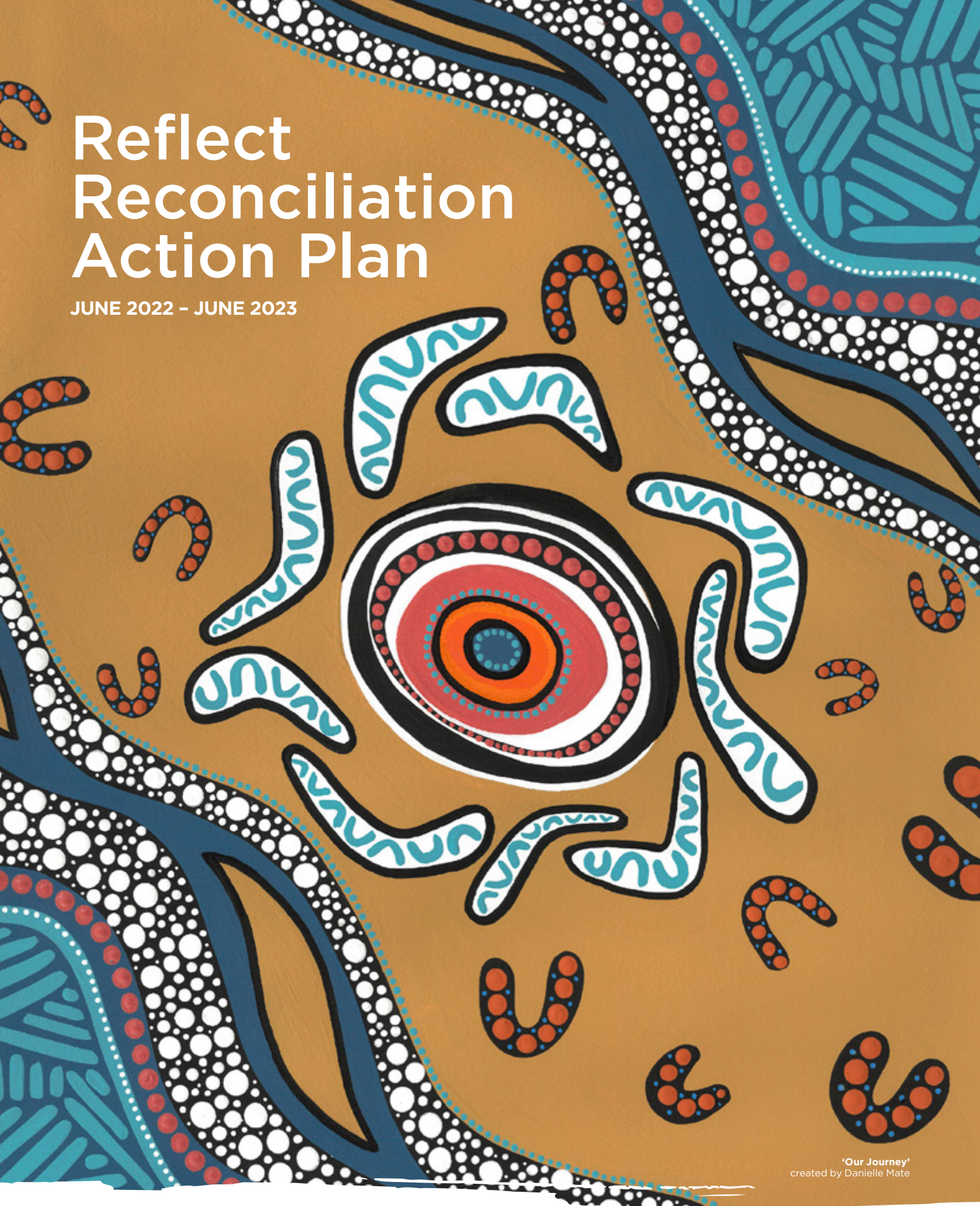


Reflect Reconciliation Action Plan

JUNE 2022 – JUNE 2023



'Our Journey'
created by Danielle Mate



Artwork in progress | 'Our Journey' by Danielle Mate



Artwork description – Our Journey

Danielle facilitated a collaborative approach to creating Landcom's artwork, which mirrored the approach undertaken by Landcom in formulating our Reflect RAP document. By inviting Landcom's staff to participate in a survey to share what reconciliation meant to them, Danielle was then able to incorporate this feedback into the artwork titled 'Our Journey'.

The Centre Circle is 'Reconciliation'. It is an organic shape with various layers, representing the different approaches to reconciliation. Around the centre are boomerang/hand shapes (something that came through the survey) representing healing, support, unity and connection. These symbols fit together and completely surround the centre. There are 'people' symbols within these white shapes. The blue and black lines that flow on and off the works represent the journey that is ongoing and organic, always moving in the right direction. Through the main ochre coloured centre are U shapes that represent people. They represent people looking, learning, listening and uniting. The blue lines in the corners represent Country. The Country that we work, learn and unite on.

Artist bio

Danielle was born in Fairfield Sydney NSW, an urban community that is a far reach from remote dust of Brewarrina where her mother came from. Danielle is a descendant of the Murrawarri People on her Mother's maternal side and the Euahlayi People on her Mother's paternal Grandmother's side. Her respect extends to her broader family and their special places on both sides of the Queensland and New South Wales borders as they play an important part in shaping who she is today. Danielle found an early connection with art while at school. She describes this time as a period of personal expression and learning about her own culture in an environment where identifying as a young Aboriginal person amongst a predominantly non-Aboriginal urban community was a difficult thing to do. Her family influences and passion informed her in deciding on formal study, undertaking a Bachelor of Creative Arts – Visual Arts and Design, at the University of Wollongong in NSW.



In the spirit of reconciliation,
Landcom respectfully acknowledges
the Traditional Custodians of Country
throughout NSW and recognises
and respects their continuing cultural heritage,
beliefs and connection to land, sea and
community. We pay our respects to their
Elders past, present and emerging.
This land always was and always will be
traditional Aboriginal land.

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Message of commitment from the CEO

I am very pleased to introduce Landcom's first Reflect Reconciliation Action Plan.

This is our formal commitment to respectful and meaningful relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities and a just and equitable Australia.

Landcom is honoured to have worked with Traditional Owners on several of our projects and pleased to be continually developing positive relationships, and growing our understanding of culture and Country. Some of Landcom's notable projects involving Traditional Owner groups over the years include Bungarribee on Darug Country, Prince Henry at Little Bay on Gadigal and Bidjigal Country, Renwick on Gundungurra and Tharawal Country and Sanctuary on Awabakal and Worimi Country. More recently we have forged partnerships with several Local Aboriginal Land Councils in Regional NSW to explore potential development opportunities with the aim of enhancing outcomes within the community.

In delivering our first Reconciliation Action Plan (RAP) we look to build on this experience while also acknowledging there is more we can and need to do to advance our cultural awareness, and to include and give back to the Traditional Owners of the land. Meaningful relationships also require our acknowledgement of the systemic racism, discrimination and general disadvantage suffered by Aboriginal and Torres Strait Islander communities to this day. The process to develop our first RAP has been led by Landcom's Reconciliation Action Plan 'Collaborative' made up of passionate staff and executive champions, and supported by our senior management and Board.

Throughout 2021 we held Yarning Circles with our staff, facilitated by Indigenous consultants Murawin. The Yarning Circles provided the opportunity to evaluate what steps we can

take towards reconciliation and encouraged us to reflect on:

- healing and restoration
- understanding Country and place
- regenerative design - an intercultural approach, and
- building capacity for effective engagement and collaboration

We recognise the intent of an initial Reflect RAP is to turn a lens inward as an organisation. Over the next year our focus will be to shift internal governance, build awareness, remove barriers and support staff in our reconciliation journey. There is already momentum on a number of the actions identified within this document and a strong desire from Landcom staff, where possible, to stretch ourselves and to do more. We have implemented an internal Local Aboriginal Land Council Partnership Guide and an intranet page celebrating Aboriginal culture, guided all staff on how to include Acknowledgement of Country, celebrated National Reconciliation and NAIDOC Weeks, and begun a roll out of cultural safety and awareness training. We are at the start of our reconciliation journey and committed to doing the necessary work to make a meaningful contribution to a just, equitable and reconciled Australia.



Alexander Wendler

Chief Executive Officer
June, 2022

Message from Reconciliation Australia's CEO Karen Mundine

Landcom joins a network of more than 2,000 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 over 2.3 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 Landcom 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 Landcom, 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

RAP Collaborative

The RAP Collaborative is the group of staff members responsible for the implementation of Landcom's Reflect RAP. The below group are the current members of the RAP Collaborative. The RAP Collaborative are working on closing out all Landcom's deliverables under our Reflect RAP by June 2024.

RAP Collaborative Members

Tasha Burrell

Executive General Manager Business Development (RAP Champion)

Nicholas Lennon

Executive General Manager Projects B (RAP Champion)

Abbie Jeffs

Director, Communications and Engagement (Chair)

Monica Mcsheffrey

Social Sustainability and Partnership Manager (Project Lead)

Emma Hulse

Social Sustainability Officer (Project Lead)

Adam Turnbull

Development Director

Alexandra Boyce

Senior Place Manager

Carina Carter

Senior Solicitor

Chris Tweedie

People And Culture Advisor

Jill Stone

Talent Advisor

Kiri Tihirahi

Senior People And Culture Business Partner

Fay Edwards

Communications And Engagement Program Manager

John Drivas

Senior Development Manager

How Lim Ng

Commercial Partner

Graeme McIntyre

Geographic Information Systems Manager

Rachel Keyes

Senior Manager, Business Development

Meegan Wright

Executive & Team Assistant

Rosie Chard

Senior Manager Governance

*Current as of 22/08/2023



Our starting point

About Landcom

Landcom is the NSW Government's land and property development organisation.

We are a State Owned Corporation working with government and the private and not-for-profit sectors to deliver exemplary housing projects that provide social and economic benefits to the people of NSW.

Landcom helps the NSW Government achieve its urban management objectives by taking a lead role in improving the supply, diversity and affordability of new housing.

Our mission is to create more affordable and sustainable communities.

Our work as master planners and land developers means we have an important link to the Traditional Owners of our land. We are always working on Country and we are cognisant of the intrinsic connection that Aboriginal and Torres Strait Islander peoples have with the land for over tens of thousands of years of custodianship.

Landcom's workplace

Landcom has offices in Parramatta on Darug Country, and in Sydney CBD on Gadigal Country.

We work on Country across NSW including the Sydney metropolitan area and regional areas.

At the time of publication of this document, Landcom currently employs 178 people across NSW with 0.6% of our staff identifying as Aboriginal and/or Torres Strait Islander people.

Our reconciliation intent

Landcom embraces and supports Reconciliation Australia's stated goal of a just, equitable and reconciled Australia, with strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

Given our work on Country, Landcom's intent is to build strong relationships through our projects by engaging in a genuine and meaningful way with Aboriginal and Torres Strait Islander peoples in their many roles as Traditional Owners, landholders, business partners, customers and employees and to learn from them.

Our reconciliation intent and actions connect to two key focus areas within our business – our Strategic Directions and Our Sustainable Places Strategy and is supported by our Human Rights Statement and Diversity and Inclusion Policy.

Strategic Directions

To achieve our mission to create more affordable and sustainable communities in a way that honours our Strategic Directions of Housing, Partnerships and Leadership, we are committed to building authentic, respectful and meaningful relationships and creating future opportunities for Aboriginal and Torres Strait Islander peoples.

To do this Landcom recognises the importance of reconciliation to:

- formalise the work we have been doing with Aboriginal and Torres Strait Islander peoples
- further embed our commitment to reconciliation into business operations
- enable us to contribute to positive outcomes for Aboriginal and Torres Strait Islander peoples including affordable housing and employment opportunities and providing business opportunities through our engagement practices, and
- reflect, with purpose, Landcom's values and our mission to deliver more affordable and sustainable communities in such a way to respect Country and Aboriginal and Torres Strait Islander peoples.

Sustainable Places Strategy

Landcom's Reflect RAP is a commitment under our Sustainable Places Strategy.

Landcom works on Country and as such collaborates and works with Aboriginal and Torres Strait Islander people in our business. Landcom recognises the significant and intrinsic connection that Aboriginal and Torres Strait Islander people have to Country.

Our commitment to this RAP reflects our increasing understanding, respect and motivation to improve the way we operate as a business while also delivering outcomes to Aboriginal and Torres Strait Islander peoples.

Human Rights Statement

Landcom has a Human Rights Statement to affirm our commitment to human rights, acting to ensure our operations uphold and protect the rights of every person in our value chain.

Respecting and acknowledging Country and Aboriginal and Torres Strait Islander peoples by considering the heritage and history of land in and around our developments and collaborating with First Nations communities for meaningful outcomes, is one of the key focus areas for Landcom in addressing human rights.

Diversity and Inclusion Policy

Landcom's Diversity and Inclusion Policy outlines our commitment to providing a workplace culture that embraces equity, diversity and inclusion, enabling all staff to thrive and do their best work.

Our Diversity and Inclusion Policy includes employment targets set by the NSW Public Sector Commission for Aboriginal and/or Torres Strait Islander peoples. The inclusion of Aboriginal and/or Torres Strait Islander people in our organisation helps to support reconciliation and promote greater awareness of Indigenous First Nations needs and values in the workplace.

Our reconciliation vision

This Reflect RAP articulates our commitment to reconciliation and identifies our vision to achieve this by:

- building staff capacity and awareness of reconciliation, including through greater understanding of historical wrongs and current discrimination and disadvantage
- delivering outcomes for Aboriginal and Torres Strait Islander peoples
- bringing respect for Country into our projects
- building relationships with Traditional Owners of the land we are developing, and
- applying a respectful, consultative and authentic approach.

Reconciliation Australia

Landcom is following the RAP approach that has been adopted by over 2,000 organisations across Australia.

Reconciliation Australia's RAP framework includes four different RAP types:

- 1. Reflect RAP** - Committing to a Reflect RAP means scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on your vision for reconciliation and exploring your sphere of influence.
- 2. Innovate RAP** - Innovate RAP commitments allow your organisation to gain a deeper understanding of your sphere of influence, and establish the best approach to advance reconciliation.
- 3. Stretch RAP** - This type of RAP spans a two-three year period, and is focused on longer-term strategies, and working towards defined measurable targets and goals. The Stretch RAP requires organisations to embed reconciliation initiatives into business strategies so they become 'business as usual'.
- 4. Elevate RAP** - Elevate RAP organisations have a strong strategic relationship with Reconciliation Australia and actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change. Elevate RAP organisations also require greater transparency and accountability through independent assessment of their activities.

As we are at the start of our reconciliation journey our Reconciliation Action Plan is a Reflect Plan.

Reconciliation Australia identifies five dimensions of Reconciliation (see Figure 1) which we used as a framework for the initial All Staff RAP workshops and incorporated into the cultural awareness sessions in our Yarning Circles during 2021.

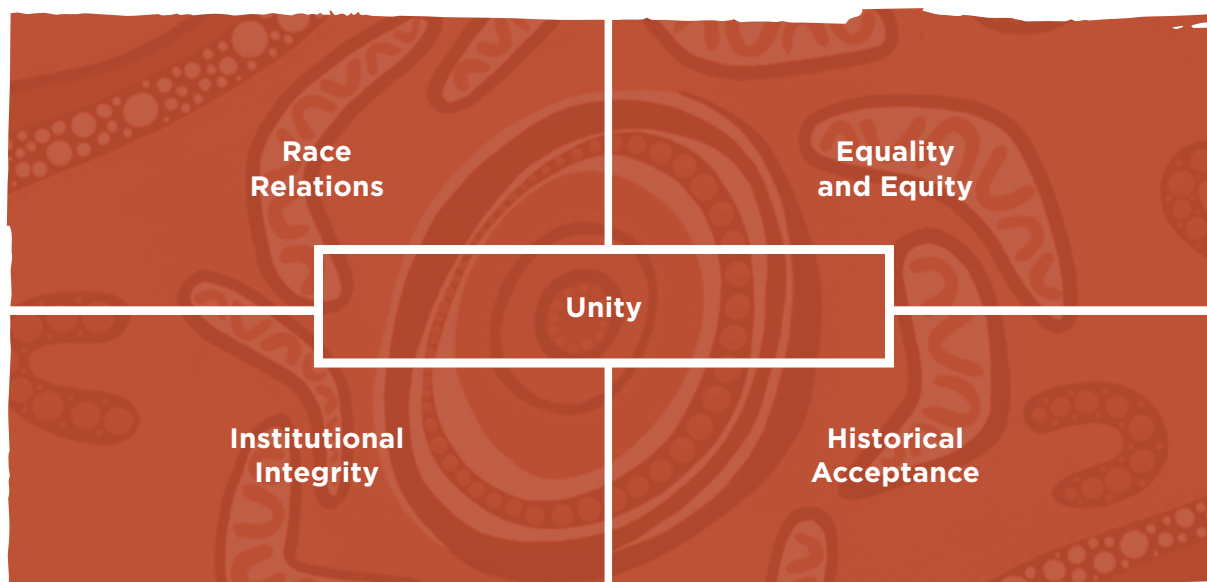


Figure 1 - Reconciliation Australia - Five Dimensions of Reconciliation

[Click here](#) to find out more about Reconciliation Australia.

Case study:

What are human rights?

Human rights recognise the inherent value of each person, regardless of background, where we live, what we look like, what we think or what we believe.

Landcom respects and supports the dignity, health and wellbeing, and human rights of our staff, the workers across our operations and supply chains, and in the communities that we create and in which we live.

Landcom is committed to respecting human rights in line with the guidance and principles contained in the [United Nations Guiding Principles on Business and Human Rights](#). The Guiding Principles are the recognised global standard for preventing and addressing business-related human rights harm.

Human Rights is a material matter to Landcom, and our commitment is to drive positive outcomes for our organisation, communities and stakeholders aligned to universal principles of human rights, emerging issues and diversity and inclusion.

Our key focus areas for human rights include:

- demonstrating global standards of liveability, resilience, inclusion and affordability across our operations and communities
- encouraging diversity and inclusion in the workplace, via our Diversity and Inclusion Policy

- respecting and acknowledging First Nations by considering the heritage and history of land in and around our developments, and collaborating with Indigenous communities for meaningful outcomes, and
- addressing modern slavery through our supply chain, and in accordance with the Commonwealth Modern Slavery Act 2018.

Best practice

Landcom's approach to human rights is informed by international best practice initiatives, including the United Nations Guiding Principles, [United Nations Global Compact](#) of which Landcom is a signatory, and the [Commonwealth Modern Slavery Act 2018 Guidance for Reporting Entities](#).

Landcom also discloses our contribution to the United Nations Sustainable Development Goals annually.



The Mob by Auntie Eda Watson & Jane Cavanough | Bungarribee

Our reconciliation journey so far

Building awareness

With support of the Landcom Executive and Board, our staff engaged in facilitated cultural awareness Yarning Circles throughout 2021.

We engaged Indigenous consultants Murawin to help guide our RAP journey. As part of this process, they facilitated five Yarning Circles and two all staff workshops, which provided an opportunity to learn, reflect and evaluate where we are as a business and as individuals, where we want to go towards reconciliation, and what steps we can take towards reconciliation.

The content of these sessions focused on:

- healing and restoration
- connecting with Country - understanding country and place
- regenerative design - an intercultural approach, and
- building capacity for effective engagement and collaboration.

The Yarning Circles were the catalyst for the final commitments outlined in the Reflect RAP.

RAP Collaborative

The RAP Collaborative developed this Reflect RAP on behalf of Landcom.

The RAP Collaborative was established to support the direction, implementation, progress and reporting of our Reflect RAP, and includes representation from across the organisation including Executive 'RAP Champions'.

The RAP Collaborative met regularly over the year to support and document the workshops and Yarning Circles as well as share information and support our reconciliation journey across the organisation.

Collaborative Leadership Team

Abbie Jeffs

Director, Project & Community Engagement (RAP Collaborative Chair)

Monica Mcsheffrey

Social Sustainability & Partnerships Manager (RAP Collaborative Project Lead)

Emma Hulse

Social Sustainability Officer (RAP Collaborative Project Support)

Anna Petersen

Executive General Manager, Communications & Policy (RAP Collaborative Champion)

Scott Gregg

Executive General Manager, Projects (RAP Collaborative Champion)

RAP Collaborative Members

Steve Martion

Senior Development Manager

Kemal Hughes

Development Director

Alexandra Boyce

Senior Manager, Place

Lucy Ford

Development Manager

Troy Chapman

Director, Finance & Commercial

Chamindu Balasuriya

Finance Manager

Rosemary Hooper

Assistant Development Director

Graeme McIntyre

Geographic Information Systems Manager

Liz Collyer

Strategic Partnerships Manager

Sarah Blackwell

Director, Policy & Strategy

Syliva Kuziczenko

Senior Solicitor

Vidia Henshaw

Director, People & Culture

Case study:

Our relationship with Biraban Local Aboriginal Land Council

As the NSW Government property development organisation we collaborate with a range of partners to contribute to the delivery of the Government's urban management objectives and housing affordability priorities including to increase the affordability, supply and diversity of new housing.

There is a significant alignment in the purpose, vision and aspirations of Local Aboriginal Land Councils (LALC) and Landcom. That is why we are building strong connections with LALC's, such as Biraban LALC, Deerubbin LALC and Darkinjung LALC which will support cultural awareness of our staff and open engagement to result in partnership opportunities that are unique to the needs and priorities of each Local Aboriginal Land Council.

Biraban LALC represents the Traditional Custodians of more than 1,200ha of land within the Lake Macquarie Local Government Area.

In late 2021, Landcom signed a Memorandum of Understanding (MOU) with Biraban LALC, to identify and deliver social and economic opportunities for Biraban LALC and their community through the development of suitable lands within their ownership portfolio.

The objectives of the partnership include a focus to work together to deliver increased housing affordability, supply and diversity in the interest of the community and promote developments which are ecologically sensitive, culturally aware, sustainable and provide opportunities for future generations.

Honouring the aspirations of Elders past and present, projects will include the delivery of homes for rent and ownership for the Biraban community leaving a legacy of secure housing.

Reciprocity and self-determination are just two of the principles that guide the work of the partnership whilst exploring opportunities beneficial to both parties. A Working Group has been established and their project charter highlights that the parties are all in it for the life of the project and that we will look after each other and our mobs throughout the journey. The motto of the working group is 'Together we're better'.



L to R | Front row – Norm Smith – Biraban Working Group member, Edward Smith – Chair Biraban Local Aboriginal Land Council (LALC), Anne Andrews – Deputy Chair Biraban LALC, Ashley Williams – CEO Biraban LALC | **Back row** – Xander Ryrie – Landcom Development Manager, Nicole Woodrow – Landcom Development Director, John Brogden – former Landcom CEO

Our Reflect RAP

The purpose of our Reflect RAP is to turn a lens inward and prepare Landcom for future reconciliation initiatives by embedding lasting, impactful practices towards reconciliation.

Our Reflect RAP framework identifies the actions we will take to achieve this. The framework is divided into four focus area – Relationships, Respect, Opportunities and Governance.

Relationships

Action	Deliverable	Timeline	Responsibility
Establish new and strengthen existing mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our sphere of operation	July 2022	Director, Sustainability & Learning Geographic Information Systems Manager
	Commence Relationship Coordination Plans for key Aboriginal stakeholders identified in sphere of operation (align with and communicate existing Landcom Local Aboriginal Land Council Partnership Guide)	September 2022	Director, Project Communication & Engagement Director, Corporate Marketing & Communication
	Commence awareness training on how to effectively communicate with stakeholders as part of the Engagement Plan roll out	February 2023	Director, Project Communications & Engagement Director, Sustainability & Learning Director, Corporate Marketing & Communication Director, Partnerships & Business Development
Build relationships through celebrating National Reconciliation Week (NRW)	Distribute Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to staff as well as develop internal communications plan to inform all staff of key RAP milestones and events	May 2023	Director, Sustainability & Learning Corporate Marketing & Communication
	RAP Collaborative members to participate in an external National Reconciliation Week event	27 May – 3 June, 2023	Director, Sustainability & Learning
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	27 May – 3 June, 2023	Director, Sustainability & Learning
	Executive Committee members to publicly support staff taking the time to attend Aboriginal significant events, Yarning Circles, cultural education	June 2023	Executive General Manager, Communications & Policy with support from the Executive Committee*

Relationships Cont.

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence, including both internal and external stakeholders	Include a standing item in the organisational wide updates and encourage and assist with knowledge sharing through Teams updates, mini presentations, and the development of comms material	May 2022	Director, Sustainability & Learning Director, Corporate Marketing & Communication
	Promote events acknowledging or celebrating Aboriginal and Torres Strait Islander cultures (via social media)	September 2022	Director, Sustainability & Learning Director, Corporate Marketing & Communication
	Continue to update of existing RAP page on the Landcom Hub including articles, Reconciliation Australia resources and materials	July 2022, Sept 2022, Dec 2022, March 2023	Director, Corporate Marketing and Communication Director, Sustainability & Learning
	Communicate our commitment to reconciliation to all staff	July 2022	Executive General Manager, Communications & Policy with support from the Executive Committee*
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	August 2022	Director, Partnerships & Business Development
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	August 2022	Director, Partnerships & Business Development Director, Sustainability & Learning, Director, People & Culture
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	July 2022	Director, People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	July 2022	Director, People & Culture

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Implement cultural awareness training as a business-as-usual event for all of Landcom staff (beyond the current Yarning Circles)	July 2022	Director, People & Culture Director, Sustainability & Learning
	Embed Aboriginal and Torres Strait Islander presenters into the corporate calendar of events	September 2022	Director, Corporate Marketing & Communication Director, Sustainability & Learning Director, People & Culture
	Conduct a review of cultural learning needs within our organisation	July 2022	Director, People & Culture
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Communicate guidance on Acknowledgement of Country so staff feel empowered to deliver in person or remotely	June 2022	Director, Sustainability & Learning Director, Corporate Marketing & Communication
	Deliver cultural competence and confidence education to staff to ensure they are confident in observing cultural protocols	February 2023	Director, Sustainability & Learning Executive General Manager, Communications & Policy with support from the Executive Committee*
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2022	Director, Sustainability & Learning
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2022	Director, Sustainability & Learning
	RAP Collaborative to participate in an external NAIDOC Week event	July 2022	Director, Sustainability & Learning

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Explore Aboriginal and/or Torres Strait Islander owned partner organisation to promote employment opportunities	September 2022	Director, People & Culture Director, Sustainability & Learning
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	July 2022	Director, People & Culture Director, Sustainability & Learning
	Set up framework for in house support programs for Aboriginal and Torres Strait Islander employees	November 2022	Director, People & Culture Director, Sustainability & Learning
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Identify procurement opportunities to support Aboriginal and Torres Strait Islander owned business	September 2022	Director, Finance & Commercial
	Investigate developing a procurement policy specific to Aboriginal and/or Torres Strait Islander owner businesses owned business including utilising Supply Nation and existing relationships with government	November 2022	Director, Finance & Commercial Director, Policy & Strategy
Lay foundations for applying an Aboriginal Torres Strait Islander cultural lens to the planning of our projects and implementation on the ground	Learn the stories of new and existing (where relevant) sites by developing relationships with local Aboriginal people within our sphere of operations and incorporate into future considerations for the site	August 2023	Director, Projects A Director, Projects B Director, Partnerships & Business Development
	Set up framework for incorporating an Aboriginal and Torres Strait Islander lens throughout project lifecycle i.e., from initial cultural understanding and design briefs to creating an onsite experience through art and stories (aligning with the NSW Government Architect's Connecting with Country Draft Framework where appropriate)	June 2022	Director, Projects A Director, Projects B Communications and Engagement Officer Director, Partnerships & Business Development Director, Sustainability & Learning

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RAP Collaborative) to drive governance of the RAP	Ensure functioning of RAP Collaborative for RAP implementation and assess need to evolve RAP Collaborative as we move through phases of Reflect RAP and/or future RAP	July 2022	Director, Project & Community Engagement, Social Sustainability & Partnerships Manager Social Sustainability Officer RAP Collaborative^
	Draft a Terms of Reference for the RAP Collaborative	June 2022	Social Sustainability Officer
	Establish Aboriginal and Torres Strait Islander representation on the RAP Collaborative	June 2023	Director, Sustainability & Learning
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	July 2022	Social Sustainability & Partnerships Manager Social Sustainability Officer RAP Collaborative
	Engage senior leaders in the delivery of RAP commitments and investigate how RAP objectives can be embedded into Strategic and Divisional plans and identify sponsors for RAP deliverables amongst EGMs	July 2022	Executive General Manager, Communications & Policy with support from the Executive Committee*
	Investigate RAP Impact Measurement Questionnaire to understand staff engagement and understanding of RAP commitments	July 2022	Projects A Development Director and Senior Solicitor
	Review and track progress against defined responsibilities and timeframes as outlined in Reflect RAP	July 2022, Oct 2022, Jan 2023, April 2023	Director, Sustainability & Learning with support from RAPC^
	Report progress of RAP as part of annual reporting suite, including targets within our Accountable & Collaborative Places pillar in relation to Human Rights and Diversity & Inclusion	November 2022	Director, Sustainability & Learning
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September Annually	Social Sustainability & Partnerships Manager Social Sustainability Officer
	Register via Reconciliation Australia's website to begin developing our next RAP	March 2023	Social Sustainability & Partnerships Manager Social Sustainability Officer

*Executive Committee:

Chief Executive Officer | Executive General Manager, Communication & Policy | Company Secretary & Senior Solicitor | Executive General Manager, People, Culture & Safety | Executive General Manager, Partnerships & Business Development | Executive General Manager, Projects | Company Secretary | Executive General Manager, Projects | Executive General Manager, Legal & Compliance | Executive General Manager, Finance & Commercial

^RAP Collaborative:

Director, Project & Community Engagement | Social Sustainability & Partnerships Manager | Social Sustainability Officer | Executive General Manager, Communications & Policy | Executive General Manager, Projects | Senior Development Manager | Development Director | Senior Manager, Place | Development Manager | Director, Finance & Commercial | Finance Manager | Assistant Development Director | Geographic Information Systems Manager | Strategic Partnerships Manager | Director, Policy & Strategy | Senior Solicitor | Director, People & Culture

Case study:

The story of the Blacktown Native Institution and consultation with the Darug people

Working together over many years with the Darug people, Landcom is proud to have been involved in the history-making occasion of returning the Blacktown Native Institution (BNI) land to the Darug community.

The BNI is one of the earliest known sites of Australia's Stolen Generations policies, where Aboriginal children were removed from their families. With a long history of distrust of the government and competing ideas for use of the site among stakeholders and community, developing a shared vision and way forward for this significant site was a challenge for Landcom, who owned the site until 2019 when we handed it back to the Darug people.

Landcom engaged GHD in 2012 to prepare a Draft Plan of Management for the site and facilitate transfer of the site to a new owner. Consultation with Darug community members in 2013 revealed their deep connection to and sense of responsibility for the site and a strong desire for the site to return to Darug ownership and care.

The complexity of achieving this resulted in a six-year-long engagement process. Following a process determined by the Darug people themselves, a working group of Darug representatives, were directly involved in decisions about the future of the site.

The working group reported back to the broader community through family and community networks, and through several community workshops. These discussions directly informed the future opportunities for the site.

Engagement with the broader community was also facilitated through a series of artist activations and community events on the site initiated by Blacktown Arts in 2013, and several ongoing arts projects over the next five years. A collaboration with C3West in 2014-15 and 2017-2018, brought Aboriginal artists together with community to develop a vision for the future of the site through creative exchange.

This art initiative was an interactive and interdisciplinary way to blend cultural and artistic expression with discussions about the site. It provided an avenue to bring Darug people together in a positive, innovative, and culturally appropriate way, and enable them to input into decisions about the future of the site.



Blacktown Native Institute Land Handover | Oakhurst 2018



Coolamons by Auntie Edna Watson & Jane Cavanough | Bungarribee

Next steps

Roles and responsibilities

Our Reflect RAP has been endorsed by Reconciliation Australia and the Landcom Executive Committee and CEO. Landcom's Director Sustainability & Learning will lead the RAP Collaborative, oversee the implementation of the plan actions, and provide quarterly updates to management on our progress.

The RAP Collaborative will support RAP implementation and reporting. Membership of the RAP Collaborative will be reviewed every six months to support the creation of wider awareness and responsibility for actions across our business.

For enquiries regarding Landcom's Reflect RAP please contact:

Anna Petersen

Executive General Manager Communications & Policy
Phone 02 9841 8600



Contact us

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