



Place Management NSW
Tallawoladah (The Rocks), Tumbalong (Darling Harbour)
and Barangaroo Precincts
Innovate Reconciliation Action Plan
September 2024 – August 2026



Bangaba Budjyari Mudjin

Continue to make good relations



Acknowledgement

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

We acknowledge Gadigal Country, including her lands, sea, and sky. We honour her custodians, the people of Grass Tree, and their kin: the Wangal, Bidjigal, Cabrogal, and Cammeraygal, who often visited this Country to connect and share.

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

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

PMNSW would like to take the opportunity to acknowledge and thank the people who contributed their time and expertise in the development of the *Bangaba Budjyari Mudjin – Continue to Make Good Relations –Tallawoladah, Tumbalong & Barangaroo Innovate Reconciliation Action Plan September 2024 – August 2026*.

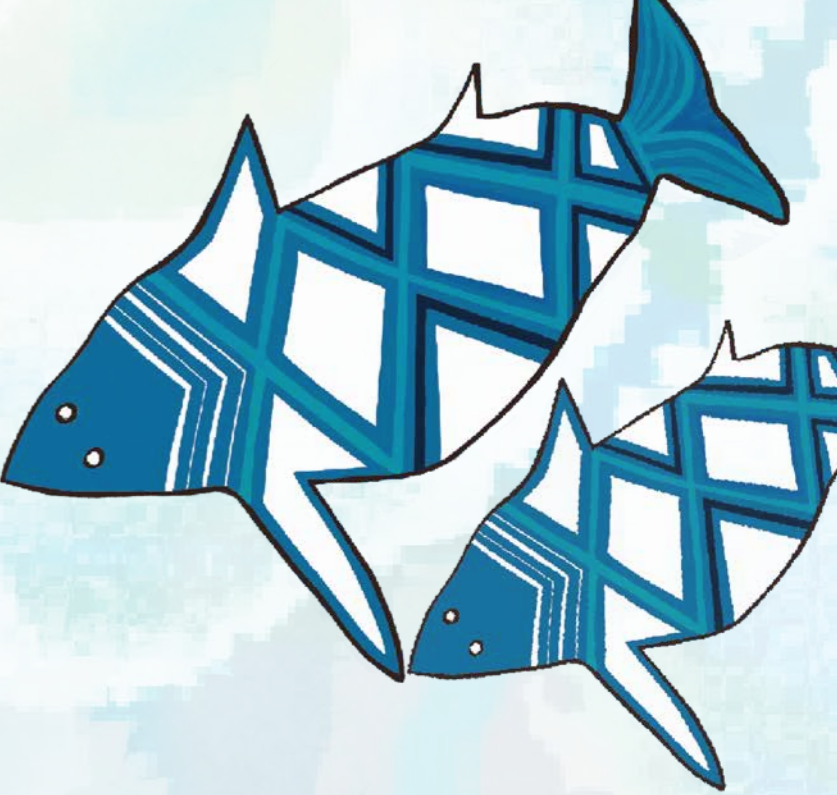
Disclaimer

Aboriginal and Torres Strait Islander peoples 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).

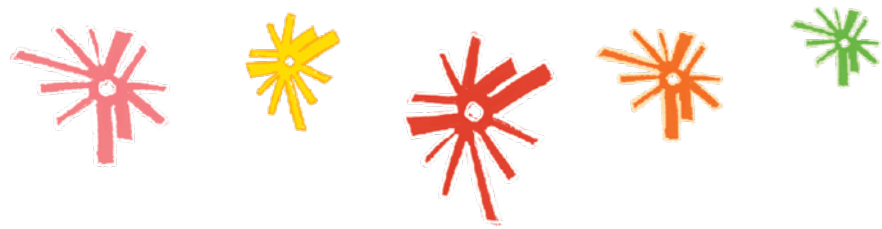


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Our Vision for Reconciliation



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 caretakers of these iconic precincts, we have a responsibility to preserve their histories 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.



NAIDOC Week Art Competition, The Rocks

Our Business



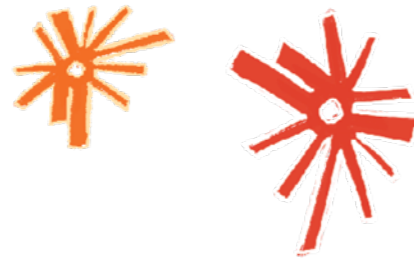
Placemaking NSW (PMNSW), as Tallawoladah, Tumbalong & Barangaroo precinct custodians, are the statutory authority responsible for the management of these precincts. Our main office is located at 66 Harrington St in The Rocks on Gadigal Country. We also have satellite office locations in Darling Harbour, Barangaroo and at White Bay, all on Gadi land with White Bay on Wangal Country.

This responsibility covers everything from the management and maintenance of our public spaces to leasing commercial buildings and retail spaces, to running community Markets and supporting groups holding events in our precincts. We also have the responsibility for protecting and enhancing the cultural and ecological heritage of these precincts.

We currently have 9 full-time Aboriginal and Torres Strait Islander employees which is 10.5% of our total staff of 85.

Given the resident and visitor profile of our 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 or family, a walk around the harbour, or to enjoy some of the great restaurants, attractions and events located here. We take our responsibility to showcase Aboriginal and Torres Strait Islander cultures seriously and understand that this means ensuring elevating First Nations voices throughout the whole life cycle of how we manage and care for these precious places.

Message from the Chief Executive



Welcome to Placemaking NSW's place based Reconciliation Action Plan for The Rocks / Tallawoladah, Darling Harbour / Tumbalong and Barangaroo.

These are iconic harbourside destinations for all Australians and they are places where people come together for everyday moments, to celebrate and create memories with family and friends.

Placemaking NSW is committed to ensuring our places are connected to Country and are alive with First Nations knowledge. The prominence of these precincts means that reconciliation initiatives undertaken will be felt by many – Indigenous and non-Indigenous peoples, locals and visitors, young and old. The Rocks, as the site of early contact, has a particularly important and symbolic role to play in initiating and implementing our Reconciliation Action Plan.

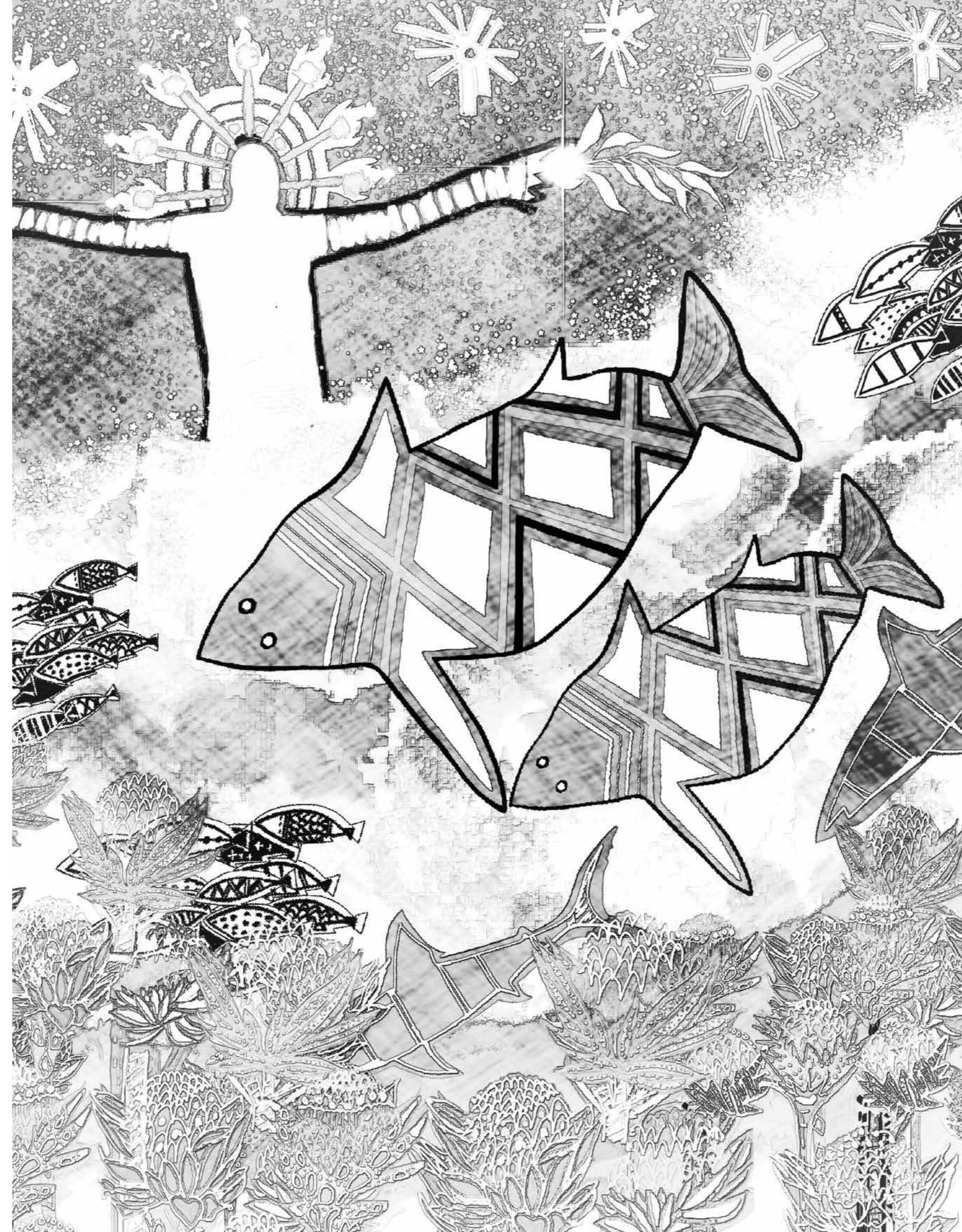
The actions identified in this plan will help to foster genuine engagement, truth telling and elevating First Nations voices to embed First Nations cultural knowledge and storytelling in our precincts and bring them to life.

Listening, learning and action are at the heart of our approach to promote awareness and connection – the cornerstone of the reconciliation journey.

I encourage the implementation of this Plan and hope it stands as an exemplar for other precincts.

Sincerely

Anita Mitchell
Chief Executive
Placemaking NSW



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 peoples 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 Journey

PMNSW has been committed to reconciliation for many years and formalised that commitment in 2020 with the development of our first RAP.

Through that process we have seen significant changes and awareness within our organisation during this period due to increases in:

- Procurement of Aboriginal and Torres Strait Islander organisations and businesses;
- Staff knowledge and understanding of Aboriginal peoples, cultures, their histories, protocols and ethics; and
- An understanding of the impacts of both colonisation and Government policies, past and present, on our relationships with our Aboriginal and Torres Strait Islander communities and the work that we do and how we engage.

Some challenges and lessons from the previous RAP process have included:

- Through internal staff education on best practices for working with Aboriginal and Torres Strait Islander stakeholders and businesses we realised that a toolkit of information and best practice processes was needed to reduce the load on the internal RAP Working Group as well as to help empower the broader workforce of Placemaking NSW. This led to the development of our First Nations Toolkit which is an 'at a glance' resource for all internal staff and contractors to use as a guide to ensure we are upholding our commitments to reconciliation within the workplace and community.
- We also faced challenges with resourcing and workload, predominantly due to COVID, and were not able to finalise our organisational Anti-Racism guidelines and policies. We have learnt from this and have allocated additional time and resourcing so that this can be a key focus for this RAP. We have spread the load by having RWG members (with various skill sets and experience) contribute to the development of the programs and to help with the efficiency of the implementation of the RAP.



The RAP has grown our organisation and we have taken away some key successes from its implementation. Some of these successes include:

- Placemaking NSW: Cultural protocol document (internal)
- Blak Markets: a pop-up arts market on Tallawoladah lawn (in front of MCA)
- Aboriginal & Torres Strait Islander significant dates calendar
- An increase of full time Aboriginal and Torres Strait Islander Staff from 3% to 10.5%. This increase saw the creation of an identified full time permanent role which focuses on First Nations projects across the precincts and the continued reconciliation work of the organisation.
- Strengthened significant and exciting partnerships with Aboriginal and Torres Strait Islander stakeholders including the National Indigenous Art Fair and Blak Markets. PMNSW supported these stakeholders to upscale and expand their events with the support of our internal event and projects staff. The events have grown and are a popular addition to the public event offerings of our precincts.

We have also created child-focused opportunities for reconciliation through our annual NAIDOC Week Schools Art Challenge which calls for students across NSW to submit visual art pieces based on the years NAIDOC theme. The finalists and winning artworks are displayed in The Rocks Discovery Museum for the broader public to experience. We also host the families and students for a morning tea and presentation from an Aboriginal or Torres Strait Islander artist. This invite is extended to internal staff to celebrate NAIDOC week and engage with young and eager minds who are passionate about art and reconciliation.

Our work from the previous RAP will continue to grow and develop. From this merging teams across Placemaking NSW, our work will now include the addition of the Barangaroo Precinct and the contribution of an additional three Aboriginal and Torres Strait Islander staff members on the RWG.

Our RAP

This RAP is unique as it is place based and connected with the locations of The Rocks, Darling Harbour & Barangaroo precincts (public and private) and not the organisation.

As the site of early contact, we continue to recognise the responsibility to initiate the reconciliation journey and the importance of our journey to a wider audience.

We recognise that by developing a RAP plan for The Rocks, Darling Harbour & Barangaroo precincts, we are not only acknowledging and formalising the work we are already doing, furthermore it is hoped that it will strengthen our relationships and partnerships with our Aboriginal and Torres Strait Islander stakeholders and communities. We continue to consult with the Aboriginal and Torres Strait Islander community members of Sydney and business owners who operate within the precincts; this consultation keeps an open dialogue for feedback, opportunities and collaboration with the community and businesses that use our precincts. This consultation works in tandem with the internal consultation with the Reconciliation Working Group (RWG) members and Aboriginal and Torres Strait Islander employees who wish to participate. Internally we continue to consult with all staff and raise awareness of the reconciliation work we are doing and the forward momentum we are building for a reconciled and inclusive internal and external environment.

Our RAP aims to:

- Facilitate understanding and celebrate the mutual and lasting benefits of learning more about Aboriginal and Torres Strait Islander cultures, values, traditions, customs, and beliefs.
- Improve economic, social, and physical opportunities for Aboriginal and Torres Strait Islander peoples associated with the management and operation of state-owned lands, and
- Seek 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 placemaking outcomes.

Championing this RAP is regarded as the responsibility of the Chief Operating Officer, Susan, Lee, the Manager of Culture, Communities & Stakeholders, Tracey Skinner and the Precinct Project Officer, Culture & Communities, Aiesha Saunders. 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 and our previous RAP.

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

This RAP will complement, enhance and strengthen other organisational frameworks and plans such as the sustainability, accessibility and diversity plan. And will continue to develop and build respectful and collaborative working partnerships with Aboriginal and Torres Strait Islander peoples, organisations, businesses, and communities.

As an organisation specialising in precinct management and shaping places for our communities, we have a public obligation to inspire and achieve meaningful change internally and within our sphere of influence.

Our Team

INTERNAL – RAP Working Group (RWG)

Susan Lee
Chief Operating Officer

Tracey Skinner
Manager Culture, Community & Stakeholders

Aiesha Saunders
Precinct Project Officer, Culture & Community

Jarmarni Tompkins
Team Leader, Visitors Services Barangaroo

Elizabeth Wortley
Manager, First Nations Programming

Robert Holters
Precinct Security Coordinator

Amy Leanfore
Senior Manager, Marketing

Antonio Goncalves
Senior Manager, Leasing & Place Management

Tiffany Gardoll
Heritage Officer

Karla Coggan
Senior Manager, Place Activation & Customer Experience

Vincenzo Falato
Senior Manager, Commercial Partnerships & Venue Hire

Sarah Christie
Senior Manager, Design & Place

Annie Tennant
Director Design and Place, RAP Champion

Melissa Stephens
Senior Account Executive - Venues & Partnerships

EXTERNAL – RAP Aboriginal & Torres Strait Islander Advisory Group (RATIAG)

Nathan Moran
CEO, Metropolitan Local Aboriginal Land Council (MLALC)

Tracey Duncan
Aboriginal Community Development Officer, City of Sydney

Trent Auld
Aboriginal Community Engagement Officer, Department Planning & Environment

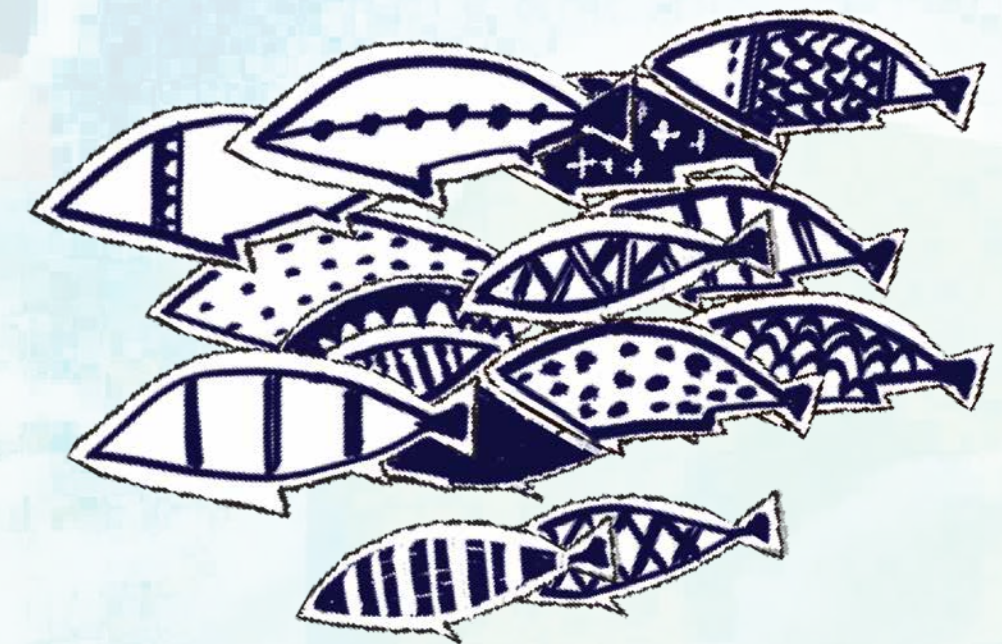
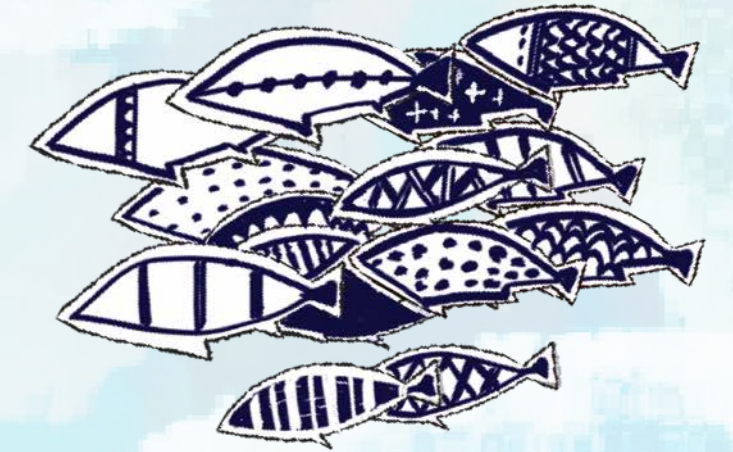
Shannon Williams
Koori Radio

Peta Strachan
Jannawi Dancers

Nadeena Dixon
Aboriginal Artist

The RATIAG meet quarterly on-site (Q1 –February, Q2 –May, Q3 –August, Q4 –November) in our Harrington Street office with the opportunity for members to join virtually if needed. These consultations are led by First Nations RWG members Tracey Skinner and Aiesha Saunders. Aside from these quarterly meetings there is also further communication with RATIAG members through phone, email, Teams meetings and catch ups.

External consultation with several key Aboriginal and Torres Strait Islander peoples working in Government and non-Government organisations in the precincts were engaged to provide further representation, input and guidance from Aboriginal and Torres Strait Islander peoples who understand our precincts and our business.





Gumal Mudjin

Friend, relation

Relationships

We look after lands that have rich Aboriginal history, these are the sites of first contact and are globally recognised. It's essential that Aboriginal and Torres Strait Islander cultures, histories and heritage from this "land are incorporated into the work we do within The Rocks, Darling Harbour & Barangaroo precincts and that we set the benchmark for how a global city can celebrate, support and collaborate with Aboriginal and Torres Strait Islander cultures, Country and communities. This can only be achieved through engaging and creating meaningful and sustainable relationships with Aboriginal and Torres Strait Islander peoples.

Gumal Mudjin Relationships



Action 1	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Sep 2024 – Apr 2025 Review: 6 weekly ¹	Manager, Culture, Communities & Stakeholders Director Design and Place
	Review and update engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Seek consultation with MLALC, Aboriginal Studies Association (ASA) and Aboriginal Education Consultative Group (AECG) & Botanic Gardens in the development of Aboriginal and Torres Strait Islander Education programs and historical content for use in the precinct.	Sep 2024, Aug 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Implement a process that ensures authentic and appropriate representation of Aboriginal and Torres Strait Islander Artists' work (for example compliance with the Indigenous Art Code reflected in retail lease agreements).	Sep 2024 Review: May 2025	Senior Manager, Place Activation & Customer Experience Director Design and Place Director Commercial and Leasing
	Engage FirstHand Solutions – Blak Markets/IndigiGrow to create partnership with The Rocks Markets	Sep 2024 – Aug 2026 Review: Nov 2025	Project Officer, Culture & Community Senior Manager, Place Activation & Customer Experience
	Update current contacts of all relevant Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities as key stakeholders to guide engagement across our precincts.	Sep 2024 – Aug 2026 Review: Jul 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Continue existing stakeholder relationships and seek out new Aboriginal and Torres Strait Islander community representatives to provide independent advice on the delivery of projects, programs, placemaking and engagement practises across our precincts under a formalised process.	Sep 2024 - Jun 2025 As per project/initiative Review: Nov 2024	Manager, Culture, Communities & Stakeholders Director Design and Place
	Continue to work on embedding the PMNSW Stakeholder Engagement Framework into PMNSW BAU.	Review Sep 2025	Manager, Culture, Communities and Stakeholders
	Continue engagement and consultation with Traditional Custodians and Cultural Knowledge holders in the development of sustainability approaches and strategies for the precincts.	Sep 2024 - Jun 2026 Every quarter – Sep 2024, Feb 2025, May 2025	Director: Sustainability and Planning Director: Asset Management
	Continue partnerships and sponsorships of VIGIL/Sydney Festival, National Indigenous Art Fair (NIAF), and source new opportunities including Yabun Festival	Sep 2024, Jan, Jul 2025	Chief Operating Officer Director AME

Gumal Mudjin Relationships



Action 2	Deliverable	Timeline	Responsibility
Celebrate Aboriginal and Torres Strait Islander peoples and culture by creating public events sharing cultures, histories and knowledge.	Consult with Aboriginal and Torres Strait Islander community members and stakeholders to develop impactful events at the Rocks, Darling Harbour and Barangaroo for the school holidays and other relevant times.	Oct 2024, Jan, Apr, Jul, Oct 2025. Jan, Apr 2026	Precinct Project Officer, Culture & Community Research and Curatorial Officer
	Build relationships through celebrating National Reconciliation Week (NRW).	May 2025, May 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Create a public activation at The Rocks Discovery Museum with school holiday programming or exhibitions.	Oct 2024, Jan, Apr, Jul, Oct 2025, Jan, Apr 2026	Precinct Project Officer, Culture & Community Research and Curatorial Officer
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and stakeholders and raise awareness on our websites and social media.	May 2025, 2026 Review: Mar 2025	Chief Operating Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2025, 2026	Director Design and Place
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2025, 2026	Chief Operating Officer
	Organise at least one NRW event each year.	27 May – 3 Jun 2025, 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community

Action 3	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Sep 2024 Review: May 2025	Director: Strategy and Governance Manager, Culture, Communities & Stakeholders
	Communicate our commitment to reconciliation internally and externally (publicly).	Sep 2024 – May 2026 Quarterly – Sep 2024, Feb 2025, May 2025	Director: Stakeholder Engagement and Communications Senior Manager: Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Nov 2024 – Nov 2025 Review: March 2025	Chief Operating Officer Chief Executive Officer

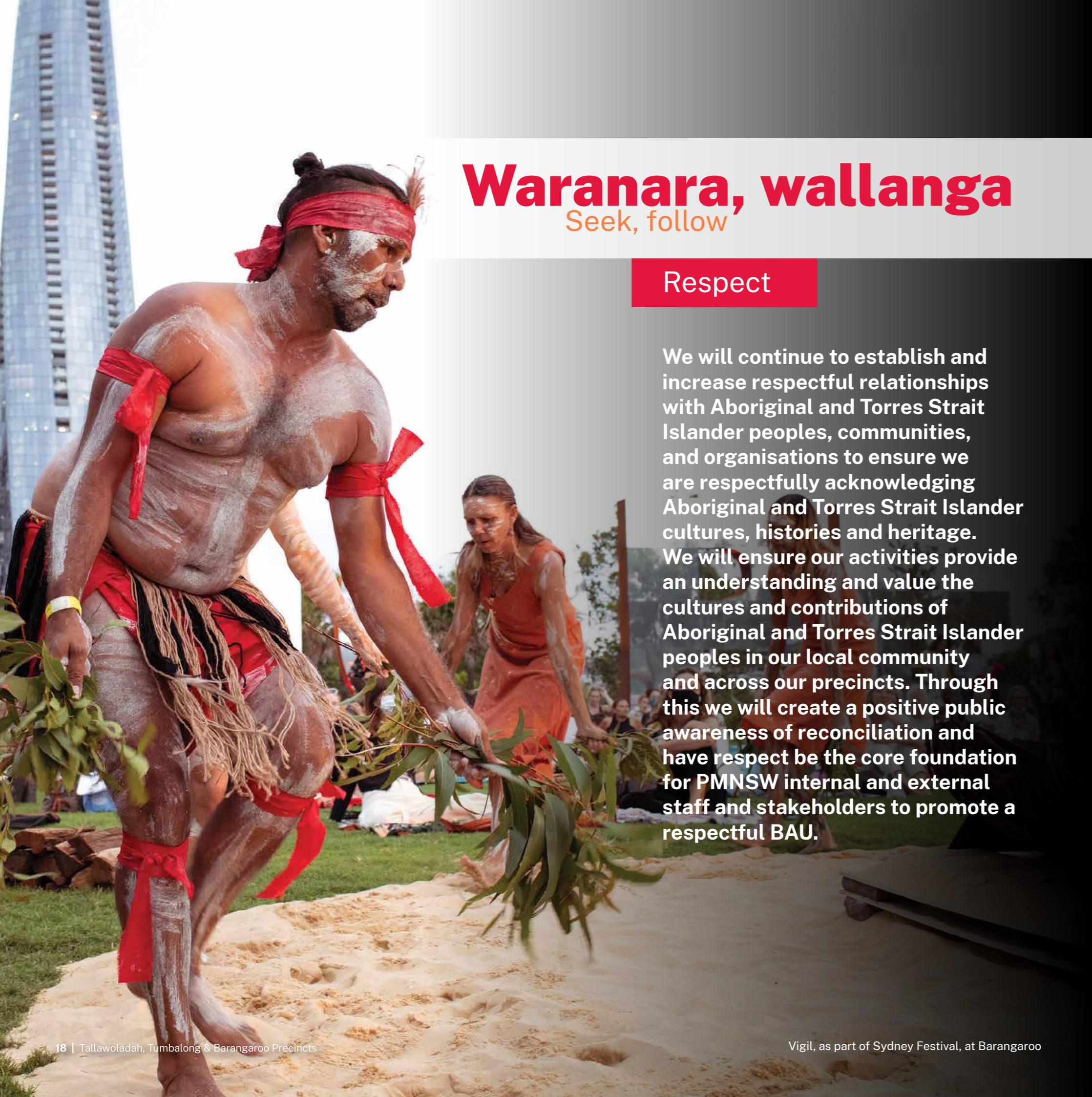
Gumal Mudjin Relationships



Action 3 cont.	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Sep 2024 – Jul 2026 6 monthly review – Feb 2025, May 2025, Feb 2026, May 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Communicate, promote and engage with staff and stakeholder groups on progress of RAP commitments through 6 monthly updates; - PMNSW All Staff Meetings - PMSNW Board Meetings - Tenant Newsletters	Oct 2024, Apr, Oct 2025, Apr 2026	Manager, Culture, Communities & Stakeholders Senior Manager: Marketing
	Create pathways and facilitate relationships with advisory bodies for our tenants, partners and stakeholders by; - Providing tenants with key Aboriginal and Torres Strait Islander stakeholder information - Ongoing tenant communications related to Aboriginal and Torres Strait Islander events, festivals, and activations.	6 monthly – Sep 2024, Mar 2025, Aug 2025, Feb 2026	Senior Manager: Marketing Manager First Nations Programming

Action 4	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025	Manager, Aboriginal Peoples and Culture Team
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Jul 2025	Manager, Aboriginal Peoples and Culture Team
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2024, Feb 2025, Aug 2025	Team Leader Visitor Services Team Precinct Project Officer, Culture & Community
	Educate all staff, including senior leaders on the effects of racism.	Sep 2024, 2025	Chief Operating Officer Precinct Project Officer, Culture & Community





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. Through this we will create a positive public awareness of reconciliation and have respect be the core foundation for PMNSW internal and external staff and stakeholders to promote a respectful BAU.



Waranara, wallanga

Respect

Action 5	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. Conduct meaningful consultation and engagement with communities.	Conduct a review of cultural learning needs within our organisation.	Sep 2024, May, 2025, May 2026	RWG Manager, Culture, Communities & Stakeholders Precinct Project Officer C&C
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Sep–Nov 2024 Review: Oct 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Review and update the current cultural learning strategy document for our staff.	Nov 2024, May 2025 Review: Oct 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Nov 2024, May 2025, May 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Develop and deliver cultural awareness and learning training package incorporating local culture, History and Heritage, Rights and Freedoms, learning on Country and Best Practise to all staff.	Sep, Nov 2024 Feb, May, Nov 2025 Feb, May, 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Review all initiatives and projects in our precincts to ensure alignment with Connecting with Country approach, Cultural Heritage principles; Realign The Rocks Discovery Museum content and programming to reflect Aboriginal and Torres Strait Islander peoples stories, histories, and cultures.	Sep–Nov 2024 Review: May 2025	Director Design & Place Manager, Culture, Communities & Stakeholders
	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Nov 2024, Nov 2025, Aug 2026
Action 6	Continue to implement and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and create a BAU attitude.	Sep & Nov, 2024 Feb & Aug 2025, Feb 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Conduct engagement and consultation with community and Traditional Owners to review projects and dual naming.	Ongoing/As per project Review 6 monthly ² –every second PWG – May & Nov of each year	Director Design and Place Manager, Culture, Communities & Stakeholders

² RAP Project Working groups are quarterly.

Waranara, wallanga

Respect



Action 6 cont.	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Sep 2024, Nov 2024, May-Jul 2025, May-Jul 2026	Director AME Director Leasing and Commercial
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Sep 2024 - Jul 2026 Review every 6 months - Nov and Feb each year	Senior Executive Assistant
	Include an Acknowledgement of Country in all staff emails signatures.	Sep 2024	Senior Executive Assistant
	Establish project plan for the installation of Acknowledgement of Country statement decal at office reception/entry	Sep 2024	Director Design and Place/ Director Leasing and Commercial

Action 7	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2025, Jul 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025	Chief Operating Officer
	Promote and encourage participation in external NAIDOC events to all staff.	May - July 2025, July 2026	Manager, Culture, Communities & Stakeholders Chief Operating Officer
	Develop NAIDOC Week Programs for our precincts; - Tallowalodah (The Rocks) - Tumbalong (Darling Harbour) - Barangaroo	Jul 2025, Jul 2026	Manager, Culture, Communities & Stakeholders First Nations Producer
	Continue partnerships with National Indigenous Art Fair (NIAF), First Hand Solutions, MLALC and source new opportunities and partnerships for NAIDOC Week.	Jul 2025, Jul 2026	Manager, Culture, Communities & Stakeholders Manager First Nations Programming



Walunadarang

Increase

Opportunities

The Rocks, Darling Harbour & Barangaroo 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 continue to support, collaborate, and create opportunities for Aboriginal and Torres Strait Islander businesses to work together in our precincts.

Walunadarang Opportunities



Action 8	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Sep 2024	Manager, Culture, Communities & Stakeholders
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Sep–Nov 2024 Review: Mar 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Collate data on Aboriginal and Torres Strait Islander recruitment, retention and professional development and implement learnings into strategy.	Sep 2024	Manager, Aboriginal Peoples and Culture Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sep 2024–2026 Review 6 monthly	Talent Acquisition Specialist
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Nov 2024 Review: Aug 2025	Manager, Culture, Communities & Stakeholders HR Manager
	Provide capacity building opportunities including progression into leadership and senior roles across agencies.	Sep 2024 – Nov 2025 Review annually in Aug	Chief Operating Officer, Place Management NSW
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace by 3.3%.	Apr 2026	Manager, Culture, Communities & Stakeholders Chief Operating Officer, Place Management NSW

Action 9	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. Collate current learnings and develop procurement strategy.	Continue Supply Nation membership.	Sep 2024	Procurement Coordinator Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Sep 2024 – Jul 2026 Review 6 monthly – May and Sep each year	Procurement Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sep 2024, 2025 Feb 2026	Procurement Coordinator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sep 2024, 2025	Procurement Coordinator
	Promote Aboriginal and Torres Strait Islander suppliers to tenants in our precincts through tenant communications.	Sep 2024 – Jul 2026 Review: Mar 2025	Senior Marketing Manager

Walunadarang Opportunities



Action 10	Deliverable	Timeline	Responsibility
Promote capacity building opportunities for Aboriginal and Torres Strait Islander organisations and businesses in the precincts.	Engage Aboriginal and Torres Strait Islander designers, artists, consultants and advisors in our CAPEX and Strategy projects.	Sep 2024 – Jul 2026 Review: Mar 2025	Director Design and Place
	Provide public and internal programming and opportunities within our precincts to promote Aboriginal and Torres Strait Islander businesses –including ongoing arts and culture markets, truth-telling museum exhibitions, pop-up public activations and other potential opportunities in the precincts.	Sep 2024 – Jul 2026 Review Quarterly – Aug 2025, Nov 2024, Feb 2025, May 2025 etc	Manager First Nations Programming (liz new title to be added)
	Continue to provide pop-up retail and The Rocks Markets opportunities for Aboriginal and Torres Strait Islander NFP's.	Sep 2024 – Jul 2026 Review: Mar 2025	Director AME Manager The Rocks Markets

Action 11	Deliverable	Timeline	Responsibility
Align RAP with existing PMNSW policies and plans.	Continue to Provide Venue Hire opportunities for Aboriginal and Torres Strait Islander NFP's.	Sep 2024 – Jul 2026 Review: Mar 2025	Director Design & Place Director Leasing and Commercial
	Across our Precincts, embed 'Connecting with Country' approach to; Design of public space and built form, naming, artwork, plans of management, interpretative elements, programming, events, including 'Yananurala' (Harbour Walk)	Sep 2024 – Jul 2026 Review Quarterly – Sep, Nov, Feb, May 2024, 2025, 2026	Director Design and Place
	Review/update Buskers' Policy and Terms of Agreement for the precincts.	Sep 2024	Manager, Culture, Communities & Stakeholders
	PMNSW Sustainability Plan: Align the Sustainability Plan with approach of 'Caring for Country' and engage/consult with Traditional Custodians to develop sustainable practices across the precincts.	Sep 2024 – Jul 2025 Review 6 monthly – Feb 2025, Aug 2025	Director, Design & Place Director Planning, Environment and Planning
	Apply Government Architects NSW (GANSW) 'Designing with Country' principles in all masterplans, Planning projects and CAPEX projects for all precincts.	Sep 2024 – Jul 2026 Review Quarterly – Aug, Nov, Feb, May 2024, 2025, 2026	Director Design and Place



Yanga yawing

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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.

Yanga yawing Governance



Action 12	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review Feb 2025	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Establish and apply a Terms of Reference for the RWG.	Sep 2024	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Meet at least four times per year to drive and monitor RAP implementation.	Sep, Nov 2024, Feb, May, Aug, Nov 2025, Feb, May 2026	Chief Operating Officer Director Design and Place

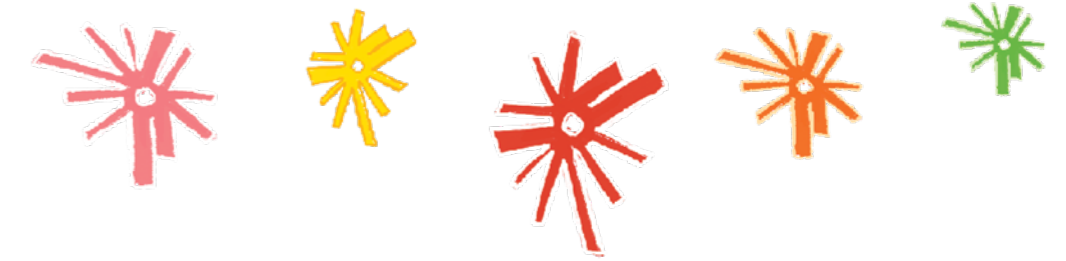
Action 13	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Sep 2024	Manager, Culture, Communities & Stakeholders Director Major Venues and Finance
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Sep, Oct, Dec 2024, Feb, May, Aug, Nov 2025, Feb, Mar, Apr, May 2026	Director Design and Place Manager, Culture, Communities & Stakeholders
	RWG to oversee the development, endorsement and launch of the RAP	Sep 2024	Manager First nations Programming Precinct Project Officer, Culture & Community
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sep 2024	Director Strategy and Governance Manager, Culture, Communities & Stakeholders
	Appoint and maintain an internal RAP Champion from senior management.	Sep 2024	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community

Yanga yawing Governance



Action 14	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	Jul annually	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug, annually	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep, annually	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Report RAP progress to all staff and senior leaders quarterly.	Sep, Oct, Dec 2024, Feb, May, Aug, Nov 2025, Feb, Mar, Apr, May 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
	Publicly report our RAP achievements, challenges and learnings, annually.	Dec 2024, 2025	Senior Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2026	Visitor Services Team Leader Precinct Project Officer, Culture & Community
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community
Action 15	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2026	Manager, Culture, Communities & Stakeholders Precinct Project Officer, Culture & Community

Contact us



Any enquiries about this RAP can be directed to:

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Vigil, as part of Sydney Festival, at Barangaroo