



INNOVATE RECONCILIATION ACTION PLAN

July 2023 – July 2025



LAND
REGISTRY
SERVICES



RECONCILIATION
ACTION PLAN

INNOVATE

ACKNOWLEDGEMENT OF COUNTRY

NSW Land Registry Services (NSW LRS) acknowledges the original Custodians of the lands and waters that we work on and with - across the many and diverse nations of NSW.

We acknowledge the lands of the Gadigal people, of the Eora Nation, on which our head office is located. We pay our respects to elders, past and present and extend our respect to all First Nations peoples.

As the custodians of NSW land information, we thank those that have cared for Country and who continue to care for Country; we recognise that we must learn more about our shared history, so we may grow together and enrich our understanding; and we look to the future to contribute to the reconciliation envisaged in the Uluru Statement from the Heart.

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COMPANY ARTWORK

This palette represents the Land, Seas and Skies. Various elements throughout this artwork represent the complexity of who we are as people and how we come together to work towards a common goal within an organisation and share a common purpose.

We are all interconnected, the same way in which the land and sea are intertwined. The recurring message throughout this piece is we're stronger together. Let's take time to reconnect to country and culture through stories and ceremony. Let's share, inspire, connect.

Jake Simon
Aboriginal artist

IN YADOT.

IN YADOT ART was created by Indigenous artist Jake Simon, proud Worimi - Biripi man living on Gadigal lands.

The artist takes elements from traditional Art language and transforms story telling into modern conceptual messaging.



ABOUT YARNNUP

NSW LRS is proud to partner with Yarnnup, First Nations consultants that will be working with us throughout the development, endorsement and implementation of our Innovate RAP and across the ongoing commitment to reconciliation.

Yarnnup is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. Yarnnup supports organisations that are working towards a more positive future for First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, business systems and training.

Yarnnup will also continue to deliver its unique training programs around cultural intelligence, immersion and capability training that blends Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to employees across the NSW LRS business.





A MESSAGE FROM OUR CEO

I am very pleased to present NSW Land Registry Services' Innovate Reconciliation Action Plan.

Over the previous 12 months we have built our understanding and connection with First Nations people and voices. This journey of Reflection has cultivated the awareness of how our work registering land titles and ownership in NSW has a strong synergy with the traditional custodianship of land.

I am encouraged by our progress and extremely proud of the achievements our people have made together on our journey of reconciliation, like embedding our own tailored Acknowledgement of Country, celebrating National Reconciliation Week and NAIDOC Week, integrating reconciliation into our core Human Resource policies, and having our entire workforce (over 200 of our people) undertake our cultural capability training program.

More than ever, we are driven to do more, and our people are positioned and ready to embark on our Innovate journey, eager to develop innovative strategies for advancing reconciliation in our workplace and our industry. We will work to embed the aspirations and commitments contained in this RAP and entrench a sustainable approach to reconciliation into our culture, one that is not reliant on a single initiative but something that is evolving and continuing.

Our reconciliation journey forms part of our maturing vision of becoming a more responsible and community-minded organisation. Embedded as a core pillar within our Diversity, Inclusion, Belonging and Equity (DIBE) Strategy, reconciliation is recognised as a critical focus for our ongoing success.

We acknowledge that through the continued integration of reconciliation principles into our daily work, NSW Land Registry Services can become increasingly accessible and address long-standing social and economic disparities. We also recognise that our sphere of influence in the NSW property industry is an asset we want to further leverage to support:

- Strategic alliances with Aboriginal Land Councils and First Nations businesses.
- A First Nations lens with our recruitment partners and feeder program for trainee employees.
- Public and industry awareness of Traditional Owners and Traditional Place Names.
- Advanced cultural awareness training with our teams and sharing this knowledge with stakeholders.

Fostering our cultural capabilities and increasing our understanding of First Nations peoples, we can ensure that our staff and supplier relationships are supportive, and that we are providing increasing opportunities to empower and encourage self-determination for First Nations peoples.

In this new RAP, NSW Land Registry Services reaffirms our commitment to Reconciliation Australia's vision of a just, equitable and reconciled Australia. We are also committed to educating our people on the Voice to Parliament, ensuring foundational understanding of the reconciliation envisaged in the Uluru Statement from the Heart.

Brett Newman
Chief Executive Officer
NSW Land Registry Services

A MESSAGE FROM RECONCILIATION AUSTRALIA CEO



Reconciliation Australia commends NSW Land Registry Services 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 NSW Land Registry Services 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, NSW Land Registry Services 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. NSW Land Registry Services is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals NSW Land Registry Services' 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 NSW Land Registry Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR ORGANISATION

NSW Land Registry Services (NSW LRS) is a private company that operates the land titles registry on behalf of the New South Wales (NSW) Government under a 35-year concession that took effect on 1 July 2017. Our history is one that stretches back for over 200 years, with our organisation being the foundation of the NSW economy providing citizens and businesses certainty about property ownership.

In our role as the custodians of this land and titling information, we control and manage numerous services to ensure the integrity, security and efficiency of all land ownership information in NSW. We work closely with property industry professionals, cadastral surveyors, conveyancers and property lawyers to provide the information community, business and government rely on to manage land transactions across the state.

For NSW LRS, our place within the property industry of NSW creates a broad and diverse sphere of influence. At a holistic scale it includes the millions of people who call NSW home – those individuals who own or interact with property across the state. It includes our employees, contractors, key suppliers, community partners, the state's regulatory bodies and established industry stakeholder groups present within the property sector of NSW. Through our commitment to reconciliation, and by taking meaningful action, we aim to drive positive race relations, institutional integrity, unity and a collective reconciliation focused momentum amongst our sphere of influence.

We currently employ 217 people, all of whom are serving the people of NSW and assisting them through some of the biggest financial decisions of their lives. In fact, we directly touch the lives of thousands of people through a variety of channels including manual, digital, phone and independent information brokers. Each year we process some 900,000 land transactions, 11,000 survey plans, handle around 100,000 calls and receive approximately 7,000 visits to our Lodgement Office location. While we do not yet know the number of our people who identify as Aboriginal or Torres Strait Islander, we have taken proactive steps during our Reflect RAP phase to begin to better understand this.

Since the concession took effect, we have improved service outcomes for our business customers and the citizens of NSW. We have invested to enhance the security of information and services and have driven digital innovation in the conveyancing and surveying sectors by bringing 100 percent of land transactions online.



We have also turned a new chapter in relation to our corporate social responsibility, developing and committing to an Environmental, Social & Governance (ESG) program as well as a 2022-2024 Diversity, Inclusion, Belonging and Equity (DIBE) strategy. Both strategic drivers are a sign of our maturing vision of a comprehensive organisational journey towards becoming a more responsible organisation. They symbolise our commitment to the environment, our community and becoming a more equitable, engaging and harmonious organisation that has people at its centre.

Of note are the three core pillars of our DIBE strategy: addressing customer diversity and accessibility, talent scarcity and ageing workforce and reconciliation and disadvantage. We are very pleased and motivated by the synergy and alignment between our approach to our DIBE strategy and the development of our Innovate Reconciliation Action Plan (RAP).



OUR VISION FOR RECONCILIATION

Our vision is to continue to understand and build our knowledge as an organisation of the profound ‘Connection to Country’ that First Nations peoples have and to honour and celebrate this through our own connections with land and water.

We understand that issues of ownership and access have been, and continue to be, contentious since colonisation and that this dispossession from Country and separation between people, communities, land and water has caused profound grief for First Nations peoples. More broadly, our vision includes how we can contribute to the concept of reconciliation through our sphere of influence by transitioning from a reflection period to an activation period.

As we embark on the Innovate stage of our reconciliation journey, we are well positioned and ready to begin embedding the aspirations and commitments contained in this RAP which build on the reflect phase and have a focus on outputs and impact.

We are motivated to listen, learn and work with First Nations peoples to understand the special connection to land and knowledge of place that the First Peoples are intrinsically aware of. Through the delivery of cultural awareness and capability training throughout the last 12-months, our people are in a position where they feel more empowered and confident to engage with First Nations peoples, communities and organisations and are ready to begin looking at opportunities where they can have impact through their scope of influence.

As an organisation that thrives on partnerships and associations, we will continue to forge strong and mutual two-way relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. The vision is to create mutually beneficial agreements and understandings that create opportunities, prosperity and social impact for First Nations communities. We will work to understand our role in creating sustainable outcomes that empower and encourage self-determination for First Nations peoples.

We strive to continue to raise our cultural confidence, acknowledging our nation’s shared past, by listening and learning from lived experiences of First Nations peoples, while applying a strengths based approach towards the future to collaborate and acknowledge some of the inroads that have been made. We aim to utilise these successes as benchmarks for a more positive future for First Nations peoples through the application of initiatives within this Innovate RAP.



Our vision for reconciliation can be summarised into the five key areas outlined.

1. SUPPORT RECONCILIATION:

Recognition of our role as an organisation to our employees, stakeholders and the broader community to support reconciliation and provide a platform for diversity and inclusion as it relates to NSW LRS.

2. FIRST NATIONS ENGAGEMENT:

Continuation of our cultural learning, embedding understanding that developing our cultural awareness and capability is an ongoing process that allows us to build our self-efficacy to engage more effectively with First Nations peoples and understand the complexity of First Nations cultures.

3. COLLABORATION:

A focus on building our strategic networks to build capacity of First Nations peoples, businesses and communities, working to create lasting partnerships with key stakeholders to accelerate opportunities for First Nations peoples. The aim is to work with and not on behalf of First Nations communities.

4. SUPPORT FIRST NATIONS COMMUNITIES:

Developing employment opportunities; this involves building a reputation as an employer of choice by creating a culturally safe environment that is welcoming which reverberates across communities and in-turn builds trust and acknowledgement. We have a real opportunity to engage First Nations peoples and leverage their expertise and sound knowledge of the landscape of NSW. This involves building partnerships with employment providers and community organisations that are reputable and have a great understanding of cultural requirements which will help engage the right people with our organisation.

5. SUPPORT FIRST NATIONS BUSINESSES:

Procurement of services and third-party support from First Nation businesses or individuals. Although our capacity is limited with a somewhat restricted supply chain, we will strive to incorporate consideration to First Nations businesses as part of our procurement processes.

OUR RECONCILIATION ACTION PLAN JOURNEY TO DATE

The Reflect RAP period has been a robust, educational and empowering process that has seen NSW LRS achieve great outcomes both internally and externally. Some of our achievements across 2022-2023 include:



Formation of NSW LRS' Internal RAP Governance Group



Educating and Promoting of First Nations Cultural Protocols



Creation of a Unique and Bespoke Acknowledgement of Country



Establishing 'Gunya' and Educational Resources for Reconciliation



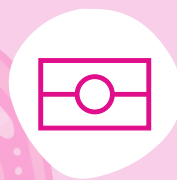
Developing First Nations Business Procurement Procedures



Design and Delivery of Cultural Capability Training for Our People



Increasing Diversity Data Capture in the Employee Recruitment Process



Staff Engagement and Celebration of National Reconciliation Week and NAIDOC Week



Embedding our Bespoke Acknowledgement of Country in Our Workplace



FORMATION OF NSW LRS' INTERNAL RAP GOVERNANCE GROUP

We have formed an internal RAP Governance Group (RAPGG) who have championed the responsibility for implementation of our RAP actions and deliverables. Sponsored by our Chief Executive Officer (CEO), the group was selected with a strong consideration toward diversity and is comprised of diverse representatives from various business units across the organisation.

EDUCATION AND PROMOTION OF FIRST NATIONS CULTURAL PROTOCOLS

We have made a significant commitment to embed understanding of the significance and purpose of First Nations cultural protocols. As part of our annual Corporate Policy Review, key Human Resource policies (including our People Policy and Diversity, Inclusion, Belonging & Equity (DIBE) Policy) were reviewed and updated to include our key commitments to Reconciliation and make reference to First Nations cultural protocols.

Our internal intranet site, 'Gunya', was utilised to provide key resources and information to educate our staff on the importance of cultural protocols such as Acknowledgement of Country and Welcome to Country, and now includes the Reconciliation Australia (RA) Information Sheet and link to RA's website page on cultural protocols.

In addition, as part of our Cultural Capability Training Program, attended by all of our people, a distinct learning outcome was included to increase understanding and recognise the importance of cultural protocols for First Nations peoples.

CREATION OF A UNIQUE AND BESPOKE ACKNOWLEDGEMENT OF COUNTRY

We achieved a significant reconciliation milestone with the creation of our first Acknowledgement of Country (AoC). The RAPGG was instrumental in the development and implementation of the bespoke AoC, with each member designing and submitting an acknowledgement to the RAPGG Chair who combined aspects of each to create our final wording.

Our approach ensured genuine intent to create something bespoke and meaningful to NSW LRS with the result being an AoC that speaks to our reconciliation journey and our unique connection to First Nations peoples.



ESTABLISHING 'GUNYA' AND EDUCATIONAL RESOURCES FOR RECONCILIATION

NSW LRS' People & Change Team launched an internal communications SharePoint to provide key reconciliation information and resources to our staff. In acknowledgement of our reconciliation journey and to increase staff awareness of First Nations cultures and languages, the site was named 'Gunya', the word for house, home or dwelling in the traditional language of the Gadigal people – recognising the traditional owners of the land on which our office is located.

Included within 'Gunya' is information and resources to educate staff on reconciliation and the commitments we have made in this space. This includes access to our Reflect RAP, information on the Uluru Statement from the Heart and key resources from Reconciliation Australia.

DEVELOPING FIRST NATIONS BUSINESS PROCUREMENT PROCEDURES

We have developed a set of internal procedures to ensure that a First Nations lens is applied to the procurement of specific services including Aboriginal catering services, First Nations stationary, office supplies and office equipment.

In response to these changes, as well as our commitment to promoting and showcasing First Nations cultures, we have catered key staff and stakeholder events with Aboriginal food from local First Nations suppliers. For example, we held a Harmony Week 2023 lunch which featured a range of food brought in by our staff that reflected their unique background and heritage. We used this opportunity to apply a First Nations lens and showcase First Nations cultures with an extensive range of Aboriginal food options from a local Aboriginal business.

DESIGN AND DELIVERY OF CULTURAL CAPABILITY TRAINING FOR OUR PEOPLE

We have ensured that our senior leaders and staff have been strongly engaged in the delivery of our RAP commitments. Alongside Yarnnup (our First Nations advisor), our RAPGG developed a training program focussing on building our employees' cultural capabilities and knowledge of First Nations cultures. Our Executive Team were engaged throughout the process to ensure appropriate oversight and to collect feedback and comments on the proposed direction.

This unique and tailored program blended First Nations awareness and philosophy with western academia including elements of neuroscience, emotional and cultural intelligence to build the capacity of our people to engage more effectively with Aboriginal and Torres Strait Islander peoples. The full day training program was delivered in an off-site location and was mandatory for all of our people. Following the training an action plan booklet to self-assess and continue building cultural capabilities as well as a resource booklet with information to continue learning was provided.

Attendee feedback was collected from staff to allow a determination of its success and to inform our ongoing journey and commitments towards reconciliation-focussed training. An overview of key results from the survey are detailed below:

KEY INDICATORS OF SUCCESS

- 88% of people felt that the training and content met their expectations
- 93% of people felt comfortable contributing to the conversations
- 90% of people felt more comfortable engaging in dialogue within a First Nations context
- 90% of people felt more comfortable engaging in dialogue within a culturally diverse context
- 93% of people were satisfied with the training sessions overall

*Percentages represent the top 2 box score responses from survey participants.

FUTURE CONSIDERATIONS FOR THE EVOLUTION OF OUR CULTURAL CAPABILITY TRAINING

- Structure training sessions to give more time for conversation, discussion, reflection and Q&A
- Expand training across 2 days to include more in-depth discussion and practical exercises
- Focus on practical applications of building cultural capability and reframing inherent biases – use situational re-enactments on how to approach or engage in conversation
- Increase training content on First Nations histories and provide further context on the current state of First Nations peoples
- Explore the concepts of Aboriginal and/or Torres Strait Islander self-determination and the ways in which we may be able to contribute to this
- Continue our commitment to learning and creating lasting impact by ensuring that this training is not a one-off occurrence

INCREASING DIVERSITY DATA CAPTURE IN THE EMPLOYEE RECRUITMENT PROCESS

To better facilitate capture of employee diversity data NSW LRS' Equal Employment Opportunity form was reviewed and updated. This will provide useful insights into the demographics of our people and will better inform the initiatives and direction of our Diversity, Inclusion, Belonging & Equity Strategy.

This new process will allow individuals to self-identify as a First Nations person during the recruitment phase and provide clear explanation on the reason and use of this information. It embeds our focus toward reconciliation and better understanding the current and future representation of First Nations employees at NSW LRS.



STAFF ENGAGEMENT AND CELEBRATION OF NATIONAL RECONCILIATION WEEK AND NAIDOC WEEK

During our Reflect RAP phase, and for the first time in our history, NSW LRS celebrated National Reconciliation Week and NAIDOC Week – highlighting their themes and holding our first formal Welcome to Country, with the Metropolitan Local Aboriginal Land Council (MLALC).

We used these culturally significant milestones as key opportunities to platform and showcase to our people the commitments we have made to reconciliation through the development of our Reconciliation Action Plan (RAP) and to increase the understanding and awareness of First Nations histories and cultures of our people. Some of the highlights of our celebrations include:

- Jake Simon, the Aboriginal artist who developed NSW LRS' RAP Artwork, was invited to our office to reveal our unique RAP artwork to our staff. A large hanging installation was unveiled with Jake providing insights into the piece and his creative process that led to the final piece.
- In celebration of our reconciliation journey, custom tote bags, lanyards and drink bottles that featured our RAP Artwork were designed and provided to staff.
- NSW LRS sponsored the Indigenous Marathon Foundation's (IMF) Run Sweat Inspire event in support of First Nations businesses and promoting physical exercise.
- Our senior leaders engaged with staff to increase awareness of the significance of these celebrations, promote local First Nations community events and to increase understanding of our organisation's commitments to reconciliation in our Reconciliation Action Plan.



EMBEDDING OUR BESPOKE ACKNOWLEDGEMENT OF COUNTRY IN OUR WORKPLACE

Since implementing our organisation's first AoC, it has become an important protocol for NSW LRS' gatherings and stakeholder events. The AoC is now spoken at our All-Staff Town Halls, leadership training events, key celebrations (like National Reconciliation Week, NAIDOC Week, Pride Week, Harmony Week, and International Women's Day) and at industry events.

Our AoC has also been integrated into the design of our office space, featured prominently in our Lodgement Office facing our customer service area. It is now included on the NSW LRS Website accompanied by the RAP artwork and also on our internal communications SharePoint, 'Gunya'.





In summary, a key success for NSW LRS throughout the Reflect RAP period has been the strong introduction of reconciliation as a core focus for the organisation - ensuring the materiality of reconciliation and our business is well understood.

Our reconciliation focus has been extremely well received by our senior leaders and employees, indicating to us the importance of ongoing communication, engagement and participation from leaders and staff from across the entire organisation. This key learning was exemplified during the launch of our DIBE Strategy, where 30% of our staff opted to be directly involved in our Reconciliation Action Plan journey.

Understanding and being aware of the key challenges that we have faced during our Reflect RAP period has been an important and ongoing consideration. A key challenge raised has been the difficulty in understanding if our initiatives or activities, while designed to have best intentions, may be seen as tokenistic or insensitive to First Nations peoples. We have strived to overcome these hurdles through continuing our education and understanding and through engagement with our local First Nations advisors (Yarnnup) to guide the RAP Governance Group and impart their knowledge where required.

Our RAP Governance Group has continued to raise these issues to ensure appropriate reflection and understanding as we strive toward our vision for reconciliation and implement the objectives of our RAP.



THE INNOVATE JOURNEY

To develop this Innovate RAP, we have undertaken a process of internal and external consultation and engagement. We have held meetings and engaged employees across the business that have expressed an interest to contribute to the continuation of our reconciliation journey. We have reviewed our successes and lessons learned from our inaugural Reflect RAP and our priorities for future actions.

This Innovate RAP was approved in consultation with key internal stakeholders such as our passionate RAP Working Group. We have also had First Nations cultural guidance and support from Yarnnup who have worked closely with NSW LRS to ensure our approach and transition to the Innovate RAP stage is culturally sensitive and appropriate. We aim to continue this journey of reconciliation to create an inclusive workforce that celebrates and reflects the diversity of the communities we represent. We are committed to creating meaningful relationships and promoting sustainable opportunities for Aboriginal and Torres Strait Islander communities, organisations and businesses.

Our Innovate RAP gives us the opportunity to take our commitment to the next level, strengthening and maximising the value of our relationships, both internally and externally. True to our values of being accountable, we commit to regularly reporting on our RAP progress, both internally through our RAPGG and externally. We will continue engaging with First Nations stakeholders to seek feedback, guidance and advice to shape meaningful actions to advance reconciliation within our sphere of influence.

We are still formally committed to reconciliation internally as an organisation through the development and integration of a Sustainability Linked Loan (SLL). Jointly coordinated by the Commonwealth Bank and Westpac, our SLL was the first in Australia to embed targets for the development and implementation of a Reconciliation Action Plan. This provides additional motivation to continue the journey, deliver on the actions and maintain effective governance to ensure compliance with our commitments. We are looking for a sustainable approach to reconciliation that is embedded into our culture, an ongoing commitment that is not reliant on a single initiative but something that is evolving and continuing.

In this next phase of our reconciliation journey, we aim to capitalise on our sphere of influence to foster stronger connections with First Nations advisers and partners, display our enduring and public commitment to reconciliation, and inspire our key stakeholders to take genuine action. Importantly, we are also looking forward to growing our work in the areas of land and titling information for First Nations peoples and communities. We will look to build relationships



with organisations such as Local Aboriginal Land Councils and use our existing relationships to contribute to the improvement of systems, access, regulations and processes which disadvantage First Nations community members.

By providing greater understanding of the histories and cultures of First Nations peoples, our team will be empowered to have more meaningful conversations and champion change within our sphere of influence. We are driven to identify opportunities to engage, communicate with, and listen to First Nations peoples and organisations, finding opportunities for connection and collaboration. By incorporating greater diversity within our organisation through procurement and employment we will benefit from a variety of different opinions and ways of being and doing that reflect Aboriginal and Torres Strait Islander peoples and contribute to NSW LRS becoming an employer and business of choice for First Nations communities.

INNOVATE RAP GOVERNANCE

The NSW LRS RAP Governance Group supports the development, promotion, and implementation of our RAP across all our business units. All members are employed by NSW LRS and share their commitment to advancing reconciliation. The RAP Governance Group is guided culturally by Aboriginal consultants Yarnnup who have partnered with us as our formal external advisory committee.

In line with our learnings, we discovered, for meaningful change to occur in our business, we need employees from all levels to be engaged. Our RAP Governance Group is comprised of employees and leaders from across NSW LRS who are passionate about reconciliation and represent our different business units, including Finance, Corporate Services, Operations, Customer Development and People & Culture. We also ensure a First Nations voice is represented in our RAP Governance Group through our external partners at Yarnnup, who will be working alongside the organisation for the entire Innovate period, ensuring we have culturally appropriate guidance and support.

THE RAP GOVERNANCE GROUP POSITIONS ARE AS FOLLOWS:

- Head of Environmental, Social & Governance (Chair) (People & Culture)
- Chief People Officer (People & Culture)
- Chief Financial Officer (Finance)
- Advice Manager (Plans & Dealings Services)
- HR Specialist Diversity & Inclusion (People & Culture)
- Facilities Manager (Office of the CEO)
- Regulatory Affairs Manager (Corporate Services)
- Account Executive (Customer Development)
- Folio Management Team Leader (Plans & Dealings Services)
- First Nations Advisor (External - Yarnnup)

To develop meaningful and unique deliverables for this RAP, NSW LRS undertook a whole of business approach to consultation with staff. The common themes emerging from this engagement were the need to:

- Continue to support creation of employment opportunities for First Nations peoples and businesses
- Find opportunities in our supply chain for First Nations businesses
- Identify opportunities for broader First Nations feedback
- Deliver ongoing and continually improved cultural capability training to allow for effective relationships with First Nations, communities and organisations that support positive outcomes.

NSW LRS will continue to forge closer relationships with First Nations peoples in places in which we operate. By recognising, understanding, and building relationships with Aboriginal and Torres Strait Islander peoples, trust can be built, relations deepened, and opportunities created for increasing First Nations economic participation.





RELATIONSHIPS

For over 200 years we have played a critical role in our industry, forming strong relationships, partnerships and associations. Now within the context of reconciliation we must build on these connections, acknowledging our commitment to contribute to the reconciliation envisaged in the Uluru Statement from the Heart.

We want to forge strong and mutual two-way relationships and promote sustainable opportunities for Aboriginal and Torres Strait Islander communities, organisations and businesses. This will allow us to raise our own awareness and create opportunities for our people to learn and be curious about what reconciliation means to them. We aspire to create change, inspire and lead with meaningful action, and to do this we must build strong partnerships with local Aboriginal and Torres Strait Islander peoples and provide opportunities to embrace their diverse cultures and experiences.

Action	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement	July 2023 Lead: Head of ESG Support: RAP Governance Group
	1.2	Develop and implement an engagement plan to work with First Nations stakeholders and organisations	January 2024 Lead: Head of ESG Support: Corporate Affairs Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2024, 2025 RAP Governance Group Chair
	2.2	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2024, 2025 Chief People Officer
	2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2024, 2025 Lead: Chief People Officer Support: RAP Governance Group

Action	Deliverables	Timeline	Responsibility
	2.4	Host a morning tea for First Nations community leaders and guests to discuss reconciliation & the current NRW theme and messaging	27 May – 3 June 2024, 2025 Lead: Head of ESG Support: Facilities Manager
	2.5	Organise at least one NRW event each year	27 May – 3 June 2024, 2025 Lead: Facilities Manager Support: RAP Governance Group
	2.6	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025 RAP Governance Group Chair
3. Promote reconciliation and our RAP through our sphere of influence	3.1	Implement strategies to engage our staff in reconciliation	June 2024, 2025 Chief People Officer
	3.2	Communicate our commitment to reconciliation publicly and encouraging community participation in internal and external events	May 2024, 2025 Chief Executive Officer
	3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	March 2024, 2025 Corporate Affairs Manager
	3.4	Collaborate with RAP endorsed and other like-minded organisations to develop ways to advance reconciliation	April 2024, 2025 Lead: Head of ESG Support: RAP Governance Group
	3.5	Communicate our commitment to reconciliation publicly by sharing case studies on our progress and achievements	January 2024, 2025 Lead: Chief Executive Officer Support: Corporate Affairs Manager
4. Promote positive race relations through anti-discrimination strategies	4.1	Engage with First Nations staff and/or First Nations advisors to review our anti-discrimination policy to ensure cultural sensitivity and awareness	February 2024 Lead: Head of ESG Support: Indigenous Advisor
	4.2	Review, update and communicate the anti-discrimination policy for our organisation	August 2024 Chief People Officer
	4.3	Provide ongoing education to senior leaders on the effects of racism and the nature of institutional racism that have impact First Nations peoples through storytelling and awareness raising	April 2025 Lead: Head of ESG Support: Indigenous Advisor
	4.4	Conduct ongoing reviews of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2024 Chief People Officer



RESPECT

Our commitment toward national reconciliation is grounded in a desire to learn more about our shared history, so we may grow together and enrich our understanding of the profound ‘Connection to Country’ that First Nations peoples have and to honour and celebrate this through our own connections with land and water. We must be bold and explore opportunities to develop our understanding of cultural heritage, language, traditional place names, land management, and custodianship.

We acknowledge that our long-standing heritage, of serving the people of NSW, must be built on a strong tenet of multi-cultural capability. We understand that to create a truly respectful workplace, one that fosters inclusion, belonging and equity, we must build on our cultural awareness, allowing and encouraging our people to connect with Aboriginal and Torres Strait Islander peoples and the many diverse cultures present across the state.

Action	Deliverables	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1	Conduct a review of current cultural learning needs within the organisation	November 2023 Chief People Officer
	1.2	Consult local Traditional Custodians and First Nations advisors on the development and implementation of a cultural learning strategy	March 2024 Head of ESG
	1.3	Develop, implement and communicate a cultural learning strategy for our staff which considers how learning can be provided (online, face to face workshops and cultural immersion)	September 2024 HR Specialist D&I
	1.4	Provide opportunities for RAP Working Group members, people and culture team members, executive management team and other relevant staff to participate in a structured cultural learning journey	October 2024 Chief People Officer, Head of ESG
	1.5	Explore opportunities for cultural immersion for our executive leadership team	December 2024 RAP Governance Group Chair

Action	Deliverables	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1	Increase staff's understanding and capacity to contribute to significant cultural protocols, including an Acknowledgment of Country at important meetings	November 2023 Chief Executive Officer
	2.2	Review existing Acknowledgement of Country to ensure it is current, bespoke, relevant and in line with best practice	December 2024 RAP Governance Group Chair
	2.3	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	March 2024 HR Specialist D&I
	2.4	Invite local Traditional Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	July 2024 RAP Governance Group Chair
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1	RAP Working Group to participate in an external NAIDOC Week event	July 2024, 2025 RAP Governance Group Chair
	3.2	Update any HR policies and procedures to remove barriers to staff participating in NAIDOC Week	March 2024 Chief People Officer
	3.3	Promote and encourage participation in external NAIDOC events to all staff	July 2024, 2025 Head of ESG
4. Increase public understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights throughout the organisation	4.1	Explore opportunities to understand, value, recognise and promote Aboriginal cultural heritage and Connection to Country throughout the organisation and the work we do	June 2024 Head of ESG
	4.2	Implement environmental education programs delivered by traditional custodians to discuss and include traditional land management, the significance of custodianship to land and cultural activities and how this interrelates with the work we do	February 2025 Head of ESG
	4.3	Review and consider naming policies and processes to reflect Traditional First Nations place names	September 2024 Head of ESG
	4.4	Collaborate with Local Aboriginal Land Councils on key initiatives associated with Land	April 2025 Lead: Head of ESG Support: RAP Governance Group
	4.5	Explore opportunities for understanding of cultural heritage, its significance and preservation through language and recognition	February 2024 HR Specialist D&I
5. Explore opportunities to recognise and promote Aboriginal cultural heritage and Connection to Country	5.1	Collaborate with Local Aboriginal Land Councils on key initiatives associated with Land	September 2024 RAP Governance Group Chair
	5.2	Explore opportunities for understanding of cultural heritage, its significance and preservation through language and recognition	October 2024 Head of ESG Support: First Nations Advisor



OPPORTUNITIES

In order to grow collectively as a nation, forging a pathway toward a reconciled Australia, mutually beneficial and sustainable opportunities must be provided to Aboriginal and Torres Strait Islander peoples, communities and businesses.

We are committed to better understanding our workforce to reveal our baseline of Aboriginal and Torres Strait Islander representation, we want to eradicate any employment barriers to our workplace and foster employment opportunities for First Nations peoples.

Here at NSW LRS, we recognise that genuine inclusion is about more than just creating employment opportunities. Our vision for reconciliation is one where we aspire to engage First Nations peoples and leverage their expertise and sound knowledge of the landscape of NSW, and in turn create opportunities by building understanding and sharing our knowledge about the ways in which we work with land and water information.

Action	Deliverables	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1 Engage with First Nations advisors to inform recruitment, retention and professional development strategies that are culturally appropriate	January 2024	Chief People Officer
	1.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	December 2023	HR Specialist D&I
	1.3 Identify and adjust any recruitment procedures that may be barriers to First Nations participation	April 2024	Lead: Chief People Officer Support: HR Specialist D&I
	1.4 Develop and implement a First Nations recruitment, retention and professional development strategy	September 2024	Lead: Chief People Officer Support: HR Specialist D&I
	1.5 Advertise job vacancies to effectively reach First Nations stakeholders	November 2024	HR Specialist D&I

Action	Deliverables	Timeline	Responsibility	
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1	Maintain Supply Nation membership	April 2024	Chief Financial Officer
	2.2	Develop and implement a formal social procurement strategy	June 2024	Lead: Chief Financial Officer Support: Head of ESG
	2.3	Develop and communicate opportunities for procurement of goods and services from First Nations businesses	September 2024	Chief Financial Officer
	2.4	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses	December 2024	Chief Financial Officer
	2.5	Develop commercial relationships with First Nations businesses	April 2025	Head of ESG





GOVERNANCE

We are committed to learning, growing and progressing our vision for reconciliation within our robust and established governance framework. Our RAP is strongly supported by our RAP Governance Group, consisting of leaders and members from across our organisation, and continues to respect First Nations voices through support and counsel from First Nations advisors.

To effectively monitor the progress of our RAP, we will report on our actions and activities annually, celebrate and mark our achievements, share what we have learned and identify further opportunities that will enable us to work towards our vision for reconciliation and to support the reconciliation envisaged in the Uluru Statement from the Heart.

Action	Deliverables	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG	August 2023	RAP Governance Group Chair
	1.2 Draft a terms of reference document for the RWG	August 2023	Head of ESG
	1.3 Meet at least six times per year to drive and monitor RAP implementation	Every 2 months from August 2023	RAP Governance Group Chair
2. Provide appropriate support for effective implementation of RAP commitments	2.1 Define resource needs for RAP implementation	July 2023	Head of ESG
	2.2 Pursue opportunities to embed RAP vision and aspirations in organisational policies	March 2025	Head of ESG
	2.3 Pursue and maintain RAP vision and aspirations across corporate strategic documents	March 2025	Corporate Affairs Manager
	2.4 Engage senior leaders and other staff in the delivery of RAP commitments	September 2023	Lead: Head of ESG Support: RAP Governance Group
	2.5 Define appropriate systems and capability to track, measure and report on RAP commitments	August 2023	Head of ESG

Action	Deliverables	Timeline	Responsibility	
	2.6	Appoint and maintain an internal RAP Champion from senior management	August 2023	Head of ESG
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30 September 2023,2024	Head of ESG
	3.2	Report RAP progress to all staff and senior leaders quarterly	Quarterly from September 2023	Head of ESG
	3.3	Report our RAP achievements to relevant stakeholders annually	December 2023,2024	Head of ESG
	3.4	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2023	Head of ESG
	3.5	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	Head of ESG
	3.6	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	June 2024, 2025	Head of ESG
	3.7	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2024	Head of ESG
4. Continue our reconciliation journey by developing our next RAP	4.1	Review RAP based on achievements, challenges and lessons learned	March 2025	RAP Governance Group Chair
	4.2	Register via Reconciliation Australia's website to begin developing our next RAP	March 2025	Head of ESG

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