026	Executive Manager, First Nations Leadership

Deliverables	Timeline	Responsibility
		Nations Leadership

3. Action: Promote reconciliation through our sphere of influence.

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

4. Action: Build relationships through celebrating National Reconciliation Week.

Deliverables	Timeline	Responsibility
4.1 Organise one internal organisation-wide NRW event, each year.	Jun 2026 Jun 2027 Jun 2028	Program Manager, First Nations Strategy
4.2 Produce or partner with local community groups and organisations to host NRW events and programs with and for the local Aboriginal and Torres Strait Islander community.	May 2026 May 2027 May 2028	Executive Manager Social City
4.3 Executive directors participate in 2 NRW events each year.	May 2026 May 2027 May 2028	Chair, RWG
4.4 Encourage and support all staff and senior leaders to participate in one external event to recognise and celebrate NRW.	May 2026 May 2027 May 2028	Chair, RWG
4.5 Promote and list events that drive reconciliation outcomes on the City of Sydney What's On website .	May 2026 May 2027 May 2028	Chief Marketing and Communications Officer

5. Action: Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
5.1 Continuously improve anti-discrimination HR policies and procedures.	May 2026 May 2027 May 2028	Chief, People and Culture
5.2 Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander Advisory Panel to continuously improve our anti-discrimination policy.	May 2026 May 2027 May 2028	Chief, People and Culture
5.3 Implement and communicate an anti-discrimination policy for our organisation.	May 2028	Chief, People and Culture
5.4 Provide ongoing education opportunities for senior leaders and managers to: <ul style="list-style-type: none"> understand the effects of racism develop the skills and capability to address incidences tackle structural impacts of racism. 	May 2028	Manager, Employee and Organisational Success

Deliverables	Timeline	Responsibility
5.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism through role modelling, advocacy and allyship.	May 2026 May 2027 May 2028	Chief, People and Culture

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Respect

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

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

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

6. Action: Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.

Deliverables	Timeline	Responsibility
6.1 Support the community's aspirations for the use and governance of the local Aboriginal knowledge and culture centre at 119 Redfern Street, Redfern.	May 2028	Manager, Aboriginal Spaces
6.2 Continue to advocate for a national First Nations National Cultural Centre in Sydney by making submissions to state and federal government and through redevelopment opportunities as they arise.	May 2028	Chief Operating Officer

7. Action: Celebrate and share Aboriginal and Torres Strait Islander cultures through the City of Sydney's major events and festivals program including annual significant events.

Deliverables	Timeline	Responsibility
7.1 Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	May 2028	Producer, Major Events and Festivals
7.2. Review the Eora Journey: significant annual event (NAIDOC in the City) with Aboriginal and Torres Strait Islander communities.	May 2026	Producer, Major Events and Festivals
7.3 Increase opportunities for Aboriginal and Torres Strait Islander peoples in our major events and festivals program by working with First Nations communities to	May 2026 May 2027 May 2028	Producer, Major Events and Festivals

Deliverables	Timeline	Responsibility
include cultural recognition and celebration at Christmas, Sydney Lunar Festival and other events.		

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

Deliverables	Timeline	Responsibility
8.1 Expand and update the histories of Sydney's Aboriginal and Torres Strait Islander communities within the Barani website and other platforms to continue to increase our broader community's knowledge.	May 2028	Manager, Cultural Programs and Services
8.2 Facilitate low and no-cost access to City of Sydney spaces and Aboriginal spaces with Aboriginal and Torres Strait Islander community-controlled organisations for the purposes of providing cultural activities and events.	Jun 2025 Jun 2026 Jun 2027	Executive Manager, Social City
8.3 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, produce Aboriginal cultural awareness training for community, not-for-profit organisations, charitable and other social purpose organisations and groups within our local area that work with vulnerable children, young people and families.	Jun 2025 Jun 2026 Jun 2027	Executive Manager, Social City
8.4 Strengthen Aboriginal and Torres Strait Islander people's engagement with our libraries and the Koori collection.	May 2026 May 2027 May 2028	Manager, Libraries and Learning
8.5 Develop and produce cultural programming with Aboriginal and Torres Strait Islander communities to promote and share their history, heritage, cultures and social values.	May 2026 May 2027 May 2028	Manager, Cultural Programs and Services
8.6 Include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language) in all physical park signage upgrades.	May 2026 May 2027 May 2028	City Infrastructure and Traffic Operations

9. Action: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
9.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026	Senior Communications Manager
9.2 Review, update and share the City of Sydney's Aboriginal and Torres Strait Islander cultural protocols to increase staff understanding and support staff to implement them.	May 2027	Executive Manager, First Nations Leadership
9.3 Develop and implement guidelines for engaging with Indigenous cultural and intellectual property.	May 2026	Executive Manager, First Nations Leadership
9.4 Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including Sydney New Year's Eve, Sydney Lunar Festival and Sydney Christmas events.	May 2026 May 2027 May 2028	Producer, Major Events and Festivals
9.5 Include an Acknowledgement of Country or other appropriate protocols at the start of important meetings and at all public events.	May 2026 May 2027 May 2028	Program Manager, First Nations
9.6 In line 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.	May 2028	Chief Operating Officer
9.7 Engage with Aboriginal and Torres Strait Islander community members and advisors to make our community venues and facilities culturally safe and inviting.	Jun 2026 Jun 2027 Jun 2028	Executive Manager, Social City Manager, City Greening and Leisure Manager, Libraries and Learning

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

Deliverables	Timeline	Responsibility
10.1 Consult with internal and external Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy.	May 2026	Manager, Employee and Organisational Success
10.2 Implement and communicate a cultural learning strategy for staff.	May 2027	Manager, Employee and Organisational Success
10.3 All staff undertake formal and structured cultural learning activities. <ul style="list-style-type: none"> 100% of staff undertake e-learning module 50% of staff undertake face-to-face cultural learning activities senior leaders and a select group of staff undertake cultural immersion activities on Country with Aboriginal cultural practitioners. 	May 2027	Manager, Employee and Organisational Success
10.4 Provide information about the Traditional Custodians of Sydney and the City of Sydney's commitment to reconciliation to all new starters during their induction: <ul style="list-style-type: none"> through a presentation by City of Sydney staff as part of an e-learning module. 	May 2026 May 2027 May 2028	Manager, Employee and Organisational Success

11. Action: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
11.1 Reconciliation working group and executive directors to participate in an external NAIDOC Week event.	May 2026 May 2027 May 2028	Chair, RWG
11.2 People managers to support all-staff participation in NAIDOC Week.	Jul 2026 Jul 2027 Jul 2028	Chief, People and Culture
11.3 Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	Jul 2026 Jul 2027 Jul 2028	Chief, People and Culture
11.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woollahooloo and Glebe.	Jul 2026 Jul 2027 Jul 2028	Grants and Sponsorship Manager

Deliverables	Timeline	Responsibility
11.5 Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	Jul 2026 Jul 2027 Jul 2028	Executive Manager, First Nations Leadership

12. Action: Increase engagement with local Aboriginal and Torres Strait Islander artists.

Deliverables	Timeline	Responsibility
12.1 Develop and implement a cultural programming framework to support self-determination and cultural recognition.	May 2026	Executive Manager, Creative City
12.2 Ensure Aboriginal and Torres Strait Islander representation on all external panels assessing cultural and creative programs and projects that impact or include Aboriginal and Torres Strait Islander communities, including: <ul style="list-style-type: none"> • City Art • Art & About • Eora Journey. 	May 2026 May 2027 May 2028	Executive Manager, Creative City Executive Manager City Design Manager, Grants
12.3 Provide opportunities within the accommodation grants program to increase the participation of Aboriginal and Torres Strait Islander people and organisations.	May 2026 May 2027 May 2028	Manager, Grants
12.4 Support Aboriginal and Torres Strait Islander artists, creatives and arts organisations through creative sector development opportunities.	May 2026 May 2027 May 2028	Manager, Cultural Space and Sector Development

Opportunities

We commit to promoting economic participation and improving the social and professional outcomes of Aboriginal and Torres Strait Islander peoples. This pillar focuses on breaking down barriers to employment and supporting business opportunities that empower Aboriginal and Torres Strait Islander people to thrive and succeed.

Increasing opportunities for professional development and leadership roles shows how we can maintain a strong and diverse Aboriginal and Torres Strait Islander workforce.

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

13. Action: Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.

Deliverables	Timeline	Responsibility
13.1 Provide financial support through the City of Sydney's grants program to Aboriginal and Torres Strait Islander-led businesses to deliver skills development programs.	May 2026 May 2027 May 2028	Manager, Grants
13.2 Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	May 2026 May 2027 May 2028	Manager, Economic Programs
13.3 Collaborate with Aboriginal and Torres Strait Islander communities to deliver bespoke and fit-for-purpose business support programming.	May 2027	Manager, Economic Programs

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

Deliverables	Timeline	Responsibility
14.1 Implement the City of Sydney's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff.	May 2026 May 2027 May 2028	Chief, People and Culture
14.2 Increase Aboriginal and Torres Strait Islander employment by 2028 from 3.4% to: <ul style="list-style-type: none"> 3.8% in 2026 4.2% in 2027 	May 2026 May 2027 May 2028	Chief, People and Culture

Deliverables	Timeline	Responsibility
<ul style="list-style-type: none"> 4.6% in 2028 		
14.3 Identify and remove barriers, and increase support for Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	May 2026 May 2027 May 2028	Chief, People and Culture
14.4 Support the Aboriginal and Torres Strait Islander staff network to meet twice a year.	May 2026 May 2027 May 2028	Chief, People and Culture
14.5 Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	May 2026 May 2027 May 2028	Chief, People and Culture
14.6 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2027	Manager, Recruitment and HR Systems
14.7 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2026 May 2027 May 2028	Manager, Recruitment and HR Systems

15. Action: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
15.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2027	Chief Procurement Officer
15.2 Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Chamber of Commerce directories and, where possible, explore other membership opportunities.	May 2026 May 2027 May 2028	Chief Procurement Officer
15.3 Develop an approach to increase staff visibility and access to Aboriginal and Torres Strait Islander businesses for procurement opportunities.	May 2026 May 2027 May 2028	Chief Procurement Officer
15.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026 May 2027 May 2028	Chief Procurement Officer
15.5. Maintain commercial relationships through growth of contract base with no less than 10 Aboriginal and/or Torres Strait Islander businesses.	May 2026 May 2027 May 2028	Chief Procurement Officer

Deliverables	Timeline	Responsibility
<p>15.6 Increase our yearly spend with Aboriginal and Torres Strait Islander businesses over the next 3 years to a minimum of:</p> <ul style="list-style-type: none"> • \$2.4 million in 2025/26 • \$3 million in 2026/27 • \$3.5 million in 2027/28 	<p>May 2026 May 2027 May 2028</p>	<p>Chief Procurement Officer</p>
<p>15.7 Train relevant staff to support them to engage and procure from Aboriginal and Torres Strait Islander businesses.</p>	<p>May 2026 May 2027 May 2028</p>	<p>Chief Procurement Officer</p>

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

Deliverables	Timeline	Responsibility
<p>16.1 Facilitate low and no-cost access for Aboriginal and Torres Strait Islander community members and groups to use the City of Sydney's community, facilities and spaces.</p>	<p>May 2026 May 2027 May 2028</p>	<p>Executive Manager, Social City</p>
<p>16.2 In collaboration with Aboriginal and Torres Strait Islander organisations and facilitators, provide free capacity building and networking opportunities to support the work of Aboriginal community-controlled organisations.</p>	<p>Jun 2025 Jun 2026 Jun 2027</p>	<p>Executive Manager, Social City</p>

17. Action: Increase the applications and effectiveness of the grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.

Deliverables	Timeline	Responsibility
<p>17.1 Promote the City of Sydney's grant opportunities and assist Aboriginal and Torres Strait Islander organisations to apply through support activities such as information sessions.</p>	<p>May 2026 May 2027 May 2028</p>	<p>Manager, Grants</p>
<p>17.2 Work with Aboriginal and Torres Strait Islander facilitators or organisations to provide targeted grant-writing workshops (part of the Connect Sydney program).</p>	<p>Jun 2025 Jun 2026 Jun 2027</p>	<p>Executive Manager, Social City</p>
<p>17.3 Revise and enhance the grant application process to increase accessibility and support for Aboriginal and Torres Strait Islander organisations.</p>	<p>May 2027</p>	<p>Manager, Grants</p>

Governance

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

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

18. Action: Establish and maintain an effective RAP working group to drive governance of the plan.

Deliverables	Timeline	Responsibility
18.1 Maintain Aboriginal and Torres Strait Islander representation on the reconciliation working group.	May 2026 May 2027 May 2028	Chair, RWG
18.2 Apply a terms of reference for the reconciliation working group.	Aug 2025	Chair, RWG
18.3 Meet at least 4 times a year to drive and monitor RAP implementation.	May 2026 May 2027 May 2028	Chair, RWG

19. Action: Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
19.1 Responsible owners to embed resource needs for RAP implementation.	Dec 2025	Chair, RWG
19.2 Embed key RAP actions in performance expectations of senior management and all staff.	July 2025 July 2026 July 2027	Chair, RWG
19.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	Aug 2025	Program Manager, First Nations
19.4 Maintain an internal RAP Champion from senior management.	May 2026 May 2027 May 2028	Chief Operating Officer
19.5 Include quarterly RAP updates at senior management briefings.	May 2026 May 2027 May 2028	Program Manager, First Nations

20. Action: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
20.1 Complete and submit the RAP impact measurement questionnaire to Reconciliation Australia.	May 2026 May 2027 May 2028	Program Manager, First Nations
20.2 Report RAP progress to all staff and senior leaders quarterly.	Quarterly	Program Manager, First Nations
20.3 Participate in Reconciliation Australia’s biennial workplace RAP barometer survey.	May 2026 May 2028	Program Manager, First Nations
20.4 Publicly report against our RAP commitments yearly, outlining achievements, challenges and learnings.	May 2026 May 2027 May 2028	Executive Manager, First Nations Leadership
20.5 Report yearly to the Aboriginal and Torres Strait Islander Advisory Panel and Aboriginal and Torres Strait Islander staff network.	May 2026 May 2027 May 2028	Executive Manager, First Nations Leadership
20.6 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	May 2026 May 2027 May 2028	Program Manager, First Nations
20.7 Contact Reconciliation Australia to request the unique link to access the online RAP impact survey.	May 2026 May 2027 May 2028	Program Manager, First Nations

21. Action: Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
21.1 Register on Reconciliation Australia’s website to begin developing our next RAP.	Jan 2027	Chief Operating Officer

