Positively PENRITH

Reflect Reconciliation Action Plan 2026



PENRITH CITY COUNCIL

RECONCILIATION ACTION PLAN
REFLECT



Acknowledgment of Country

We acknowledge and pay respect to the Darug and Gundungarra people who are the traditional owners in which Penrith Local Government Area is situated.

We also pay our respect to elders past, present and emerging, and to the First Nations people living in our community today.

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Dalmarri

Dalmarri is a 100% Aboriginal-owned company, certified by Supply Nation, and based in the Western Sydney. The business is owned by First Nations Artists, Trevor Eastwood, and Jason Douglas. Dalmarri brings culture to life through engagement, art, and teachings for corporate, educational, and community settings.

Both Trevor and Jason have been deeply immersed in Aboriginal Art, including storytelling, Songlines, and the Dreaming, under the guidance of Trevor's father, acclaimed Aboriginal artist Uncle Danny Eastwood of Ngamba, Darug, and Gadigal country. Jason's father, Uncle Michael Douglas, is a Native Title holder and Elder, recognized for his community advocacy and role as a liaison officer with the police. Both fathers are proud that Trevor and Jason are continuing the legacy of preserving and sharing Aboriginal culture for future generations.

In less than four years, Dalmarri has grown significantly, now employing an additional six Aboriginal staff members. The company has opened a new art gallery in St Marys, Darug Country, runs cultural workshops within the community, represents over 50 local schools, and collaborates with more than 60 childcare centres in Penrith, Fairfield, Inner West, Georges River, and the Blue Mountains councils. Additionally, Dalmarri partners with numerous local communities and leading corporate firms. This artwork symbolises the beauty and diversity of Country across Penrith, capturing the rich cultural landscapes and waterways honouring its traditional owners the Darug and Gundungarra.


IMAGE

A message from the Mayor

Penrith City Council is pleased to present our first ever Reconciliation Action Plan (RAP). The RAP will guide Councils' approach to reconciliation, which has been developed in consultation with First Nations peoples and the wider community in the Penrith Local Government Area.

Through the RAP, Council is committed to developing mutually beneficial relationships with the First Nations Community. Building on previous work this RAP will provide further opportunity for meaningful reconciliation between First Nations peoples and Council. As part of this RAP, Council will be investigating how we can work together with other organisations across the region to help close the gaps experienced by the First Nations people in our community.

We are extremely proud of the rich culture, history, and heritage of Penrith. We have over 757 known recorded Aboriginal sites of significance. This rich history is accompanied by the fact that Penrith has a growing First Nations community.



Councillor Todd Carney
Mayor of Penrith



A message from the General Manager

As the General Manager of Penrith City Council, it is my honour to present our Reflect Reconciliation Action Plan on behalf of the organisation. The RAP features key actions under the pillars of: Respect, Relationships, Opportunity, and Governance. These actions will support Council on our journey to foster reconciliation and provide the First Nations communities with services, opportunities and relationships founded on respect and understanding. Council looks forward to working with the First Nations community to advance reconciliation across Penrith.



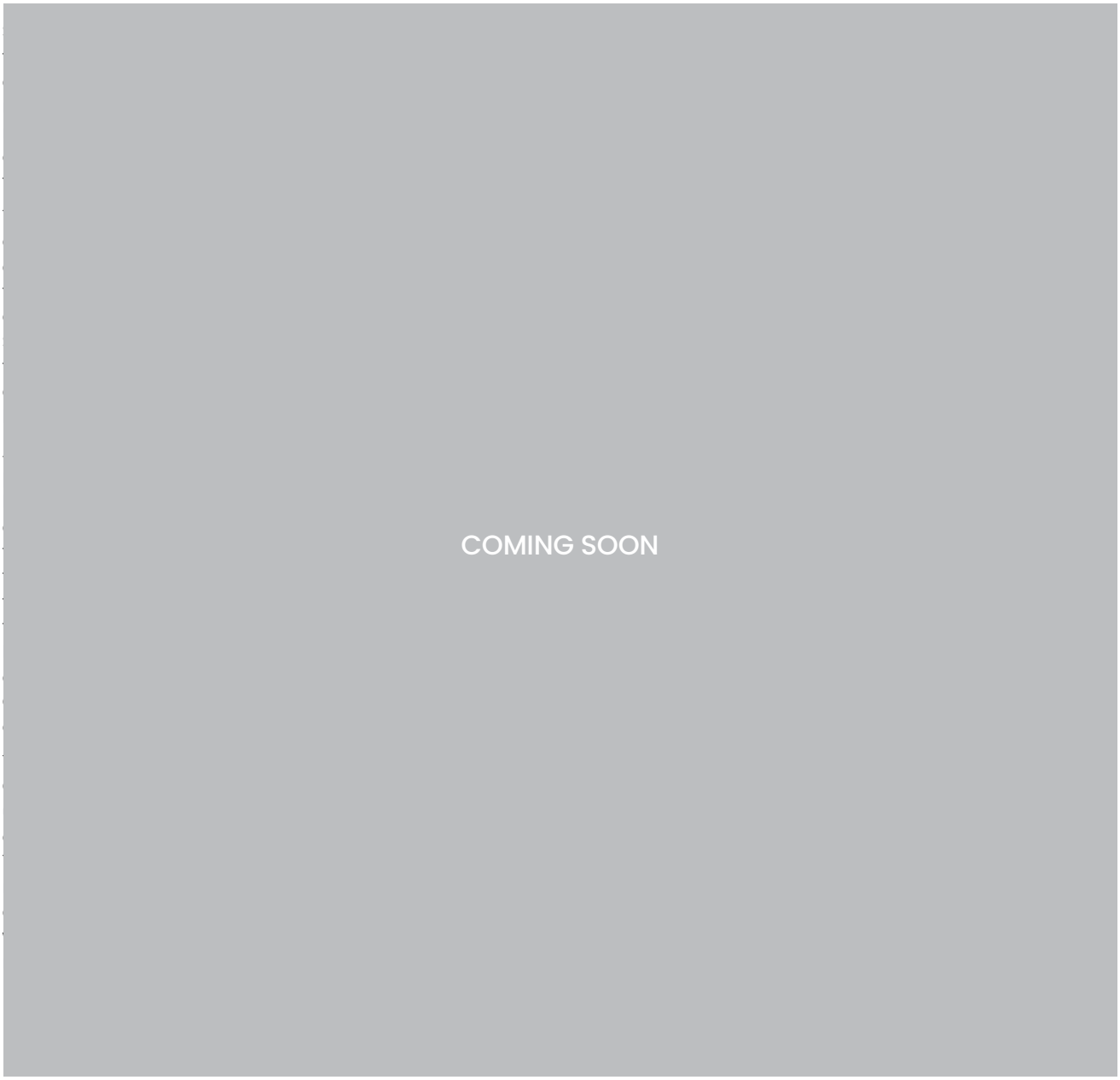
Andrew Moore
General Manager



Foreward

A message from

Karen Mundine



Executive Summary

Penrith City Council has committed to a Reflect stage Reconciliation Action Plan. We have chosen this stage as an organisation new to the reconciliation journey and with much to learn.

Penrith City Council is responsible for a 404km^2 area in Western Sydney. Like all NSW Councils, we operate within a legislative framework set by the State Government and are guided by our community through a Community Strategic Plan. Decisions are made by 15 Councillors who are elected by the public every 4 years. Councillors make decisions on all key matters at Council meetings.

Penrith City Council currently employs 1,484 employees, including permanent, temporary, and casual employees - 57 employees, have identified as First Nations. As part of the RAP, we have committed to reviewing our Human Resources (HR) and employment practices to understand how we can effectively and ethically foster meaningful attraction, retention, and progression strategies with our First Nations community. Penrith City Council is committed to being an equal opportunity employer.

This reflect Reconciliation Action Plan (RAP) represents Penrith City Councils determined position to be working with and for our First Nations community. There are 15 key actions and 41 deliverables that feature in the Reflect Reconciliation Action Plan including:

1. Investigate the establishment of a First Nations Advisory Group
2. Establish a Reconciliation Action Plan Working Group
3. Develop a Vision for Reconciliation
4. Develop a statement of commitment to Reconciliation across our City



Penrith City's First Nations Community

Penrith City has had significant growth in the number of people identifying as First Nations. We have almost 11,000 people identifying as First Nations living here, which is 5% of the resident population for Penrith, up from 3.9% in 2016.

Whilst we saw an increase in numbers across each age bracket, the largest age bracket remains 0-4 years old. The suburbs with the largest number of First Nations people are:

- Penrith with 1,116 residents (6% of all residents),
- Cranebrook with 1,111 residents (7% of all residents)
- Glenmore Park with 918 residents (4% of all residents).

The suburbs with the largest growth in the number of First Nations people are:

- Penrith (+447 residents)
- Jordan Springs (+372 residents)
- Glenmore Park (+359 residents)

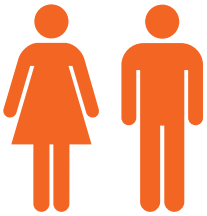


Residents who identify as First Nations

SAMPLE PROFILE

SOURCE: ABS 2021 CENSUS

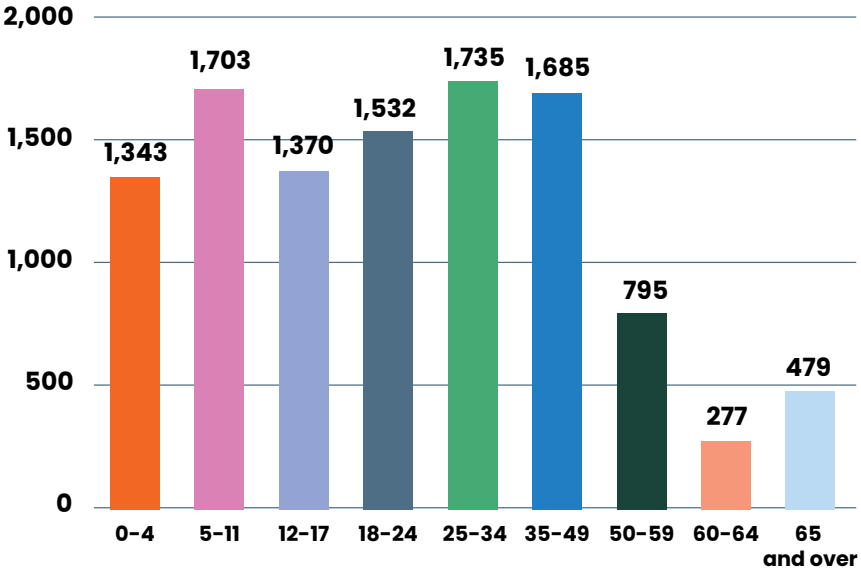
Gender



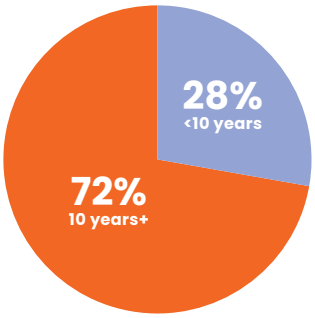
Female 50.3%

Male 49.7%

Age



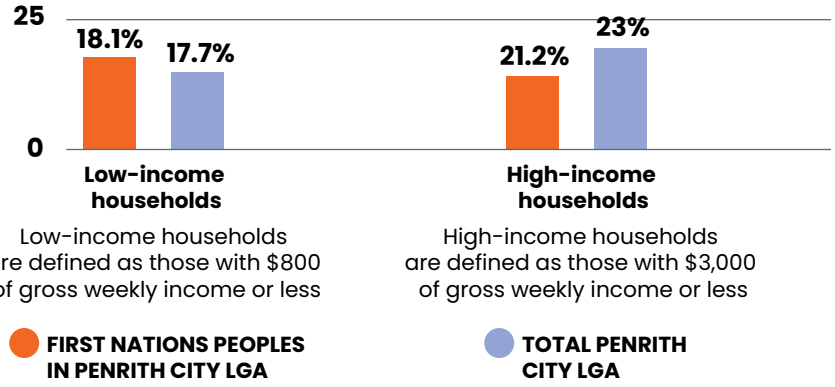
Time lived in the Penrith area



Live in Public Housing



Household income



Low-income households are defined as those with $800 of gross weekly income or less

High-income households are defined as those with $3,000 of gross weekly income or less

FIRST NATIONS PEOPLES IN PENRITH CITY LGA

TOTAL PENRITH CITY LGA

SUMMARY OF FINDINGS FROM THE COMMUNITY WELLBEING SURVEY 2022

Key finding	First Nations	Non-Indigenous
Ability to raise $2000	49% ▼	80%
Experience of food shortage in last 12 months	19% ▲	6%
More likely to experience barriers accessing services due to discrimination	5% ▲	1%

8%
of respondents identify as First Nations
N = 39

Developing the Plan

Penrith City Council's Reflect Reconciliation Action Plan has been informed by several years of engagement, partnership and listening with First Nations communities, organisations and Traditional Owners across the Penrith Local Government Area.

Council acknowledges and sincerely thanks Penrith's First Nations community, Traditional Custodians, the Aboriginal Community Controlled Organisations (ACCO) sector, and members of the Muru Murak Interagency for their continuing leadership, cultural guidance and willingness to walk alongside Council on its reconciliation journey.

Council's work toward this Reconciliation Action Plan began in June 2022, when Council commissioned a First Nations Wellbeing Survey across NAIDOC Week. This was followed in 2023 by a broader Community Wellbeing Survey, and a series of community workshops facilitated by WSP and Curijo Aboriginal Consultancy with Traditional Owners and Aboriginal Community Controlled Organisations to explore aspirations, strengths, and challenges across the City.

Throughout 2024, Council deepened this engagement. Council introduced a new Welcome to Country and Acknowledgement of Country Policy, hosted a Reconciliation Gathering at Ropes Creek, and convened an Aboriginal Community Controlled Organisation Gathering at the Penrith Civic Centre. Council also participated in key Reconciliation Week events, including the Reconciliation NSW National Breakfast at Barangaroo, where Penrith City Council's First Nations staff and members of the Muru Murak Interagency were invited to speak on the community panel, sharing insights into Reconciliation practice across Western Sydney.

Partnerships continued to strengthen through Caring for Country initiatives, including Council's collaboration with NSW Department of Planning, Housing and Infrastructure to establish the Western Sydney Councils Caring for Country Working Group, and hosting the group at Orchard Hills for a cultural burn in June 2024. In November 2024, Council facilitated an interagency planning day with the First Nations sector in St Marys, which led to the establishment of the Muru Murak Interagency.

In 2025, Council formalised its partnership with Greater Sydney Local Land Services through a Memorandum of Understanding to support Caring for Country priorities and Reconciliation. Council also partnered to deliver the First Nations Water Forum in March, working alongside community to deliver a series of Platypus and Water Country workshops from May to June, and facilitated the first cultural burn on Council-managed land since colonisation. In July 2025, Council Officers undertook a benchmarking exercise to explore Reconciliation practices amongst Local Councils in Western Sydney. The benchmarking exercise enabled Council Officers to develop the RAP with regional best practice in mind.

These collective engagements, relationships and insights shaped the foundations of Penrith City Council's Reconciliation Action Plan and the commitments embedded within it.



First Nations Community coming together with Government Agencies at a Cultural Burn in Orchard Hills

June 2022

Council commissioned First Nations Wellbeing Survey to understand values and perspectives of residents as well as general wellbeing.

September 2022

Council undertook a Community Wellbeing Survey to understand the wellbeing of residents across the Local Government Area.

June 2023

Council commissioned WSP Consultants and Curijo Aboriginal Consultancy to facilitate community workshops, engage with the First Nations sector and Traditional Owners.

May 2024

Council participated in National Reconciliation Week events, including the Reconciliation NSW National Breakfast at Barangaroo.

Council endorsed a new Welcome to Country and Acknowledgement of Country Policy.

Launched the Cranebrook Bushfoods Trail at Grey Gums Reserve

Council held a Reconciliation Gathering at Ropes Creek.

June 2024

Council hosted an Aboriginal Community Controlled Organisation Gathering at Penrith Civic Centre to explore Reconciliation, Closing the Gap and Place-based advocacy.

Council support the NSW Department of Planning, Housing and Infrastructure to establish the Western Sydney Councils Caring for Country Working Group.

Council hosted the Caring for Country Working Group at Orchard Hills for a Cultural Burn.

November 2024

Council facilitated First Nations Interagency Planning in St Marys, leading to the establishment of the Muru Murak Interagency.

December 2024

Council partners with Wollondilly Shire Council and Dharug community to support native grain harvesting in Orchard Hills.

January 2025

Council established an MoU with Greater Sydney Local Land Services to support Caring for Country initiatives.

March 2025

Council partnered to deliver the Barduu Ngaadjung First Nations Water Forum Forum at the Log Cabin, Penrith.

May–June 2025

Council partnered with First Nations community members to run Platypus and Water Country workshops.

June 2025

Council facilitated the first Cultural Burn on Council managed land.

July 2025

Council undertook Reconciliation initiative benchmarking across Western Sydney.

July 2025

First Nations Survey at NAIDOC 2025.

August 2025

Council presented at the 2025 Cumberland Plain Research Symposium on First Nations Caring for Country program.

November 2025

Council with Western Sydney University facilitated a co-design workshop to develop a First Nations Water Country Micro-credential.

November 2025

Council hosted 50 representatives from neighbouring Councils and Government agencies at Weir Reserve for the Cumberland Plain Caring for Country Working Group.

December 2025

Council partnered with First Nations community and government agencies to support Traditional Owners to harvest native grains.



What you told us

In 2022, Council began exploring the dimensions of Reconciliation and how First Nations peoples within our City felt about Council's relationships with First Nations peoples. Council sought to understand how the community felt about:

- opportunities available to First Nations people across Penrith
- the level of respect given to First Nations culture, history and heritage

A survey was developed and shared across the City, attracting responses from over 218 people. 57% of whom identified as First Nations and Torres Strait Islander, 43% as non-Indigenous. 85% of respondents felt that Council needed to strengthen its relationships with First Nations people across the City. It's also important to note that 56% of respondents noted low levels of satisfaction with regards to the opportunities available to First Nations peoples across our City.

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56%

of respondents noted low levels of satisfaction with regards to the opportunities available to First Nations peoples across our City

The July 2025 survey iteration captured 168 responses, 51% identifying as First Nations, 38% as non-Indigenous and 6% preferring not to say. 85% of respondents strongly agreed on the importance of strengthening Council's relationship with First Nations people, and 88% affirming the need to provide meaningful opportunities for First Nations communities in Penrith.

Muru Murak Interagency – Community Capacity Building

In 2024, Penrith City Council supported the development and delivery of a First Nations Sector Planning Day in St Marys. This important gathering brought together representatives from ten Aboriginal Community Controlled Organisations and the broader sector to collaborate, share insights, and build a foundation for ongoing cooperation.

A key outcome of the day was the establishment of the Muru Murak Interagency. Muru Murak, meaning "a place of many paths," is the original Dharug name for Penrith and reflects the diverse and interconnected journeys of the local First Nations community. To ensure the interagency remains community-led and culturally grounded, a Community Governance Committee was appointed by sector representatives. This structure enables the interagency to operate independently and with autonomy—determining how, when, and where it comes together to support collective priorities. Council is proud to support this initiative as part of its role in fostering genuine, long-term partnerships built on respect, self-determination, and shared purpose.





Muru Murak Interagency functions like an ecosystem, connected, living, and continually growing. Like Country, it adapts, regenerates, and strengthens over time. Through respectful relationships, shared cultural knowledge, and open information exchange, our members and guests support one another to build strong foundations that uphold Reconciliation and foster shared learning.

Mandy Zaccazan
Muru Murak Interagency,
Community Governance Committee Member



Caring for Country

Caring for Country is at the heart of Penrith City Council's reconciliation journey. Council recognises the deep and enduring connection that First Nations peoples have to land, water, and sky, and is committed to supporting initiatives that embed cultural knowledge into local environmental stewardship.

In collaboration with Greater Sydney Local Land Services, Council has signed a Memorandum of Understanding to strengthen shared responsibilities in caring for Country. Council has also secured funding from three separate sources to support a series of interlinked, community-driven programs:

- A First Nations Ranger Program that creates pathways for young people into meaningful cultural and environmental management roles.
- A Water Country Program, developed in partnership with Western Sydney University, focused on improving the health of local waterways with particular attention to platypus habitat restoration.
- A Cultural Fire Program that supports the reintroduction of traditional fire practices, promoting both cultural renewal and ecological resilience, especially within threatened ecosystems.

These initiatives reflect a commitment to restoring Country through the leadership, knowledge, and practices of First Nations peoples—ensuring that both culture and environment thrive together now and into the future.

Celebrating NAIDOC Week

Penrith City Council proudly celebrates NAIDOC Week as a vital opportunity to honour the history, culture, and achievements of First Nations peoples. Council's flagship NAIDOC event has grown significantly in recent years, becoming one of the largest and most inclusive celebrations in the region. With over 150 stallholders representing Aboriginal Community Controlled Organisations, First Nations artisans, and partners from the broader sector, the event is a vibrant expression of community pride, cultural strength, and collective action.

Recent evaluations of the event highlight its growing significance, with participation now exceeding 10,000 people each year. This growth reflects not only the community's enthusiasm but also the value placed on cultural connection, storytelling, and visibility. The event is a space where Elders are honoured, local talent is showcased, and conversations are sparked across generations.

NAIDOC celebrations extend across the entire organisation, with Council staff and services contributing in meaningful ways. Library Services bring a pop-up library to the event, providing access to First Nations literature and cultural resources. Children's Services contribute through their pop-up outreach play van, offering inclusive and interactive experiences for families and young children. Council's Bushland Management team also plays a key role, showcasing their work in cultural land management and sharing knowledge about the connection between people, place, and Country.

Through this whole-of-organisation approach, Penrith City Council reinforces its commitment to truth-telling, cultural celebration, and respectful partnership with the First Nations community—not just during NAIDOC Week, but year-round.



Penrith City Council's Reconciliation Action Plan





WHY RECONCILIATION IS IMPORTANT TO ME?

"Reconciliation matters because it creates the foundation for truth, respect and shared responsibility, moving beyond symbolism to ensure Aboriginal and Torres Strait Islander voices are heard, valued and embedded in how organisations engage with community, culture and Country.

Tony Moran
National Director
First Nations Governance, Strategy, Training
Yarning Crescent

"Reconciliation is like the change from winter to spring. While many relationships may seem lifeless, distant, or dormant—with just a little sunshine, warmth, and care, they begin to bloom again. Trust grows, understanding deepens, and new relationships emerges in places where it once seemed impossible. All it takes is the courage to bring light and connection into those spaces."

Wayne Cornish
Ngympaa Man
Executive Officer - Muru Mittigar

"Reconciliation is more than a word, it takes action, change and listening"

Mitchell Beggs-Mowczan
Aboriginal Health Lead
Nepean Blue Mountain Primary Health Network
Wiradjuri

Relationships



Objective

Build mutually beneficial relationships

How will we do this

Council will continue to identify and meaningfully engage with First Nations stakeholders across the local area to strengthen relationships and ensure that First Nations peoples are active partners in shaping Council's work. This includes ongoing dialogue with community members, organisations, and cultural knowledge holders to support informed and culturally respectful decision making.

As part of its commitment to Reconciliation, Council will also promote and explore how to participate in National Reconciliation Week. Staff, senior leaders and members of the Reconciliation Action Plan Working Group will be encouraged to take part in a range of internal and external activities that build awareness, strengthen cultural capability, and deepen understanding of local First Nations histories and contemporary experiences.

Council will strengthen positive race relations by reviewing Human Resources policies and by researching best-practice approaches to race relations and anti-discrimination. This will help ensure that Council's systems and organisational culture promote equity, respect, and inclusion.

Council will explore opportunities to collaborate with and support the Aboriginal community-controlled sector. Strengthening relationships with local Aboriginal Community Controlled Organisations will help enhance Reconciliation efforts across the City and contribute to more culturally informed, community-led outcomes.

"Reconciliation is important to me because it's about truth telling, respect, and healing. It acknowledges the deep harm caused to First Nations peoples and takes real steps towards justice and equity."

Shalee Stubbs
Dharug person



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Identify First Nations stakeholders and organisations within our local area. Investigate opportunities to form a First Nations Service Directory.	November 2026	Head of City Activation Community and Place
	1.2 Investigate best practice and principles that support strong and effective partnerships with First Nations stakeholders and organisations.	October 2026	Social Strategy Program Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	May 2027	First Nations Program Manager
	2.2 Encourage and support Council's Reconciliation Action Plan Working Group members to participate in an external NRW event.	May 2027	First Nations Program Manager
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	May 2027	Head of City Activation Community and Place
3. Promote reconciliation through our sphere of influence.	3.1 Communicate Council's commitment to reconciliation to all staff.	October 2027	General Manager
	3.2 Develop Penrith City Council's Reconciliation Vision and seek Council endorsement.	September 2027	Head of City Activation Community and Place
	3.3 Develop and adopt Penrith City Council's Commitment to Reconciliation.	November 2027	Head of City Activation Community and Place
	3.4 Identify external stakeholders for Penrith City Council to engage with on our reconciliation journey.	June 2027	First Nations Program Manager
	3.5 Develop a list of recognised Aboriginal parties for Aboriginal cultural heritage initiatives.	June 2027	First Nations Program Manager
4. Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	December 2026	Social Strategy Program Manager
	4.2 Review of Human Resources policies and procedures as they fall due for review so to identify existing anti-discrimination provisions and potential gaps, futures needs and opportunities.	December 2026	Head of People and Culture
5. Investigate opportunities to strengthen the Aboriginal Community Controlled .	5.1 Attend and investigate opportunities to support the Muru Murak Interagency	June 2026	First Nations Program Manager
	5.2 Attend and investigate opportunities to support the NSW Local Government Aboriginal Network	June 2026	First Nations Program Manager

Strategic Priority Two

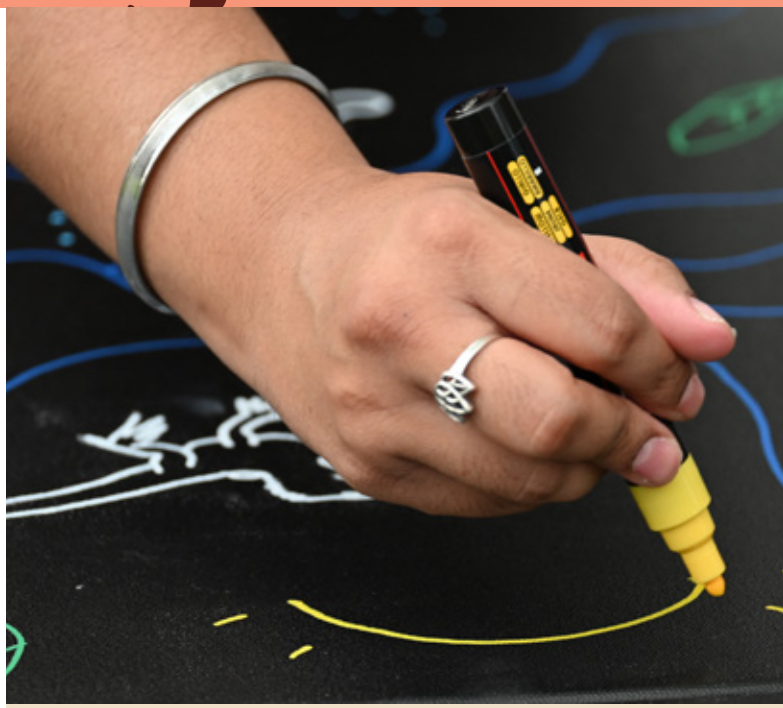
Respect

Objective

Develop Council's cultural competence, understanding and value of First Nations culture, history and heritage.

How will we do this

Council will develop a business case that articulates the importance of recognising and valuing First Nations cultures, histories, knowledge, and rights across the organisation. This work will be supported by a review of staff cultural learning needs to ensure that training and capability-building initiatives are appropriately targeted and effective. To further strengthen culturally respectful practice, Council will produce a First Nations Engagement Staff Guide, accompanied by supporting resources. These materials will provide practical guidance to staff on engaging with First Nations peoples, observing cultural protocols, and embedding culturally informed approaches into everyday work. Council will also continue to raise awareness of NAIDOC Week and promote participation in local events that celebrate First Nations cultures. Staff will be encouraged to engage with these celebrations to enhance cultural understanding, demonstrate respect, and strengthen relationships with the local First Nations community.



"As a Dharug Malaa (Man) this is an important position for the Council to hold, and recognises our continuing connection to Country and all this represents."

Brad Moore
Dharug Man
Greater Sydney Local Land Services



Action	Deliverable	Timeline	Responsibility
6. Acknowledge and respect the traditional owners of the land in which Penrith council conducts its business	6.1 Investigate opportunities to acknowledge and pay respect to Traditional Owners through Council's communication channels.	August 2027	Lead: First Nations Program Manager Support: Communications
7. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	7.1 Conduct a review of cultural learning needs within the organisation.	December 2027	Lead: First Nations Program Manager Support: Senior Cultural Officer
	7.2 Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge, and rights within the organisation.	February 2027	Head of People and Culture
8. Demonstrate respect to First Nations peoples by observing cultural protocols.	8.1 Develop a Cultural Protocols Framework with supporting training and staff guides.	June 2027	First Nations Program Manager
9. Build respect for First Nations cultures and histories by celebrating NAIDOC (National Aboriginal Islander Day Observance Committee) Week.	9.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	July 2027	Director Community Connections
	9.2 Introduce staff to NAIDOC Week by promoting events in the local area.	July 2027	First Nations Program Manager
	9.3 Encourage and support Council's RAP Working Group to participate in a NAIDOC Week event.	July 2027	First Nations Program Manager



Opportunities

Objective

Improve First Nations outcomes through workforce and procurement development

How will we do this

Council will develop a business case aimed at strengthening First Nations recruitment, retention, and professional development across the organisation. We are committed to ensuring our merit based decision making processes, as they relate to procurement and recruitment remain consistent with applicable anti-discrimination legislation. This work will include building a clear understanding of the current First Nations workforce profile to inform future employment pathways, targeted development opportunities, and long-term strategies for growing a culturally diverse and capable workforce. In addition, Council will seek to increase First Nations supplier diversity by preparing a business case that outlines opportunities to strengthen procurement practices. This will support better access for First Nations business and overall, better contribute to broader economic participation. Council will also examine the potential benefits of joining Supply Nation or similar platforms that promote the growth and sustainability of First Nations enterprises. Exploring these options will help identify mechanisms to enhance procurement opportunities and ensure Council's supply chain reflects its commitment to reconciliation and economic inclusion.



"Over the past several years, Penrith Council, Muru Mittigar, and Dharug people have come together on important projects across the City — creating meaningful opportunities for First Nations people while caring for Country. These collaborations have allowed us to practice culture, share knowledge, and lead the first cultural burn in Penrith in more than 200 years."

Aunty Cheryl Goh
Dharug Elder



Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	10.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	February 2027	Head of People and Culture
	10.2 Develop a business case for First Nations employment within the organisation, consistent with anti-discrimniation legislation.	February 2027	Head of People and Culture
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	11.1 Develop a prcurement business case for First Nations owned businesses, consistent with anti-discrimination legislation..	March 2027	Procurement and Strategic Supply Manager
	11.2 Investigate Supply Nation membership.	March 2027	Procurement and Strategic Supply Manager



Strategic Priority Four

Governance

Objective

Include First Nations Voices in Decision Making

How will we do this

Council will strengthen its governance processes by integrating First Nations perspectives into key decision-making frameworks. This work will support meaningful engagement with First Nations and Torres Strait Islander communities and stakeholders, ensuring that culturally informed perspectives are embedded across organisational practices. To promote effective governance and accountability, Council will implement systems for monitoring, evaluating, and reporting on reconciliation progress. These mechanisms will provide transparency in Council's actions and support continuous improvement in meeting reconciliation commitments. Council will also establish ongoing mechanisms for regular consultation and collaboration with First Nations stakeholders. These structured engagement processes will help maintain strong relationships, support shared decision making, and ensure that Council's work remains responsive to community priorities.



"With my experience working 20 years in identified Aboriginal positions I have found that Aboriginal people and non-Aboriginal people have different views on what reconciliation is to them. This then makes it difficult to plan organise and implement effective programs in organisations to meet the needs of both these parties.

What we really need to strive for is an Aboriginal led model such as an Advisory Committee to support a common communication strategy between Council and the Aboriginal community"

Bob Leslie
Manager (CAPO) Link-Up
NSW Coalition of Aboriginal Peak Organsations



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	12.1 Form an internal RWG to govern RAP implementation.	December 2026	Head of City Activation, Community and Place
	12.2 Draft Terms of Reference for the internal RWG.	December 2026	Lead: First Nations Program Manager Support: Social Strategy Program Manager
	12.3 Establish First Nations representation on the RWG.	September 2027	First Nations Program Manager
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	September 2027	Head of City Activation Community and Place
	13.2 Engage senior leaders in the delivery of RAP commitments.	September 2027	Head of City Activation Community and Place
	13.3 Appoint a senior leader to champion the RAP internally.	December 2026	Head of City Activation Community and Place
	13.4 Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2027	Head of City Activation Community and Place
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	14.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	January 2027	First Nations Program Manager
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	January 2027	First Nations Program Manager
	14.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	December 2026	First Nations Program Manager
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our next 'Innovate' RAP.	Feburary 2028	First Nations Program Manager
16. Investigate the establishment of a First Nations Advisory Group	16.1 Investigate the establishment of a First Nations Advisory Group, as a formal advisory group to Council.	February 2028	Head of City Activation Community and Place

Penrith City Council

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PENRITH CITY COUNCIL

penrith.city