



Planning,
Industry &
Environment

Place Management NSW
Tallawoladah and Tumbalong Precincts
(The Rocks and Darling Harbour Precincts)
Innovate Reconciliation Action Plan



Banga budyari mudjin

Make good relations



Acknowledgement

As Tallawoladah (The Rocks) and Tumbalong (Darling Harbour) precincts' custodians, Place Management NSW (PMNSW) recognises and understands that it stands on Aboriginal land, the area we now know as Sydney.

We would like to acknowledge the Gadigal People of the Eora Nation as the Traditional Custodians of this area.

PMNSW also recognises and acknowledges the Gadigal people's continued connection to the land, the sea and the sky – a connection that spans more than 60,000 years.

We acknowledge and show our respect for Gadigal Elders' past, present and future and extend that respect to all First Nations Australians who are connected to and visit our beautiful precincts.

PMNSW would like to take the opportunity to acknowledge and thank the people who contributed their time and expertise in the development of the *Banga Budyari Mudjin – Make Good Relations – Tallawoladah & Tumbalong Innovate Reconciliation Action Plan November 2020-November 2022*.

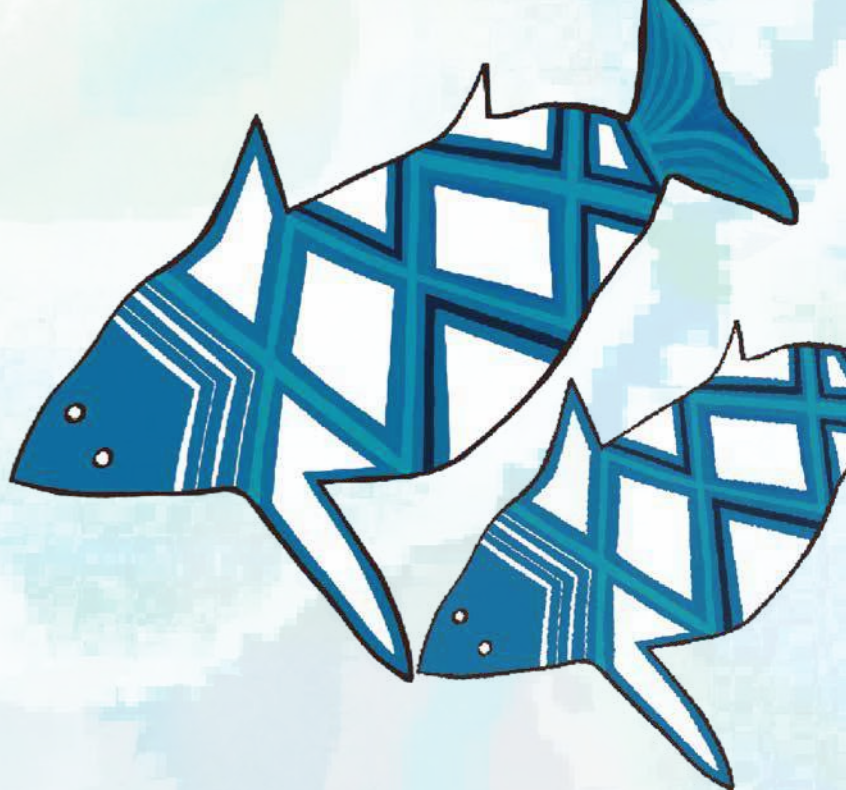
Disclaimer

Aboriginal and Torres Strait Islander people should be aware that this document may contain images of deceased persons in photographs and/or printed material.

The documented local Aboriginal language, *'The Sydney Language'* (Troy. 1993) has been incorporated throughout this document with the support and endorsement of Metropolitan Local Aboriginal Land Council (MLALC).

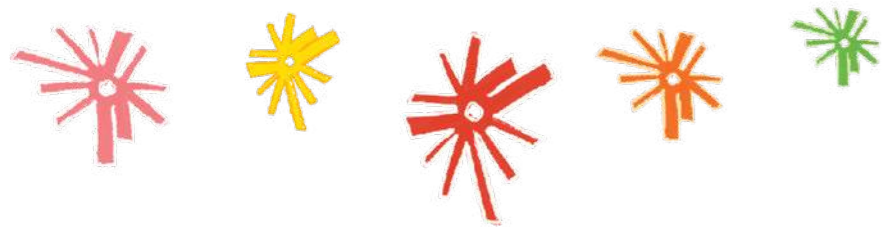


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Our Vision



Our Vision is to create world leading precincts where the world's oldest continuous living cultures, Aboriginal and Torres Strait Islander Cultures, continue to thrive.

We will aim to achieve *Our Vision* by ensuring that Aboriginal and Torres Strait Islander heritage, histories and cultures and the principles of Reconciliation are celebrated and incorporated into the work that we do and all practices within our precincts.

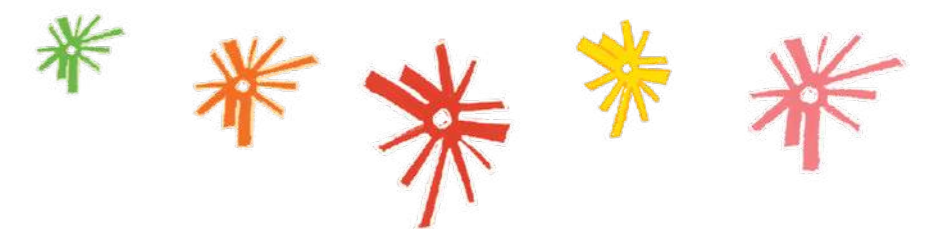
We acknowledge Aboriginal and Torres Strait Islander peoples as the original, Traditional Custodians of our land, sky, air and waterways. We honour and respect their connection to our precious precincts and this place we call Australia.

As the custodians of these iconic precincts, we have a responsibility to preserve their history and heritage for future generations. We recognise that not only are these places precious to us, they are precious to many. In them, we value the past, celebrate the present and create the future.

Everyone in our community is an integral part of our present and future: our partners, our local Aboriginal and Torres Strait Islander communities, and our teams. Together, we can shape a vibrant and sustainable future we can all be proud of; a future that allows all Australians to walk together in the true spirit of Reconciliation.



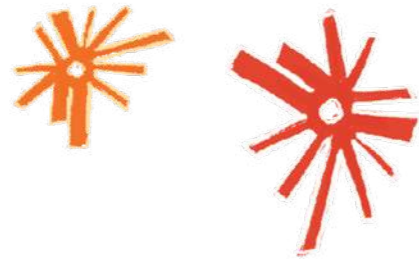
Our Business



PMNSW, as Tallawoladah and Tumbalong precinct custodians, are the statutory authority responsible for the management of these precincts. This responsibility covers everything from the facilities management of our public spaces to leasing commercial buildings, to running Markets and supporting community groups holding events in our precincts. We also have the responsibility for protecting and enhancing the cultural heritage of these precincts. We have a staff of approximately 60 based in Tallawoladah, with 4 [1 x full-time employee, 3 x casual employees] Aboriginal staff currently employed.

Given the resident and visitor profile of Tallawoladah and Tumbalong precincts, our work impacts on local residents, Sydneysiders and domestic and international tourists alike, whether they come to the area for a celebration with friends, a walk by the harbour, or to enjoy some of the great restaurants and attractions located here.

Message from **The Minister**



The Rocks and Darling Harbour are iconic destinations for all Australians. They are places where people come together to celebrate a moment or create memories with family and friends.

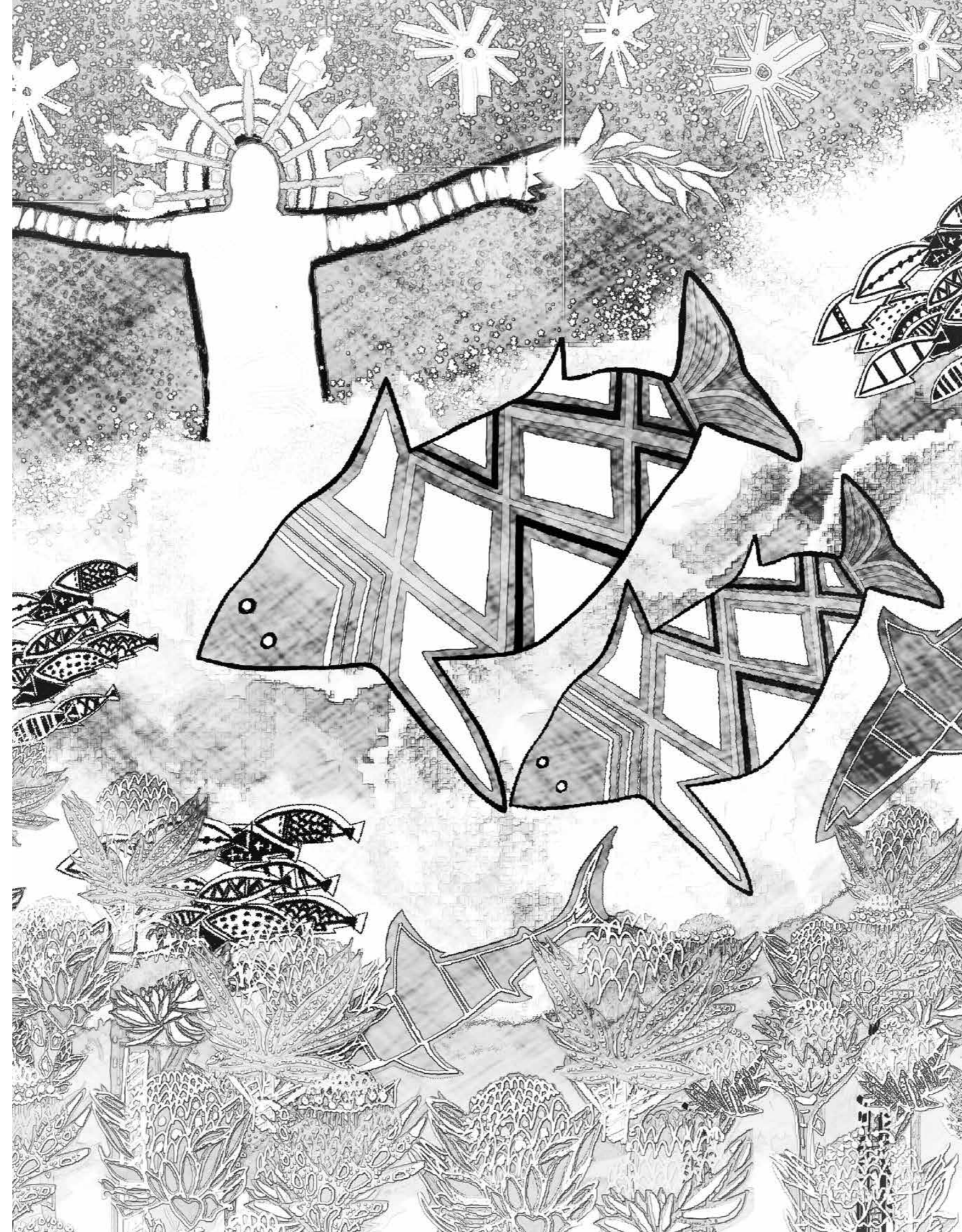
The prominence of these precincts means that reconciliation initiatives undertaken here will be felt by many - indigenous and non-indigenous, locals and visitors, young and old. The Rocks, as the site of first contact, has a particularly important and symbolic role to play in initiating and implementing a Reconciliation Action Plan.

The actions identified in this plan will help to foster reconciliation in these precincts, whether through telling the stories of the original inhabitants or supporting initiatives to foster greater inclusion of the Aboriginal and Torres Strait Islander communities.

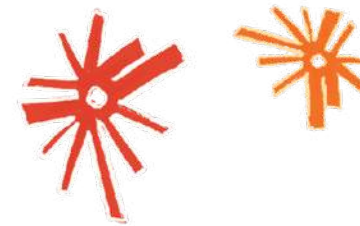
I encourage the implementation of this plan and hope it stands as an example to other precincts.

Sincerely

Rob Stokes
Minister for Planning and Public Spaces



Message from **Reconciliation Australia**



Reconciliation Australia commends Place Management NSW on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Place Management NSW to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Place Management NSW will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Place Management NSW is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Place Management NSW's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Place Management NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from Metropolitan Local Aboriginal Land Council

“ As CEO of Metropolitan Local Aboriginal Land Council (MLALC), I confirm MLALC’s support and appreciation for Place Management NSW [PMNSW] in working with MLALC to develop their RAP.

MLALC is the representative body for all Aboriginal people of the area and responsible body for protection and preservation of all Gadigal and Aboriginal Culture and Heritage where Place Management NSW is located.

MLALC looks forward to working with Place Management NSW on the implementation and administration of its RAP”.

Nathan Moran
CEO, MLALC



Our RAP

PMNSW have developed this RAP to be the first of its kind, as it is intended to sit with Country, rather than simply with our organisation. This has been done in recognition of the unique nature of our precincts, the way in which they span both the public and private sector, and the opportunity for us to take a wider approach to influence outcomes than simply our organisation.

One of our four key priorities is custodianship which includes respect for all cultures and our environment as well as the conservation of the heritage of area.

In developing this RAP, we are not only acknowledging and formalising the work we are already doing in the precincts', we will also strengthen our relationships and partnerships with Aboriginal and Torres Strait Islander people, organisations, businesses and communities.

We see an opportunity to understand and celebrate Aboriginal and Torres Strait Islander cultures, values and traditions in our precinct for the mutual and lasting benefits of all Australians. As an organisation specialising in precinct management and shaping places for our communities, we see a public obligation to inspire and achieve meaningful change internally and within our sphere of influence.

We hope to improve economic, social and physical opportunities for Aboriginal and Torres Strait Islander peoples associated with the management and operation of state-owned lands.

We are seeking engagement opportunities with Traditional Owners / Custodian Groups about the history of the land where we work with its stakeholders. This may include meeting with Elders and community leaders to understand stories of cultural heritage significance to better inform place making outcomes.

Our Journey

As the site of first contact, we recognised the responsibility to initiate the reconciliation journey, and the importance of our journey to a wider audience.

Championing this RAP is regarded as the responsibility of the CEO, the Major Venues Director and the Aboriginal Education Program Coordinator. These three members have participated and been champions in the creation of this RAP and have been responsible and integral in driving internal engagement and awareness of this RAP.

A few of the projects that the organisation has previously implemented include:

- Language on Land project (including the Tallawoladah Lawn renaming, dual naming in wayfinding, tenant engagement). This is an ongoing project which will see key locations within the precinct identified in signage and on digital maps by Gadigal names as well as by existing names. Consultation has been undertaken with MLALC to ensure alignment on these names.
- Office meeting and conference rooms have been ascribed Aboriginal place and nation names that represent the various places that PMNSW are responsible for, example; Gadigal, Tharawal, Wiradjuri, Tallawoladah.
- Cultural Awareness training was conducted face-to-face as part of new staff inductions and team bonding/building exercises. This program is being expanded to include a tour for all new team members to identify locally significant areas and provide context for the Aboriginal culture and history of the area.

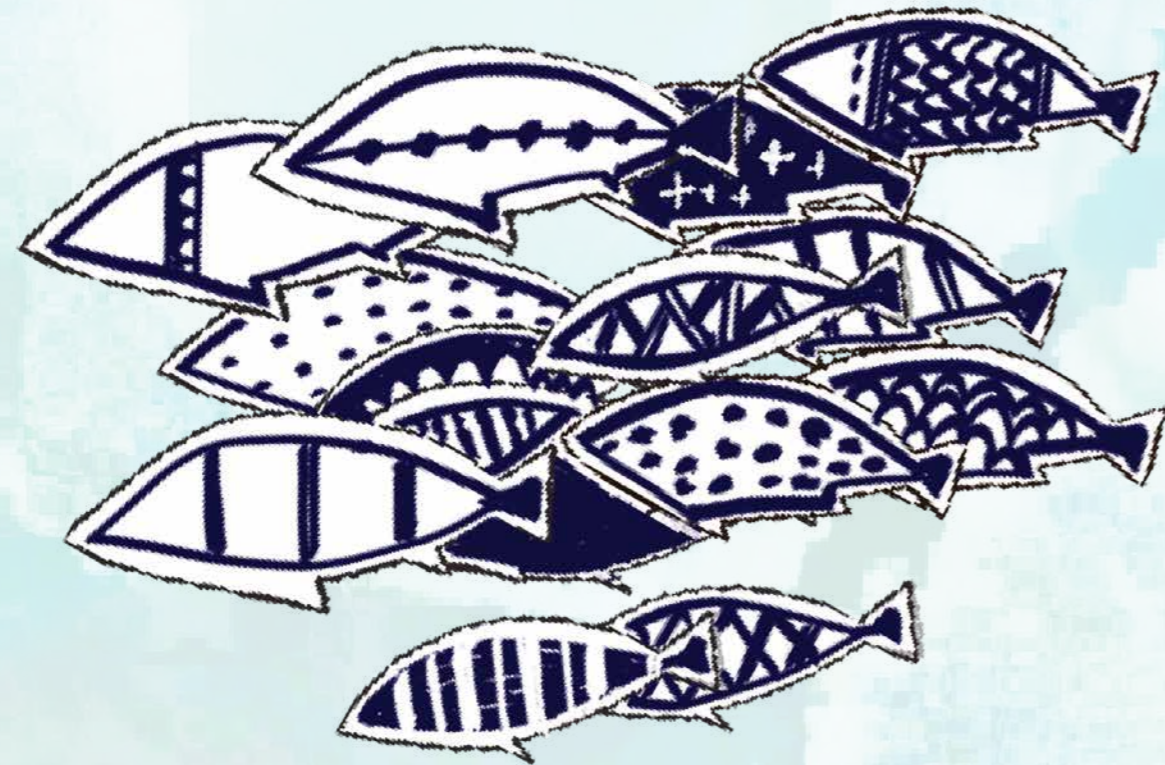


- PMNSW currently deliver a range of curriculum linked, Aboriginal history and heritage educational tours from K-12, tertiary students, teachers and corporate bodies. These programs run in The Rocks precinct with a component run in The Rocks Discovery Museum. The content varies across programs and educational stages and covers everything from; Invasion/First Contact, colonisation, the local Gadigal history, culture and heritage, Aboriginal identities and social/political rights. Participants also learn about Aboriginal legacies in the form of artefacts, technologies, inventions and innovations as part of the museum visit. All programs are developed from and Aboriginal perspective and are delivered by Aboriginal educators.
- NAIDOC week program includes a range of events promoting the week to the public, staff and tenants within the precincts, including cultural art installations and exhibits, performers, workshops and celebrations. Staff of the Department of Planning are also provided opportunities to view or participate in cultural events, such as smoking ceremonies, educational events such as information sessions and tours, and celebratory events for Aboriginal and Torres Strait Islander staff within the Department such as NAIDOC Week morning tea.
- Aboriginal art and cultural heritage exhibitions have been a constant feature at The Rocks Discovery Museum since it's opening in 2005. Exhibits and programs have featured a range of contemporary artists exploring a range of issues in their work including Country, culture, identity, language, heritage and contemporary life.

Our Team

Our RAP Working Group is comprised of representatives from various teams within PMNSW including executive level. Aboriginal and Torres Strait Islander representation has been incorporated on our RAP Working Group through our Aboriginal education team.

External consultation with a number of key Aboriginal and Torres Strait Islander people working in Government and non-government organisations in the precincts were engaged to provide further representation and input from Aboriginal and Torres Strait Islander people who understand our business and the precincts.



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Boomalli Aboriginal Artists Co-operative

Dillon Kombumerri
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Joshua Brown
Botanic Gardens & Centennial Parklands (BGCP)

Connie & Russell Dawson
School & Education Executives, Koomurri Aboriginal Incursions

PMNSW would also like to acknowledge the following individuals who were members of the RWG in the development of this RAP and are no longer with PMNSW. Their contribution to the development of the plan and the RWG is greatly appreciated.

Nikki Glenane
Director, Stakeholder Engagement

Sally Luff
Senior Marketing Advisor, The Rocks



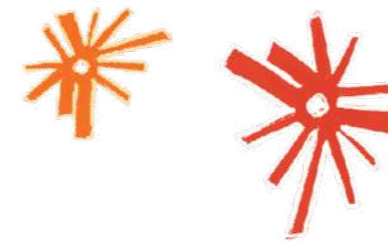
Gumal

Friend

Relationships

We look after land that has rich Aboriginal history and is also the point of first contact. It's essential that Aboriginal and Torres Strait Islander cultures, history and heritage from this land are incorporated into the work we do within The Rocks and Darling Harbour precincts. This can only be achieved through engaging and creating meaningful and sustainable relationships with Aboriginal and Torres Strait Islander people.

Gumal Relationships



Action 1	Deliverable	Responsibility	Timeline
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes in the precinct.	Consult with local Aboriginal and Torres Strait Islander organisations and organisations including MLALC, to assist in the development of guiding principles for future engagement.	Director Business Optimisation Aboriginal Education Program Coordinator	Jan 2021, 2022
	Develop and implement an engagement plan for staff and stakeholder groups to work with our Aboriginal and Torres Strait Islander stakeholders.	Director Business Optimisation Aboriginal Education Program Coordinator	Feb 2021, 2022
	Consult with MLALC, Aboriginal Studies Association (ASA) and Aboriginal Education Consultative Group (AECG) & Botanic Gardens (BG) in the development of Aboriginal and Torres Strait Islander educational programs and historical content for use in the precinct.	Aboriginal Education Program Coordinator Program Services Coordinator	Dec 2020, 2021
	Establish, manage and maintain partnerships with Aboriginal and Torres Strait Islander organisations including: <ul style="list-style-type: none"> • First Hand Solutions - Blak Markets/Indigi-grow as partners of The Rocks Markets • The National Aboriginal and Torres Strait Islander Culinary Institute. • Implement assessment process to ensure 'Authentic Aboriginal and Torres Strait Islander Artists representation 	Senior Manager, Retail Activations and Customer Experience Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022
	Develop a database of all relevant Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities as key stakeholders to guide engagement and decision making across our precincts.	Coordinator Stakeholder Relations, Aboriginal Education Program Coordinator	Feb 2021, 2022
	Embed a culture of engagement with Aboriginal and Torres Strait Islander stakeholders relating to the delivery of projects, initiatives and activities across our precincts under a formalised process included in the PMNSW Stakeholder Engagement Framework.	Coordinator Stakeholder Relations Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022 As per project/initiative or activity.
	Convene a group of Aboriginal and Torres Strait Islander community representatives to provide independent advice on projects, programs, place making and engagement practices	Aboriginal Education Program Coordinator	Feb 2021, 2022
	Engage, liaise and consult with Traditional Custodians in the development of sustainability approaches and strategies for the precincts.	Senior Manager, Building & Place Services Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022 As required

Gumal Relationships



Action 2	Deliverable	Responsibility	Timeline
Build Relationships through Celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and tenants	Director, Business Optimisation Retail Activation & Customer Experience	May - June 2021, 2022
	RAP Working Group members to participate in at least one internal and external NRW events.	Aboriginal Education Program Coordinator Aboriginal Education Guides	May - June 2021, 2022
	Encourage and support staff and senior leaders and tenants to participate in at least one external and internal events to recognise and celebrate NRW.	Aboriginal Education Program Coordinator Aboriginal Education Guides	May - June 2021, 2022
	Organise and host at least one NRW event each year in the precincts.	Director, PACE Aboriginal Education Program Coordinator	May - June 2021, 2022
	Register all our NRW events on Reconciliation Australia's NRW website	Senior Manager, Marketing	May - June 2021, 2022

Action 3	Deliverable	Responsibility	Timeline
Raise internal and external awareness of our RAP to promote reconciliation across our business, precincts and sphere of influence.	Implement strategies to engage our staff in reconciliation.	Director, Business Optimisation Aboriginal Education Program Coordinator	April 2021, 2022
	Communicate our commitment to reconciliation publicly by sharing RAP and reporting progress of RAP commitments.	Executive Team RWG - Chairperson	Nov 2020, 2021, 2022
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aboriginal Education Program Coordinator Coordinator, Precinct Experience & Stakeholder Relations	April 2021, 2022
	Collaborate with RAP Network and other like-minded organisations to develop ways to advance reconciliation.	Aboriginal Education Program Coordinator Coordinator, Precinct Experience & Stakeholder Relations	Mar, Aug 2021, 2022
	Communicate, promote and engage with staff and stakeholder groups on progress of RAP commitments through: <ul style="list-style-type: none"> Quarterly updates at PMNSW All Staff meetings Quarterly updates at PMNSW Board Meetings Quarterly updates within tenant newsletters 	Director, Business Optimisation Aboriginal Education Program Coordinator	Mar, Jun, Sep, Dec 2021, 2022
	Create pathways and facilitate relationships with advisory bodies for our tenants, partners and stakeholders by: <ul style="list-style-type: none"> Providing tenants with key local Aboriginal and Torres Strait Islander stakeholder information and contacts Tenant welcome pack which will include a list of key Aboriginal & Torres Strait Islander organisations. Ongoing tenant communications related to Aboriginal & Torres Strait Islander events, festivals and activations. 	Senior Manager, Retail Activations and Customer Experience Coordinator, Precinct Experience & Stakeholder Relations	Mar, Jun, Sep, Dec 2021, 2022

Gumal Relationships



Action 4	Deliverable	Responsibility	Timeline
Promote positive race relations through anti-discrimination strategies.	Develop, implement and communicate an anti-discriminatory policy for our organisation.	HR DPIE Aboriginal People and Culture	Jun 2021, 2022
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	HR DPIE Aboriginal People and Culture	Jun 2021, 2022
	Conduct a review of HR procedures to identify existing anti-discrimination provisions, and future needs within our business	Director, Business Optimisation Aboriginal Education Program Coordinator	Dec 2021
	Educate all staff, including senior leaders about the effects of racism on Aboriginal and Torres Strait Islander peoples through online and face-to-face training; <ul style="list-style-type: none"> Racism Education workshops 	Director, Business Optimisation Aboriginal Education Program Coordinator	July 2021, 2022 Nov 2021, 2022
	Review HR process to manage racism complaints to determine proactive intervention and support.	Manager, People Partners	Nov 2020, 2021, 2022



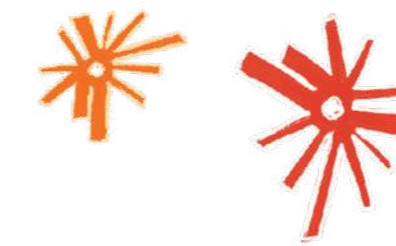


Waranara, wallanga

Seek, follow

Respect

We will continue to establish and increase respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to ensure we are respectfully acknowledging Aboriginal and Torres Strait Islander cultures, histories and heritage. We will ensure our activities provide an understanding and value the cultures and contributions of Aboriginal and Torres Strait Islander peoples in our local community and across our precincts.



Waranara, wallanga

Respect

Action 1	Deliverable	Responsibility	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	HR, Recruitment Manager Aboriginal Education Guides	Jan 2021, 2022
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Aboriginal Education Program Coordinator Program Services Coordinator	Nov 2020, 2021
	Develop, implement and communicate a cultural learning strategy for our staff.	Director, Business Optimisation Aboriginal Education Program Coordinator	Feb 2021, 2022
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Director Major Venues Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022 Jun 2021, 2022
	Develop and deliver Cultural Awareness Training package incorporating local culture, heritage & history, Rights & Freedoms, Ethics & Protocols - Best Practice to PMNSW staff.	Director Major Venues Aboriginal Education Program Coordinator	Feb 2021, 2022 As per new staff intake
	Review/update and realign The Rocks Discovery Museum exhibitions, content and artefacts to reflect Aboriginal and Torres Strait Islander histories/stories and cultural heritage.	Director, Major Venues Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022

Action 2	Deliverable	Responsibility	Timeline
Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.	Increase staff's understanding of the purpose and significance of cultural protocols, including Welcome to Country and Acknowledgment of Country.	CEO	Nov 2020, 2021, 2022
	Develop, implement and communicate a cultural protocol document, including protocols and statements for Welcome to Country and Acknowledgment of Country.	CEO Aboriginal Education Program Coordinator	Dec 2020, 2021
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Aboriginal Education Program Coordinator	Nov 2020 July 2021, 2022 As per events
	Embed a practice of including an Acknowledgment of Country or other appropriate cultural protocols at the commencement of important meetings.	Senior Leaders & Exec	Nov 2020, 2021, 2022
	Purchase and install Flag poles, including Aboriginal & Torres Strait Islander flags at 66 Harrington Street (rooftop) for ceremonies and other events	Senior Manager, SICEEP Asset Management Senior Manager, Security Operations	May 2021
	Produce an Aboriginal and Torres Strait Islander calendar of important dates/events.	Aboriginal Education Program Coordinator	Dec 2020, 2021
	Include an Acknowledgement of Country in all staff email signatures, lanyards and other merchandise.	Aboriginal Education Program Coordinator	Jan 2021
	Display an Acknowledgement of Country plaque/statement in the office reception/entry, meeting/conference rooms and tenancies.	Senior Manager, SICEEP Asset Management Aboriginal Education Program Coordinator	Jan 2021

Waranara, wallanga

Respect



Action 3	Deliverable	Responsibility	Timeline
Build respect for Aboriginal and Torres Strait Islander cultures and histories by promoting and celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	Aboriginal Education Program Coordinator	Nov 2020 First week July 2021, 2022
	Remove barriers to staff participating in NAIDOC Week.	CEO	May 2021
	Promote and encourage participation in external NAIDOC events to all staff.	Aboriginal Education Program Coordinator Diversity Committee	Nov 2020 First week July 2021, 2022
	Develop NAIDOC Week programs for Tallawoladah and Tumbalong Precincts.	Aboriginal Education Program Coordinator, Marketing Manager	Nov 2020 First week July 2021, 2022
	Continue partnerships with Koomurri Dance Group, MLALC and source new opportunities for NAIDOC Week events.	RWG Chairperson	Nov 2020 First week July 2021, 2022



Walunadarang

Increase

Opportunities

The Rocks and Darling Harbour Precincts are committed to promoting reconciliation through encouraging the active promotion of opportunities for Aboriginal and Torres Strait Islander Peoples. PMNSW, its Tenants and Business Partners will be encouraged to support Aboriginal and Torres Strait Islander individuals and businesses to work together in our precincts.

Walunadarang Opportunities



Action 1	Deliverable	Responsibility	Timeline
Improve employment opportunities and outcomes through increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development in the precincts.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Director, Business Optimisation Aboriginal Education Program Coordinator	Feb 2021, 2022
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Director, Business Optimisation Aboriginal Education Program Coordinator	Feb 2021, 2022
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Director, Business Optimisation Aboriginal Education Program Coordinator	Mar 2021, 2022
	Develop an Internal Aboriginal and Torres Strait Islander Network to consult on employment, retention strategies, and professional development opportunities	Director, Business Optimisation Aboriginal Education Program Coordinator	Feb 2021, 2022
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Manager, People Partners	Nov 2020, 2021, 2022 As per vacancies
	Review HR and recruitment procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Manager, People Partners	Feb 2021, 2022
	Review current roles engaged in Aboriginal and Torres Strait Islander services for the precincts.	HR – Recruitment Manager Exec, Senior Leaders	Nov 2020, 2021, 2022
	Provide capacity building opportunities including progression into leadership and senior roles across the agencies.	HR Exec, Senior Leaders	Nov 2020, 2021, 2022
	Engage Aboriginal and Torres Strait Islander employment agencies in the advertisement, recruitment and retention of Aboriginal and Torres Strait Islander employees including internships and student work experience programs.	Manager, People Partners	Nov 2020, 2021, 2022 As per vacancies
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace.	Executive Team	Nov 2021, 2022
Work with HR to develop an Aboriginal and Torres Strait Islander student work experience program.	Manager, People Partners Aboriginal Education Program Coordinator	Jan 2021, 2022	

Action 2	Deliverable	Responsibility	Timeline
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Procurement Manager Director, Business Optimisation	Jan 2021, 2022
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Coordinator, Precinct Experience & Stakeholder Relations Aboriginal Education Program Coordinator	Nov 2020, 2021, 2022

Walunadarang Opportunities



Action 2	Deliverable	Responsibility	Timeline
	Investigate Supply Nation membership.	Coordinator, Precinct Experience & Stakeholder Relations	Jan 2021, 2022
	Develop commercial business relationships with Aboriginal and/or Torres Strait Islander businesses	Coordinator, Precinct Experience & Stakeholder Relations RWG - Chairperson	Nov 2020, 2021, 2022
	Review update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Procurement Manager	Feb 2021, 2022
	Promote Aboriginal and Torres Strait Islander suppliers to tenants in The Rocks and Darling Harbour through tenant communications.	Director Precinct Activation and Customer Experience	Nov 2020, 2021, 2022 Per Campaign

Action 3	Deliverable	Responsibility	Timeline
Promoting capacity building opportunities for Aboriginal and Torres Strait Islander organisations in the precincts	Utilise the 'Dining in The Rocks' campaign to promote opportunities for Aboriginal and Torres Strait Islander businesses – markets, exhibition, pop-ups and other potential opportunities in the precincts.	Director Precinct Activation and Customer Experience	Nov 2020, 2021, 2022 Per Campaign
	Provide pop-up retail opportunities for Aboriginal and Torres Strait Islander NFPs.	Director, Leasing & Asset Management	Nov 2020, 2021, 2022 Per Campaign
	Provide venue hire opportunities for Aboriginal and Torres Strait Islander NFPs.	Director, Leasing & Asset Management Director, PACE	Nov 2020, 2021, 2022 Per Campaign

Action 4	Deliverable	Responsibility	Timeline
Align RAP with existing PMNSW policies and plans	Harbour Walk: Introduce consistent signage (dual naming) in the precinct to identify Aboriginal and Torres Strait Islander history and places of significance.	Senior Manager, Marketing	Nov 2022
	Agree in the precinct on buskers' Terms of Agreement for Aboriginal and Torres Strait Islander artists.	Senior Manager, Security Operations CBRE	Nov 2020, 2021, 2022
	Apply Government Architects NSW (GANSW) 'Designing with Country' principles in all masterplan and Planning projects for the precincts.	Senior Manager, Planning	Nov 2021, 2022

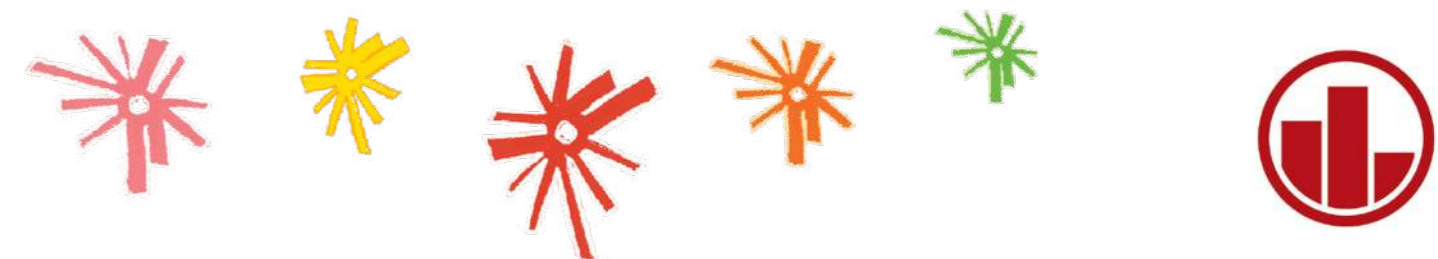


Yewing, yanga

Truth, do

Governance

We are committed to achieving our goals of reconciliation through accountability of our actions. We will celebrate our wins and learn from our experiences helping to ensure our actions are guided by best practise when working with Aboriginal and Torres Strait Islander peoples, communities and organisations.



Yewing, yanga Governance

Action 1	Deliverable	Responsibility	Timeline
Maintain an effective RAP Working Group (RWG) to drive the development and governance of the RAP for the Precincts.	RWG oversees the development, endorsement and launch of the RAP.	Director, Major Venues Aboriginal Education Program Coordinator	Nov 2020
	RWG to meet quarterly to track and monitor the progress of PMNSW's RAP.	Director, Business Optimisation RWG - Chairperson	Mar, Jun, Sep, Dec 2021, 2022
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Executive/CEO	Mar, Jun, Sep, Dec 2021, 2022
	Establish and apply a Terms of Reference for the RWG.	RWG - Chairperson	Nov 2020

Action 2	Deliverable	Responsibility	Timeline
Provide appropriate support for effective implementation of RAP commitments.	Engage our Senior leaders and other staff in the endorsement and delivery of our RAP commitments.	CEO RWG - Chairperson	Mar, Jun, Sep, Dec 2021, 2022
	Define resource needs for RAP implementation.	Director, Major Venues	Nov 2020, 2021, 2022
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	RWG - Chairperson Program Services Coordinator	Nov 2020, 2021, 2022
	Appoint and maintain an internal RAP Champion from senior Management.	Director, Major Venues	Nov 2020, 2021, 2022

Action 3	Deliverable	Responsibility	Timeline
Build accountability and transparency through reporting RAP achievements, challenges and learnings in the precinct, both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia and RWG.	Director, Major Venues RWG - Chairperson	Sep 2021, 2022
	Report RAP progress to all staff and senior leaders quarterly.	Director, Major Venues RWG - Chairperson	Mar, Jun, Sep, Dec 2021, 2022
	Publicly report our RAP achievements, challenges and learnings, annually.	Director, Major Venues RWG - Chairperson	Nov 2020, 2021, 2022
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Director, Major Venues RWG - Chairperson	May 2022

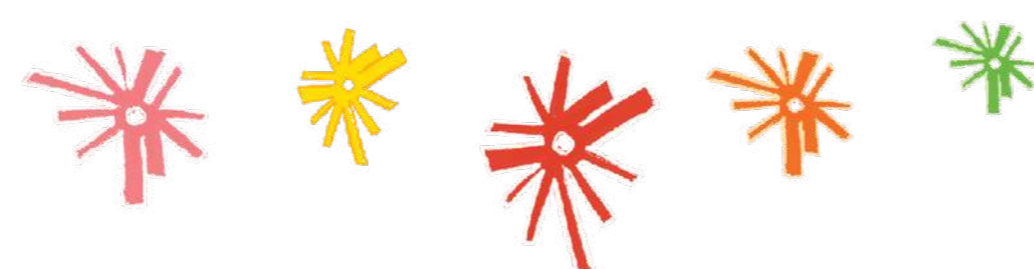
Action 4	Deliverable	Responsibility	Timeline
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Director, Major Venues RWG - Chairperson	May 2022

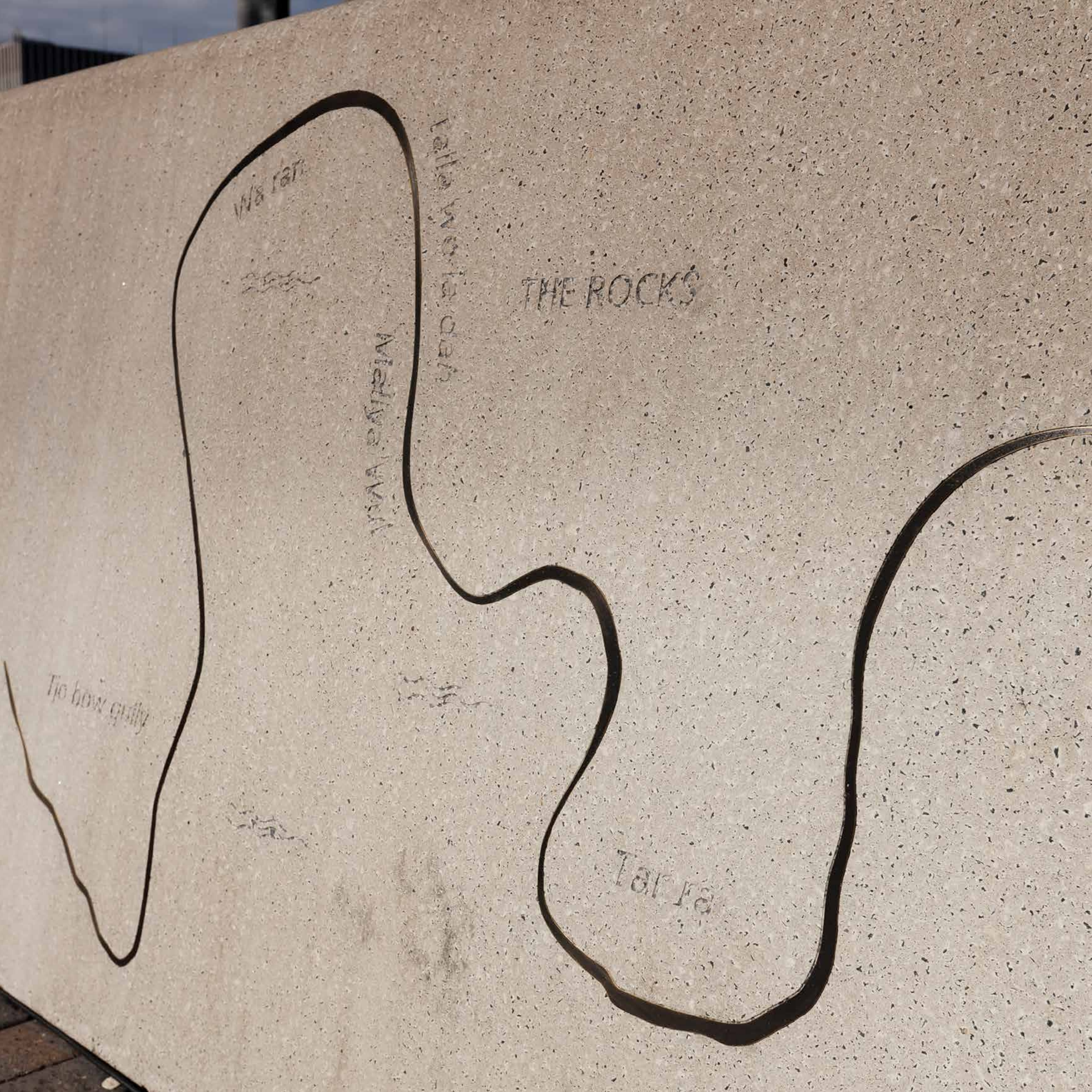
Contact us

Any enquiries about this RAP can be directed to:

PMNSW Reconciliation Action Plan Working Committee

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