

Western Parkland  
City Authority

# REFLECT Reconciliation Action Plan

January 2023 – July 2024



## Acknowledgement of Country

Aboriginal people have had a continuous connection with the Country encompassed by the Western Parkland City (“Parkland City”) from time immemorial. They have cared for Country and lived in deep alignment with this important landscape, sharing and practicing culture while using it as a space for movement and trade.

We Acknowledge that four groups have primary custodial care obligations for the area: Dharug/Darug, Dharawal/Tharawal, Gundungurra/Gandangara and Darkinjung. We also Acknowledge others who have passed through this Country for trade and care purposes: Coastal Sydney people, Wiradjuri and Yuin.

The Western Parkland City Authority wishes to Acknowledge Aboriginal people as the traditional custodians of this land. Through thoughtful and collaborative planning, we seek to demonstrate our ongoing commitment to creating places in which Aboriginal people are supported socially, culturally and economically.

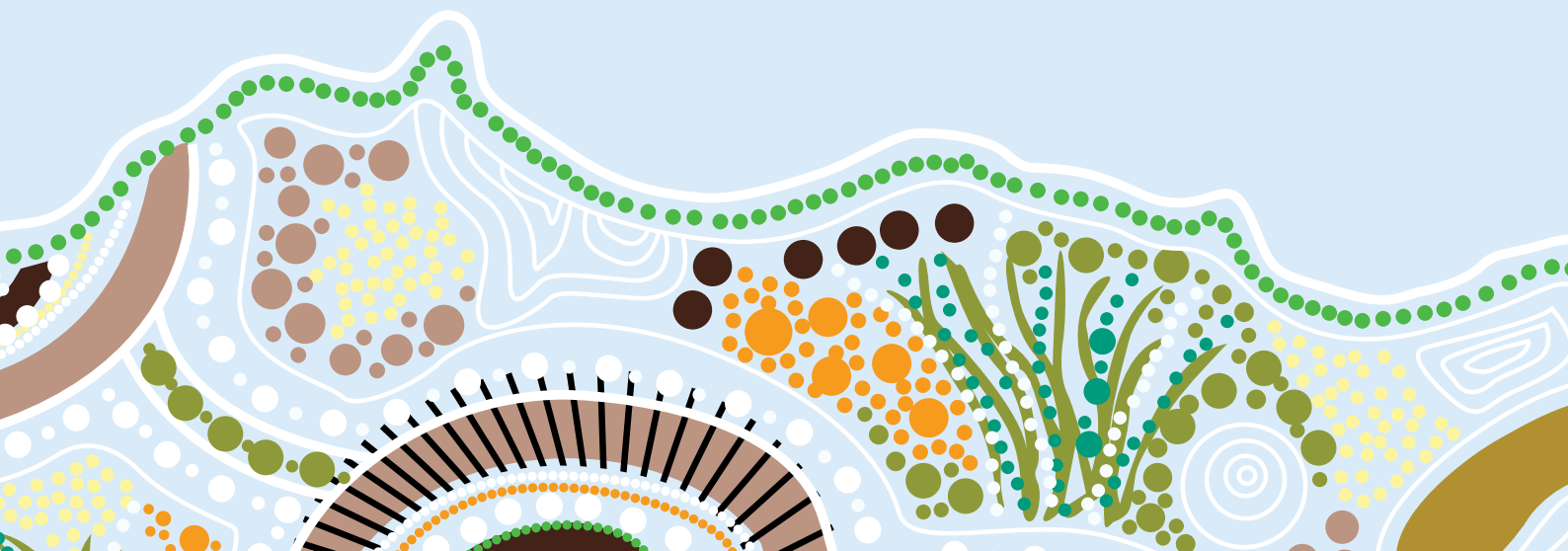
## Acknowledgment of Community and Culture

Western Sydney is home to the highest number of Aboriginal people in any region in Australia. Diverse, strong and connected Aboriginal communities have established their families in this area over generations, even if their connection to Country exists elsewhere.

We Acknowledge the six Local Aboriginal Land Councils whose boundaries cover parts of the Western Parkland City, the Gandangara, Deerubbin, Tharawal, Metropolitan, Pejar and Wanaruah and that they have responsibilities to communities within this area and some have landholdings as well.

This offers an important opportunity for the future of the Parkland City.

Ensuring that Aboriginal communities, their culture and obligations for Country are considered and promoted will be vital for the future of the Parkland City. A unique opportunity exists to establish a platform for two-way knowledge sharing, to elevate Country and to learn from cultural practices that will create a truly unique and vibrant place for all.



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# Message from Reconciliation Australia CEO

Reconciliation Australia welcomes the Western Parkland City Authority to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Western Parkland City Authority joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an

organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

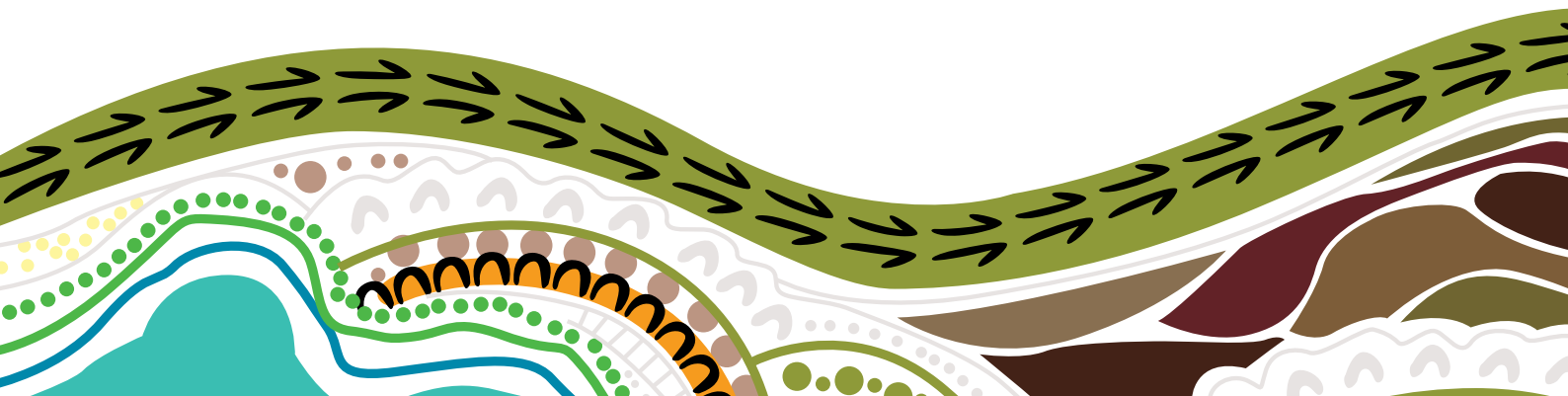
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Western Parkland City Authority to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Western Parkland City Authority, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Message from Western Parkland City Authority CEO and Chair

We are proud to introduce the Western Parkland City Authority's inaugural 2023-2024 Reconciliation Action Plan (RAP).

The Western Parkland City has a rich and continuous heritage of First Nations culture, and we Acknowledge and respect the traditional custodians of the lands on which we work, the Dharug/Darug, Dharawal/Tharawal, Gundungurra/Gunungara and Darkinjung Nations.

We also recognise the connected, strong, resilient, large and diverse First Nations communities of broader Western Sydney. We are committed to embracing the opportunity to learn from local First Nations communities, and to listen to and consider First Nations voices, through our work in delivering, coordinating and attracting investment to the Western Parkland City.

The Bradfield City Centre will be designed and built in collaboration with First Nations communities to ensure we work, design and connect with and celebrate Country, culture and community every step of the way.

As we start work to create the Bradfield City Centre, we are looking to ensure First Nations engagement and influence is carried through from design to construction and to the ongoing function of this city for the 22nd century.

This RAP provides us with the framework to guide the journey we've started towards this extraordinary future, bringing the vision of the Western Parkland City to life. It is our statement of commitment to build on the legacy of the peoples of this place and to leverage the immense potential of the Western Parkland City to achieve meaningful outcomes for First Nations communities.

I'd like to thank the Western Parkland City Authority teams involved in developing the 2023-2024 Reflect RAP, and in particular our Program Director, First Nations Outcomes, Jessica Herder and the RAP Working Group, who will now take on the important role of leading implementation of our 19 action and 61 deliverable commitments.



Jennifer Westacott AO  
Chair  
Western Parkland City Authority



Dr Sarah Hill  
Chief Executive Officer  
Western Parkland City Authority

# About the Artwork

## Garungarung Murri Murri Nuru

### (Beautiful Great Grass Country)

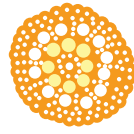
This beautiful artwork's songlines represent the many layers of the Cumberland Plains area, including the grassy open plains with native grasses like the Lomandra and Dianellas, found across this magnificent Country.

The rich red earth is striking, full of sandy outcrops with engraving markings including the tall eucalyptus trees and plants, providing food and medical benefits for our people.

Connecting all of this is the lands and animals-totems, sustained by the life-giving waterways that nurture and provide for all.

This artwork depicts the many clans that travelled along the waterways, paying respect and ceremony of the waterway ensuring they are always cared for and looked after.

In the stunning Western Sydney afternoon dusk skies, our ancestors are forever looking over us, protecting, guiding, and spiritually connecting us in life.



Ancestors looking over



The emu and kangaroo on the Western Sydney plains



Murung Tree –  
Grown knowledge tree



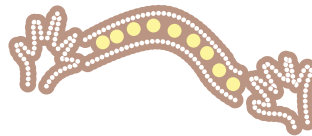
Blue Mountains



Eucalyptus trees –sacred trees



Sandy outcrops –  
Sydney sandstone



WPCA environmental planning



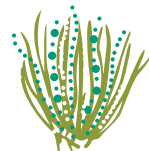
Animal totems



Waterholes



Fresh water streams



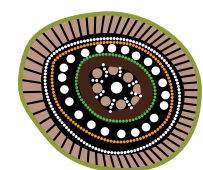
Tall grasses



Sustainability working  
with environment



Layers of knowledge  
and wisdom



Connection to Country



# Artist profile



Dalmarri owners and artists (left to right) Trevor Eastwood and Jason Douglas

Dalmarri is owned by Western Sydney Darug Aboriginal Artists, Trevor Eastwood, and Jason Douglas. Dalmarri is local to the Western Parkland City and 100% Aboriginal owned and Supply Nation certified bringing culture through engagement, art, and teachings for corporate, education and communities.

Both Trevor and Jason have been taught the correct protocols and understandings with Aboriginal Art including storytelling, Songlines and the dreaming from Trevor's father, acclaimed Aboriginal Artist, Uncle Danny Eastwood of Ngamba's, Darug and Gadigal country.

Uncle Danny is a pioneer of Aboriginal people, having been awarded Aboriginal Artist of the year twice and known all around the world for his art.

Uncle Michael Douglas, Jason's father, is a Native title holder and Elder, who sits on many justices group boards and is a well-respected community advocate for his people and still works as a police Liaison officer.

Both Fathers are proud Trevor and Jason are continuing to teach beautiful Aboriginal culture and preserve its history for the generations to come in the work they do.

In less than four years, Dalmarri has grown their business to employing an additional six Aboriginal staff and growing. They have opened their new Art Gallery in St Marys, Darug Country, run Cultural workshops with community, represent over 50 schools locally, over 60 childcare centres in Penrith Council, Fairfield councils, Inner West, Georges River and the Blue Mountains and work with many local communities and partner with many leading corporate firms.

Dalmarri are Reconciliation Action Plan (RAP) artists for large companies including Woolworths, AMP, AMP Capital, Diageo, Southern Cross Group, IP Australia, Publicis Groupe and many more. Dalmarri are currently working with Blacktown council children's services, Blackrock, Mills and Oatley as consultants and creating their RAP.

Currently Dalmarri have over 60 projects for childcare centres in 2022 to install more cultural significance. Dalmarri are about to launch some brand-new products for a large supermarket chain right across Australia, partnering national sporting bodies with designs and branding, run cultural workshops, licensing a new apparel for a leading sports company, new corporate artwork design for a bank credit card and artwork for a sleeve for Sydney Water to rebrand their high vis workwear.



# About the Western Parkland City Authority

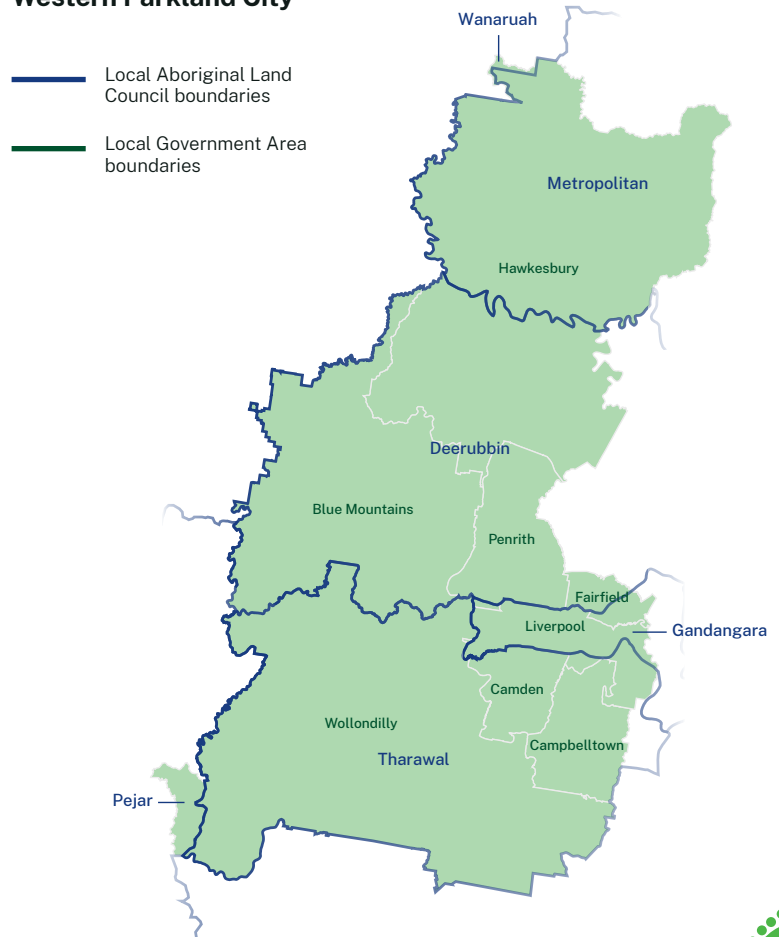
The Western Parkland City Authority (WPCA) is the NSW Government agency responsible for delivering, coordinating and attracting investment to the Western Parkland City.

The Western Parkland City represents the western parts of Western Sydney. It is shaped mostly by the flat plains around Wianamatta-South Creek, the Hawkesbury-Nepean River and the hills up to the Blue Mountains, as shown in Figure 1.

We are focused on realising the enormous opportunity presented by the Western Sydney International (Nancy-Bird Walton) Airport and the \$20 billion-plus Western Sydney City Deal – a trilateral government investment. The new airport will regionally, nationally and globally connect the Western Parkland City.

A core part of our business is involving the community in our plans to create the Bradfield City Centre and Western Sydney Aerotropolis (a metropolitan subregion with airport-centred infrastructure, land use and economy) and support the evolution of the Western Parkland City.

**Figure 1:**  
**Western Parkland City**



We Acknowledge that four groups have primary custodial care obligations for the area: Dharug/Darug, Dharawal/Tharawal, Gundungurra/Gunungara and Darkinjung.

We also Acknowledge others who have passed through this Country for trade and care purposes: Coastal Sydney peoples, Wiradjuri and Yuin.

Figure 2: Context of Bradfield City Centre and the Western Sydney Aerotropolis.



# Our role

We've received more than \$1 billion from the NSW Government to kick-start the design and construction of the Bradfield City Centre, an entire new city to be built next to the new airport in the Aerotropolis.

We work with the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly local councils, and with state and Commonwealth agencies responsible for new infrastructure and development. We also work with businesses, higher education institutions and landholders.

This work will support local people to find the right kind of jobs in the area where they live. We can help local people, including First Nations peoples, to take up these jobs and opportunities – some in the construction industry and others in emerging industries.

One way we can do this, in collaboration with partner networks, is to help people upskill for priority emerging industries. This will be achieved through the New Education and Training Model (NETM).

Through the NETM, we will create 100 new micro-credentials (short, industry-recognised, skill-specific certifications) to provide targeted training in the skills our industry partners advise are needed to support the growth of priority emerging industries in the Western Parkland City.

Our work is focused on attracting industry and investment as we help to create up to 200,000 new jobs across the Western Parkland City. We're also working to diversify employment and economic opportunities and to increase critical workforce skills and opportunities.

Advanced manufacturing is one of these emerging industries. We are building a new Advanced Manufacturing and Research Facility (AMRF) in Bradfield City Centre to support it.

You can read more about what we do on our website: [wpc.a.sydney](http://wpc.a.sydney).



Native plants in Bradfield City Centre site.  
Source: Michael Kahn, Nguluway DesignInc

As of December 2022, the WPCA employs between 140 and 160 people, including a leadership team of 12. Five staff members openly identify as Aboriginal in the workplace, representing approximately 4% of the organisation. This includes one part-time staff member, two in ongoing Identified roles and two CareerTrackers interns.

Of these five First Nations staff, three are from Western Sydney. We look forward to continuing to support their career development and their cultural safety in the workplace. We want to see an increase in the number of First Nations peoples who come and work with us.



# Our reach and where we work

Our geographic reach is regional, national and global. The legislation that established the authority covers the whole Western Parkland City, which takes up more than 800,000 hectares. It is not only a key area in Greater Sydney, but also a gateway to and from western, southern and northern NSW.

We're coordinating infrastructure to support regional, national and global travel and trade to the Western Parkland City. We're also focused on investment attraction right across the Western Parkland City. This includes the 114-hectare Bradfield City Centre to be built next to the airport and within the boundary of the Aerotropolis. Bradfield City Centre will become a destination for business, leisure and students.

We have two office locations:

- Parramatta (Burrumbidgee in the local Darug language)
- Bradfield City Centre site office (on the lands of the Cabrogal clan of the Darug nation)

Our Parramatta office will re-locate to Penrith (Darug Country) in early 2023.

# Our Reflect Reconciliation Action Plan (RAP)

Our RAP formalises the commencement of our reconciliation journey. We recognise that the Western Parkland City is home to one of the largest populations of First Nations peoples in any region in Australia. It is a place where many diverse, strong and connected First Nations communities have established their families over generations, even if their connection to Country exists elsewhere.

We recognise the social and economic disadvantage some First Nations peoples endure in the Western Parkland City through the intergenerational impacts of First Nations peoples being dispossessed of their land and way of life through colonisation. We also recognise our responsibility to contribute to the *Closing the Gap* National Agreement. We are particularly focused on target eight, which strives to increase the proportion of Aboriginal and Torres Strait Islander peoples aged 25-64 who are employed to 62% by 2031.

Our work requires us to acknowledge this context and ensure emerging opportunities can be shared with everyone in the Western Parkland City, including First Nations peoples.

This Reflect RAP will enable us to take meaningful action across our organisation – action that will work to advance reconciliation, develop relationships and realise economic, social and cultural outcomes for First Nations people in the Western Parkland City. The RAP will help us to keep track of progress and achieve our goals as an organisation.



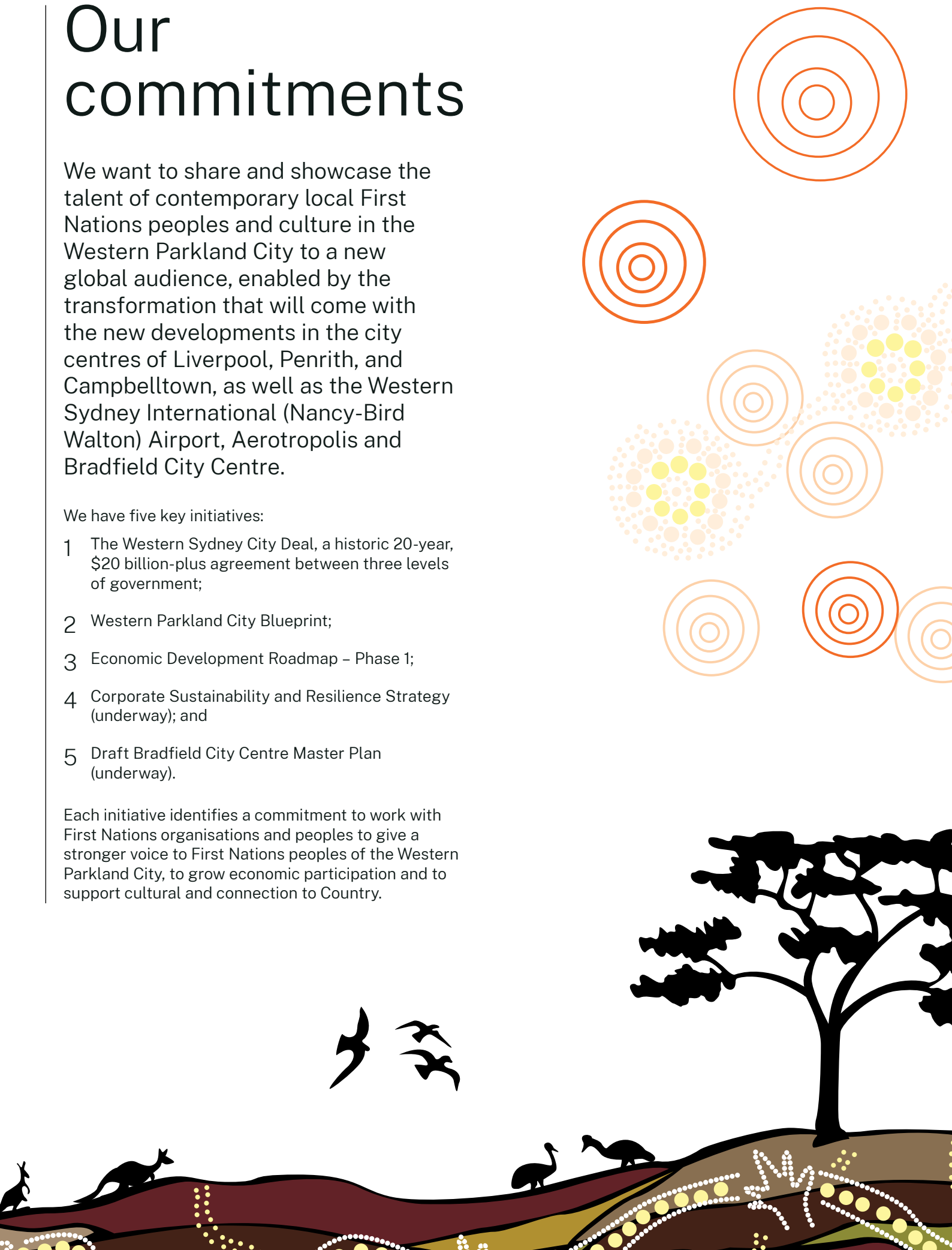
# Our commitments

We want to share and showcase the talent of contemporary local First Nations peoples and culture in the Western Parkland City to a new global audience, enabled by the transformation that will come with the new developments in the city centres of Liverpool, Penrith, and Campbelltown, as well as the Western Sydney International (Nancy-Bird Walton) Airport, Aerotropolis and Bradfield City Centre.

We have five key initiatives:

- 1 The Western Sydney City Deal, a historic 20-year, \$20 billion-plus agreement between three levels of government;
- 2 Western Parkland City Blueprint;
- 3 Economic Development Roadmap – Phase 1;
- 4 Corporate Sustainability and Resilience Strategy (underway); and
- 5 Draft Bradfield City Centre Master Plan (underway).

Each initiative identifies a commitment to work with First Nations organisations and peoples to give a stronger voice to First Nations peoples of the Western Parkland City, to grow economic participation and to support cultural and connection to Country.



# Developing the RAP

In developing this RAP, we undertook a campaign to raise awareness of the Reflect RAP within the organisation and invited staff to get involve. A RAP working group was established that met on a fortnightly basis and included representation from all business units, including:

**Associate Investment Attraction**, Shannon Dearing

**Director Agribusiness**, James Fisher

**Director Corporate Services**, Virginia Tinson

**Director Governance, Audit and Risk**, Lyndsay Brooker

**Director Engagement**, Rebecca Williams

**Director First Nations Outcomes**, Jessica Herder

**Director Skills and Education**, Maegan Baker

**Director Sustainability**, Lucy Sharman

**Executive Director Development and Place**,  
Peter Anderson

**Executive Director NETM**, Peter Mackey

**Executive Assistant**, Natalie Swane

**Executive Officer**, Kyle Alp

**Intern First Nations Outcomes**, Georgah Foote

**Manager Sustainability**, Bronte Smith

**Manager Investment Attraction Agribusiness**,  
Michael Daley

**Project Officer First Nations Outcomes**, Johnno Hookey

**Senior Project Manager Multi-Utilities Corridor**,  
Sharen Sordo

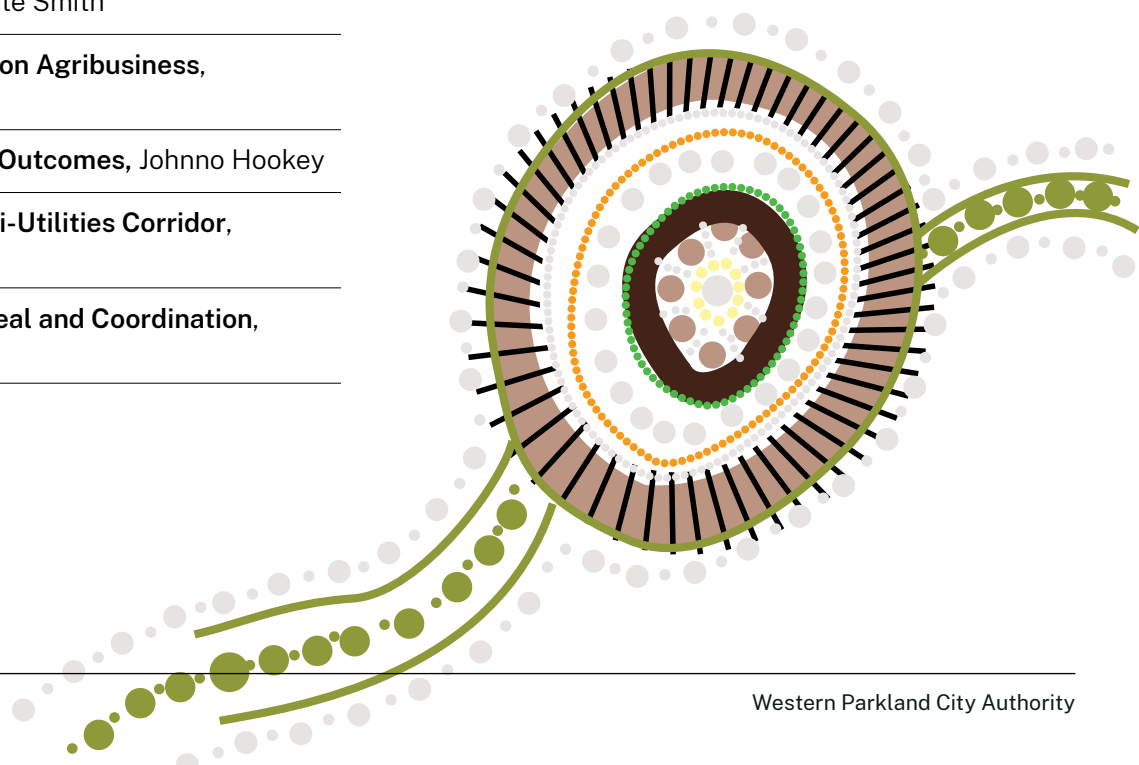
**Senior Project Officer City Deal and Coordination**,  
Linda Gorman

The working group will continue to meet regularly to implement the actions developed for the RAP, track progress and celebrate achievements.

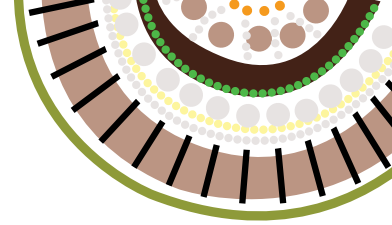
The finalised RAP will be integrated into our organisation over the next 12 to 18 months. The staff awareness and education campaign will continue, as will staff meetings to discuss any concerns or questions. Our RAP will be made public and published on our website.

The working group includes our First Nations Outcomes team, which drove the development of the RAP and will monitor its implementation. The team provided the secretariate support under the RAP's terms or reference. The team's other responsibilities include working to improve outcomes for First Nations peoples in the work we do.

The team is led by a Program Director (currently, Dunghutti woman, Jessica Herder who grew up on Dharawal land) supported by an Intern (Kamilaroi woman Georgah Foote, who grew up in Western Sydney).



# Our reconciliation journey



Our reconciliation journey started when our CEO, Dr Sarah Hill prioritised resourcing for a First Nations-led program of work. Sarah participated in the Department of Planning and Environment's *Senior Leaders Aboriginal Mentoring Program* (SLAM). Sarah's mentor, Leslie Johnston, has taken Sarah on a very personal cultural capacity building journey, inviting Sarah out to western NSW where many of Leslie's family live.

Similarly, Natalie Camilleri, Executive Director of the Multi-utilities, Environment and Circular Economy Branch (which includes the First Nations Outcomes team), and RAP Champion, has been on a cultural capacity building journey thanks to the team of social planners she worked with in her former role at the Greater Sydney Commission (now the Greater Cities Commission). Natalie was encouraged to build her awareness, knowledge and experience in engaging with First Nations community.

Once working at the Western Parkland City Authority, Natalie joined Sarah and Leslie on a trip out west to Gulargambone for the completion celebration of the Department of Planning and Environment's Roads to Home Project and to Condobolin where the Roads to Home project was about to commence.

We have an ongoing relationship with Yarpa – NSW Indigenous Business and Employment Hub based in Liverpool and the National Indigenous Australians Agency (NIAA). This relationship was established through the Western Sydney Procurement Steering Committee, that formed in 2016, for which ourselves, NIAA and Yarpa are committee members.

NIAA and Yarpa are integral to the committee's social and Indigenous procurement aims. Our Investment and Attraction team have worked with Yarpa to establish 'Meet the Buyer' events.

We first engaged with a Reconciliation Australia initiative in May 2021 when Yarpa staff presented to our all-staff meeting as part of National Reconciliation Week. The 2021 theme, *More than a word: Reconciliation takes action*, really did inspire us into more action.

In July 2021, Bangawarra – consultants we engaged to develop a Connection to Country Framework for the Bradfield City Centre Master Plan – also presented to an all-staff meeting. This aligned with the *Heal Country* theme for NAIDOC Week.



**BOOLGA**  
A parkland city experience



**MANGAMAI**  
Advanced Innovation and Growth



**BAYABA**  
Connected Global and Local



**YARNMA**  
A Global Destination

Connection to Country Framework. Credit: Bangawarra.

We recruited a Director, First Nations Outcomes in September 2021 and a Project Officer, First Nations Outcomes in October 2021.

In October 2021, our Board approved the commencement of preparing a RAP as a guiding framework for our work.

Later in October, the Country-centred First Building Design - undertaken by Djinjama cultural design and research in partnership with Hassell Architects – was released for public comment. Through our partnership with Yarpa, we also promoted First Nations businesses for Indigenous Business month to our staff. And Our First Nations Outcomes team participated in the Yarpa Meet the Buyer event.

In November 2021, the First Nations Outcomes team presented to all staff on the organisation's reconciliation journey. The presentation also covered the First Nations businesses they met and connected with through the Meet the Buyer event and announced the call for volunteers to join the RAP Working Group. Twenty-two staff volunteered and Working Group members were announced in January 2022.

The first fortnightly Working Group meeting was held in February 2022. Throughout March to October 2022, while the Working Group developed our Reflect RAP, various teams across our organisation were developing the partnership relationships and undertaking, or participating in, the activities outlined below.

# Our partnerships/ current activities

We have also established a *Koori Perspectives Circle* to inform how we should best listen to First Nations voices, and to guide us in how we consider and act on respectfully working with First Nations peoples and communities to shape the future of the Western Parkland City.

The circle involves seven members with demonstrated strong and positive relationships and connections to, and active involvement in, First Nations communities in the Western Parkland City as an Elder, a leader or aspiring leader. The members are paid an appropriate sitting fee. Two non-Indigenous staff participate as observers to learn from the circle.



Connecting with the Grandmother Tree  
Source: Michael Kahn, Nguluway DesignInc

In addition, we have:

- » Appointed two First Nations owned firms to inform the design of the first two buildings in the Bradfield City Centre:
  - Djinjama Indigenous Corporation partnered with Hassell in designing the first building; and
  - Nguluway DesignInc have prepared the concept plan and costing to inform the final business case for the first and second buildings and surrounding precinct.
- » Appointed NPM Indigenous to undertake civil works to enable the installation of a temporary prefabricated site office at Bradfield City Centre, including:
  - levelling of the site, provision of building pad, construction of car park/pathways and soft landscaping;
  - installation of shade sails, solar and batteries; and
  - maintenance and management of landscaping







NPM Indigenous at site office

- » Appointed two First Nations owned businesses to deliver Aboriginal Cultural Awareness Training for our staff:
  - Muru Mittigar, a local not-for-profit social enterprise have delivered multiple training sessions with content contextualised to the local First Nations communities and history; and
  - Zion Engagement and Planning have delivered one training package of their training with content technically relevant to those, like us, working in the built environment.
- » Utilised two First Nations owned businesses for workforce services: Indigeco and Karlka Recruiting Group provide services relating to the recruitment and engagement of contract staff for a diverse range of roles across the organisation.
- » Implemented an online cultural awareness training course: an eLearning Cultural Awareness training course was introduced to assist in understanding the importance and advantages of Australian Indigenous cultural diversity. This course now forms part of our mandatory training curriculum for new and existing staff members.
- » Participated in the Aboriginal Internship Program: two staff members have been employed as part of the NSW Government/CareerTrackers Aboriginal Internship Program with a third intern due to commence in late 2022.
- » Developed a relationship with the Gandangara Local Aboriginal Land Council (GLALC), within whose boundary the Bradfield City Centre will be developed, through:
  - holding regular relationship building meetings at executive level;
  - preparing an information flyer introducing us and our role for distribution to members;
  - partnering on a site cleansing ceremony at Bradfield City Centre to mark the beginning of work and acknowledge Traditional Custodians;
  - involving GLALC in our executive leadership team's first cultural immersion experience; and
  - committing to continuing direct engagement and working towards formalising a partnership agreement.
- » Celebrated National Reconciliation Week 2022, with the Marketing Director of Eather Group, a local First Nations owned business, speaking at an event for our staff to learn about this year's theme: Be Brave. Make Change.
- » Celebrated NAIDOC Week July 2022, with Hamani Tanginoa, a young, local First Nations community member having a yarn with us at an event for our staff to learn more about this year's theme: *Get Up! Stand Up! Show Up!* and sponsored the GLALC NAIDOC Ball.

# Relationships



Action	Deliverable
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders, organisations and emerging advisory bodies, like the Indigenous Voice.	1.1 Identify, document and share across the organisation First Nations stakeholders and organisations within Western Sydney relevant to our work. <b>Timeline:</b> May 2023 <b>Responsibility:</b> Director First Nations Outcomes
	1.2 Research and share across the organisation best practice and principles that support partnerships with First Nations stakeholders and organisations. <b>Timeline:</b> May 2023 <b>Responsibility:</b> Director First Nations Outcomes
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff in the lead up to the engagement. <b>Timeline:</b> May 2023 <b>Responsibility:</b> Director Engagement
	2.2 RAP Working Group members to participate in an external NRW event and share their experiences with their teams. <b>Timeline:</b> May 2023 <b>Responsibility:</b> RAP Working Group Chair
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW and promote through social media. <b>Timeline:</b> May 2023 <b>Responsibility:</b> Director Engagement
	2.4 Hold an internal NRW event for staff. <b>Timeline:</b> May 2023 <b>Responsibility:</b> Director Engagement



# Relationships



Action	Deliverable
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> CEO</li></ul>
	3.2 Identify, document and share across the organisation information on external stakeholders that we can engage with on our reconciliation journey. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	3.3 Identify, document and share across the organisation RAPs and contacts in other like-minded organisations that we could approach to collaborate with on our reconciliation journey. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	3.4 Collaborate with other government agencies to identify and leverage synergies and opportunities to support First Nations people and communities in education and training, with a focus on improving outcomes. <ul style="list-style-type: none"><li>• <b>Timeline:</b> September 2023</li><li>• <b>Responsibility:</b> Executive Director NETM</li></ul>
	3.5 Utilise social media to promote our RAP and progress. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Director Communications</li></ul>
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research and share best practice and policies in areas of race relations and anti-discrimination with the Leadership Team. <ul style="list-style-type: none"><li>• <b>Timeline:</b> June 2023</li><li>• <b>Responsibility:</b> Director People and Culture</li></ul>
	4.2 Review human resources policies and procedures to identify any anti-discrimination provisions, and future needs. <ul style="list-style-type: none"><li>• <b>Timeline:</b> June 2023</li><li>• <b>Responsibility:</b> Director People and Culture</li></ul>
5. Build positive two-way learning relationships	5.1 Investigate formal or informal mentorship (and reverse mentorship) to connect First Nations staff and non-First Nations staff, starting with up to six senior staff over 12 months. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>



# Respect



Action	Deliverable
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	6.1 Develop a strategy to increase how we understand, value and recognise First Nations cultures, histories, knowledge and rights in the Western Parkland City. <ul style="list-style-type: none"><li>• <b>Timeline:</b> June 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	6.2 Develop and share an understanding of Aboriginal economic activities, past and present, in the Western Parkland City (e.g., farming, trading, manufacturing) to link with our work and foster appreciation of local Aboriginal legacy we continue to build on. <ul style="list-style-type: none"><li>• <b>Timeline:</b> December 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	6.3 Review cultural learning needs within our organisation as part of our business planning processes. <ul style="list-style-type: none"><li>• <b>Timeline:</b> June 2023</li><li>• <b>Responsibility:</b> Director People and Culture</li></ul>
	6.4 Develop organisation-specific Cultural Competency collateral for new starters and encourage continued learning and growth. <ul style="list-style-type: none"><li>• <b>Timeline:</b> December 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	6.5 Provide relevant local or technical contextualised cultural content through interactive face-to-face or online training for all staff. <ul style="list-style-type: none"><li>• <b>Timeline:</b> June 2023</li><li>• <b>Responsibility:</b> Director People and Culture</li></ul>
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	7.1 Develop and share an understanding of the local Traditional Owners or Custodians of the lands and waters within the Western Parkland City with all staff. <ul style="list-style-type: none"><li>• <b>Timeline:</b> September 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	7.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Director People and Culture</li></ul>



# Respect



Action	Deliverable
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	8.1 Raise awareness and share information among staff about NAIDOC Week. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Director Engagement</li></ul>
	8.2 Introduce staff to NAIDOC Week by promoting external events in our local area. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Director Engagement</li></ul>
	8.3 RAP Working Group to participate in an external NAIDOC Week event. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> RAP Working Group Chair</li></ul>
9. Demonstrate respect to First Nations peoples through our planning and design work.	9.1 Utilise connecting and designing with Country principles to respect the cultural landscape, Aboriginal community's connection to Country and Aboriginal culture of the lands on which Bradfield City Centre will be built. <ul style="list-style-type: none"><li>• <b>Timeline:</b> December 2023</li><li>• <b>Responsibility:</b> Executive Director Development and Place</li></ul>
	9.2 Develop a Bradfield City Centre naming strategy that considers Aboriginal place names for features throughout the city centre and is used to name the First Building in Bradfield. <ul style="list-style-type: none"><li>• <b>Timeline:</b> July 2023</li><li>• <b>Responsibility:</b> Executive Director Development and Place</li></ul>
	9.3 Embed and elevate connecting with Country principles into the Master Plan for Bradfield City Centre, including for public areas and community facilities. <ul style="list-style-type: none"><li>• <b>Timeline:</b> August 2023</li><li>• <b>Responsibility:</b> Director Civic Places</li></ul>
	9.4 Investigate opportunities to work and partner with local First Nations businesses and programs for public art projects. <ul style="list-style-type: none"><li>• <b>Timeline:</b> December 2023</li><li>• <b>Responsibility:</b> Director Civic Places</li></ul>



# Opportunities



## Action

## Deliverable

10. Increase First Nations recruitment, retention and professional development.

- 10.1 Develop a strategy for First Nations employment within our organisation.
- **Timeline:** June 2023
  - **Responsibility:** Director People and Culture
- 
- 10.2 Build understanding of First Nations staffing to inform future employment and professional development opportunities.
- **Timeline:** June 2023
  - **Responsibility:** Director People and Culture
- 
- 10.3 Investigate First Nations cadetship, internship or traineeship programs.
- **Timeline:** June 2023
  - **Responsibility:** Director People and Culture
- 
- 10.4 Investigate the potential for a secondee from Aboriginal Affairs NSW or NSW Indigenous Chamber of Commerce to the Western Sydney City Deal Delivery Office, to join Australian Government and local government council secondees.
- **Timeline:** September 2023
  - **Responsibility:** Executive Director, Infrastructure and Delivery



Cultural Immersion Program delivered by The Gandangara Local Aboriginal Land Council and Muru Mittigar



# Opportunities



Action	Deliverable
11. Increase First Nations supplier diversity.	11.1 Develop a First Nations-owned businesses procurement strategy. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.2 Investigate Supply Nation membership. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.3 Use the Aboriginal Procurement Policy to encourage the procurement of goods and services from local First Nations businesses. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.4 Introduce a policy whereby at least one suitable First Nations company is included in a competitive tender. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.5 Review the Supply Nation catalogue for appropriate suppliers to meet a planned procurement. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.6 Investigate Yarpa – NSW Indigenous Business and Employment Hub membership. <a href="http://yarpa.com.au">yarpa.com.au</a> <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.7 Investigate NSW Indigenous Chamber of Commerce membership. <a href="http://nswicc.com.au">nswicc.com.au</a> <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.8 Investigate using the Industry Capability Network to help us identify appropriate First Nations business suppliers. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.9 Require a positive scoring result for service providers with a First Nations workforce within the evaluation criteria of tender assessments. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director Corporate Services</li></ul>
	11.10 Use social media to connect with First Nations labour-hire companies and staff (i.e., Yarpa). <ul style="list-style-type: none"><li>• <b>Timeline:</b> September 2023</li><li>• <b>Responsibility:</b> Director Communications</li></ul>



# Opportunities



## Action

## Deliverable

12. Engage with First Nations people and organisations to inform the NETM.

12.1 Investigate the potential for tailored First Nations micro-credentials and/or training cohorts to support First Nations learners.  
• **Timeline:** May 2023  
• **Responsibility:** Executive Director NETM

12.2 Identify and engage with First Nations businesses (particularly those in NETM priority industries) to identify potential micro-credentials that support the skill needs of First Nations businesses and peoples.  
• **Timeline:** December 2023  
• **Responsibility:** Executive Director NETM

12.3 Work with First Nations stakeholders to define culturally inclusive learning approaches.  
• **Timeline:** December 2023  
• **Responsibility:** Executive Director NETM

12.4 Work with First Nations stakeholders to share culturally inclusive learning approaches with the NETM Education and Training Providers Panel.  
• **Timeline:** December 2023  
• **Responsibility:** Executive Director NETM

12.5 Build culturally inclusive learning approaches into the formal NETM Request for Quote process to ensure education providers demonstrate how they will maximise First Nations engagement with NETM learning opportunities.  
• **Timeline:** December 2023  
• **Responsibility:** Executive Director NETM

13. Collaborate with partner education facilities to investigate potential to increase economic opportunity for First Nations businesses.

13.1 Investigate opportunities to support partner education facilities in their efforts to incorporate First Nations elements in curriculum such as native foods or Aboriginal land management on the site of the Bradfield City Centre.  
• **Timeline:** June 2023  
• **Responsibility:** Director Communications

13.2 Investigate opportunities to support the local production of native foods on the site of the Bradfield City Centre.  
• **Timeline:** June 2023  
• **Responsibility:** Director Agribusiness





# Opportunities



## Action

## Deliverable

14. Ensure opportunities for First Nations manufacturing businesses when planning and establishing AMRF services.

14.1 Identify First Nations-owned or managed manufacturing businesses, particularly in Western Sydney, through the planning phase of AMRF operations, with the intent to engage with these businesses and have their voice inform our work.

- **Timeline:** September 2023
- **Responsibility:** Executive Director Research and Technology

14.2 Ensure any financial or technical support program that assists Western Sydney small to medium business enterprises to access AMRF services incorporates First Nations-owned/managed businesses.

- **Timeline:** September 2023
- **Responsibility:** Executive Director Research and Technology

15. Collaborate with First Nations people and organisations to improve sustainability.

15.1 Investigate opportunities to work with First Nations stakeholders and businesses to help protect and enhance biodiversity in Bradfield City Centre, including through seed collection programs.

- **Timeline:** May 2023
- **Responsibility:** Director Sustainability

15.2 Investigate opportunities to work and partner with local First Nations businesses and programs to meet carbon offsetting requirements.

- **Timeline:** May 2023
- **Responsibility:** Director Sustainability



Land and sky at Bradfield City Centre site. Source: Michael Kahn, Nguluway DesignInc.



# Governance



Action	Deliverable
16. Maintain an effective RAP Working Group.	16.1 Review membership of the working group to enable the group to govern RAP implementation. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	16.2 Review terms of reference for the working group. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	16.3 Ensure continued First Nations representation on the working group. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
17. Provide appropriate support for effective implementation of RAP commitments.	17.1 Define resource needs for RAP implementation. <ul style="list-style-type: none"><li>• <b>Timeline:</b> May 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	17.2 Engage senior leaders in the achievement of RAP commitments. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
	17.3 Define appropriate systems and capability to track, measure and report on RAP commitments. <ul style="list-style-type: none"><li>• <b>Timeline:</b> March 2023</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>
18. Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally.	18.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. <ul style="list-style-type: none"><li>• <b>Timeline:</b> 30 September 2023</li><li>• <b>Responsibility:</b> RAP Working Group Chair</li></ul>
19. Continue our reconciliation journey by developing our next RAP.	19.1 Register via Reconciliation Australia's <i>website</i> to begin developing our next RAP. <ul style="list-style-type: none"><li>• <b>Timeline:</b> April 2024</li><li>• <b>Responsibility:</b> Director First Nations Outcomes</li></ul>



## Contact details for public enquiries about our RAP

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