



NSW Land Registry Services

REFLECT RECONCILIATION ACTION PLAN JUNE 2022-2023



RECONCILIATION
ACTION PLAN

REFLECT



NSW

LAND
REGISTRY
SERVICES



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Acknowledgement of Country

NSW Land Registry Services' (NSW LRS) head office operates on the land of the Gadigal people.

We acknowledge the traditional custodians of the lands on which we work and gather, and their continuing connection to Country. We pay respect to elders past, present and emerging and pay tribute to the diversity of Aboriginal and Torres Strait Islander peoples, to their ongoing culture and to any of our Aboriginal and Torres Strait Islander colleagues.

Company Artwork

This palette represents the Land, Seas and Skies.

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

We are all interconnected, the same way in which the land and sea are intertwined. The recurring message throughout this piece is we're stronger together.

Let's take time to reconnect to country and culture through stories and ceremony.

Let's share, inspire, connect.

Jake Simon

Indigenous artist

Proud Worimi-Biripi man living on Gadigal lands



Message from Reconciliation Australia



Reconciliation Australia welcomes NSW Land Registry Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

NSW Land Registry Services 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 NSW Land Registry Services 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 NSW Land Registry Services, 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

CEO Foreword



I am pleased to present NSW Land Registry Services' inaugural Reconciliation Action Plan, as we start our reflection to build connection with First Nations people and voices.

Commencing our RAP, we are aware of how our work registering land titles and ownership in NSW has deep synergy with the custodianship of land, something we respect as intrinsic to First Nations peoples.

We also acknowledge that the Surveying and Registration of land as the formation of the original colony of NSW is but one recent chapter in the timeless story of First Nations connection to country. We believe the property industry has a responsibility to foster positive relationships and transparent interactions with the land for all NSW citizens.

We start our RAP with a belief in respecting, acknowledging and valuing First Nations culture through promoting diversity and improving the way we do business.

This plan was developed by NSW Land Registry Services staff in consultation with Reconciliation Australia. Teams from across our organisation will be invited to join practical projects to shape our reconciliation journey. These will be guided with Aboriginal representation from external advisors and from strong consultation with First Nations communities. As a business, we hope to build our organisational and individual reflection on the importance of reconciliation between First Nations peoples and non-Indigenous peoples.

At NSW Land Registry Services, we have three pillars of our Diversity, Inclusion, Belonging and Equity (DIBE) strategy, which are focussed on addressing customer diversity and accessibility, talent scarcity and ageing workforce and reconciliation and disadvantage.

This Reflect RAP fits squarely into the reconciliation and diversity pillar – the way our organisation is accessible to First Nations customers in NSW will be critical to our

successful integration of reconciliation principles into our daily work. We also want to start work to ensure our staff and supplier relationships are supportive of First Nations peoples having the opportunity to positively contribute to all areas of the organisation.

Our sphere of influence in the NSW property industry is an asset we want to leverage to support:

- Strategic alliances with Aboriginal Land Councils.
- A First Nations lens to our TAFE feeder program for trainee employees.
- Public awareness of Traditional Owners and Traditional Place Names.
- Cultural awareness training with our teams and sharing this knowledge with stakeholders.

NSW Land Registry Services looks forward to starting our journey to build respectful relationships, learnings across cultures, and collaboration with First Nations peoples in our work and services to the NSW public. We recognise this work is ongoing to make our connections with First Nations peoples and voices meaningful and sustainable into the future as we collectively write the next chapters in the story of our country.

Adam Bennett
Chief Executive Officer
NSW Land Registry Services

About NSW Land Registry Services



About NSW Land Registry Services

NSW Land Registry Services (NSW LRS) is a private company that operates the land titles registry on behalf of the New South Wales (NSW) Government under a 35-year concession that took effect on 1 July 2017.

Our history is one that stretches back for over 200 years, with our organisation being the foundation of the NSW economy providing citizens and businesses certainty about property ownership.

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

We currently employ 212 people, all of whom are serving the people of NSW and assisting them through some of the biggest financial decisions of their lives. In fact, we touch the lives of thousands of people through a variety of channels including manual, digital, phone and independent brokers. Each year we process some 900,000 land transactions, 12,000 survey plans, handle around 145,000 calls and receive approximately 30,000 visits to our Lodgment Office location.

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

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



Of particular note are the three core pillars of our DIBE strategy: addressing customer diversity and accessibility, talent scarcity and ageing workforce and reconciliation and disadvantage.

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We are very pleased and motivated by the synergy and alignment between our approach to our DIBE strategy and the development of our inaugural Reflect Reconciliation Action Plan (RAP).
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Our Approach to Reconciliation

Our Approach to Reconciliation

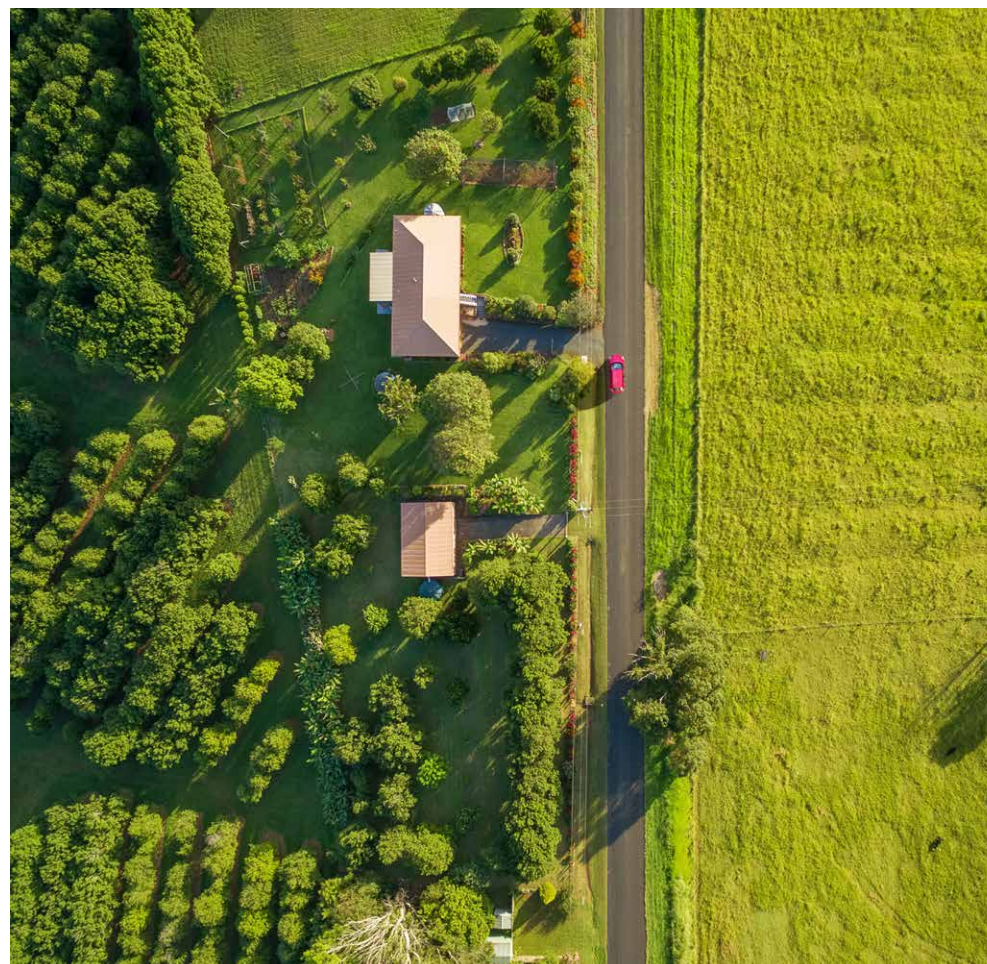
At NSW LRS we understand reconciliation is an ongoing journey, starting at an individual level and transforming into a collective journey of togetherness as an organisation moving towards greater respect, understanding, relationships and opportunities with First Nations peoples, communities and organisations. We fully subscribe to the adage that if you want to go fast, go alone; but if you want to go far, go together.

We are therefore taking a holistic approach to our reconciliation journey, one that is far reaching, from our internal opportunities to directly influencing our people and stakeholders through to the broader community, leaning into our sphere of influence across the areas where we operate. We are aware of the impact we can have through our diverse network and capacity building capabilities, so we will be leveraging these opportunities for maximum and sustainable impact.

With land and water playing such an integral role in First Nations cultures, we are well positioned as a business to have a significant and meaningful impact. We are the custodians of land and property information and have a workforce that is unmatched in its knowledge and expertise regarding the way property transactions are registered, cadastral, property and water boundaries are created and re-established and the various location information associated with NSW land and water titles.

We believe we can build strong and lasting relationships with First Nations communities to share this knowledge regarding land ownership, access to water and foster alignment with organisations such as Aboriginal Land Councils to improve understanding of land registration, cadastral boundary, and water access processes. In doing so we also acknowledge the need to better understand and respect the traditional and timeless concepts in relation to Country and its stewardship.

The privatisation of the state land registry in 2017 has meant that as a business we have been in a phase of transformation, and our work in the reconciliation space has thus been limited to-date. The decision to move towards the development of a RAP has been a strong focus toward our social responsibilities in alignment with our DIBE strategy. As a business,



Our Approach to Reconciliation (cont.)

we are now at a stage where our values and culture have matured enough to begin this reconciliation journey with authenticity and purpose.

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At NSW LRS, we understand the value of a diverse workplace that has a broad range of cultures working across the organisation, representing the people, identities, languages and socio-economic backgrounds of people from across NSW.

We strive to create a workplace that reflects the communities where we operate and believe that a current underrepresentation of First Nations peoples within organisations or working with organisations is an area which needs to be acknowledged and rectified.

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While the number of Aboriginal and Torres Strait Islander staff is currently not known at NSW LRS, we will work within this RAP to determine culturally appropriate ways to understand this. Additionally, NSW is home to one of the largest populations of First Nations peoples across Australia, so we are well positioned to promote and engage with communities to create and offer opportunities.

NSW LRS is a customer centric business with an overarching objective to be the respected and trusted authority for land titling and property information for the people, businesses and communities of NSW. As the sole land titling and information holder across NSW, our contribution comes with a weight of responsibility. With the transition and digitisation of our processes and service offerings, we are committed to improving the accessibility of our services while bolstering our security systems, ensuring all information remains available and secure to maintain the integrity of the land registry.





Our Aspirations for Reconciliation



Our Aspirations for Reconciliation

Our reconciliation journey has commenced, and we are motivated to listen, learn and work with First Nations peoples to understand the special connection to land and knowledge of place that the First Peoples are intrinsically aware of.

Our objectives now focus on making reconciliation tangible within our workplace, our daily processes and into our broader organisational culture. A case of co-design, and a bi-cultural approach where First Nations peoples are considered in decision making, their traditional cultural values are better understood, and their ideals and wisdom are embedded into our daily practices.

We embark on this journey with a focus on reflection and a desire to leverage our unique relationship with land and water across NSW. Our vision is to understand the profound connection to Country, to honour and celebrate this through our own connections with land and water. We understand that issues of ownership and access have been, and continue to be, contentious since colonisation and that this dispossession from Country and separation between people, communities, land and water has caused profound grief for First Nations peoples.

As part of this reconciliation journey, we are aspiring to bridge the divide that has occurred since colonisation by platforming the voices of First Nations peoples, organisations and communities. We aim to build a network of organisations and people to strengthen our knowledge and ability to build lasting relationships with Aboriginal and Torres Strait Islander peoples to empower and create lasting change through opportunities and mutually beneficial collaboration. Our aspiration for reconciliation can be summarised into the five key areas outlined.

- 1. SUPPORT RECONCILIATION:** Recognition of our role as an organisation to our employees, stakeholders and the broader community to support reconciliation and provide a platform for diversity and inclusion as it relates to NSW LRS.
- 2. FIRST NATIONS ENGAGEMENT:** Initiating cultural learning, embedding understanding that developing our cultural awareness and capability allows us to better engage with First Nations peoples and understand the complexity of First Nations cultures.
- 3. COLLABORATION:** A focus on building our strategic networks to build capacity of First Nations peoples, businesses and communities, working to create lasting partnerships with key stakeholders to accelerate opportunities for First Nations peoples.
- 4. SUPPORT FIRST NATIONS COMMUNITIES:** Developing employment opportunities; this involves building a reputation as an employer of choice by creating a culturally safe environment that is welcoming which reverberates across communities and in-turn builds trust and acknowledgement. We have a real opportunity to engage First Nations peoples and leverage their expertise and sound knowledge of the landscape of NSW. This involves building partnerships with employment providers and community organisations that are reputable and have a great understanding of cultural requirements which will help engage the right people with our organisation.
- 5. SUPPORT FIRST NATIONS BUSINESSES:** Procurement of services and third-party support from First Nation businesses or individuals. Although our capacity is limited with a somewhat restricted supply chain, we will strive to incorporate consideration of First Nations businesses as part of our procurement processes and business model to increase First Nations participation and representation.

Our Aspirations for Reconciliation (cont.)

We have clear goals and objectives as part of this RAP, and we will work authentically to achieve these outcomes. We are genuine in our approach and are using this framework as a springboard for more advanced initiatives as we mature and progress, with aspirations to progress to more advanced stages of the reconciliation journey. We have been realistic with our objectives and are looking to build the right framework from the outset to set a solid foundation for our future reconciliation endeavours.

Our aspiration is to provide practical actions that will contribute to reconciliation directly and indirectly, whether internally at NSW LRS or externally within the industry and communities where we operate. We also aim to provide the opportunity for our people to reflect on their own reconciliation journey and the role they can have as part of the broader vision to empower individuals to become more culturally capable.



Building Momentum towards our Reconciliation Action Plan



Building Momentum towards our Reconciliation Action Plan

Our commitment to reconciliation serves as a catalyst for building positive and respectful relationships while educating and connecting our people to the diverse cultures and perspectives of First Nations peoples.

Our Reflect RAP will allow NSW LRS to commit to developing greater relationships with like-minded reconciliation-focused organisations and First Nations stakeholders, including but not limited to Aboriginal Land Councils and other community-controlled organisations.

Although our journey towards reconciliation is in its infancy, we are well positioned through the nature of our work and its linkages to land, the work we have done over the last four years focusing on social responsibility, and the culture we have created, to make inroads into this initiative through a strategic approach to reconciliation.

In 2021, our organisation embedded its commitment to reconciliation through development and integration of a Sustainability Linked Loan (SLL). Jointly coordinated by the Commonwealth Bank and Westpac, our SLL was the first in Australia to embed targets for the development and implementation of a Reconciliation Action Plan. This provides additional motivation and ensures ongoing governance over the process to remain compliant with our commitments.

We are looking for a sustainable approach to reconciliation that is embedded into our culture, an ongoing commitment that is not reliant on a single initiative but something that is evolving and continuing.

In support of our RAP and our reconciliation journey, we have existing internal infrastructure and processes, including an integrated survey platform that measures employee engagement which we can customise to tailor surveys and capture relevant data. We will utilise this tool to contextualise our questions and data capture for assessment of our RAP progress relating to the experiences of new and existing employees to better understand our strengths and weaknesses on this journey.



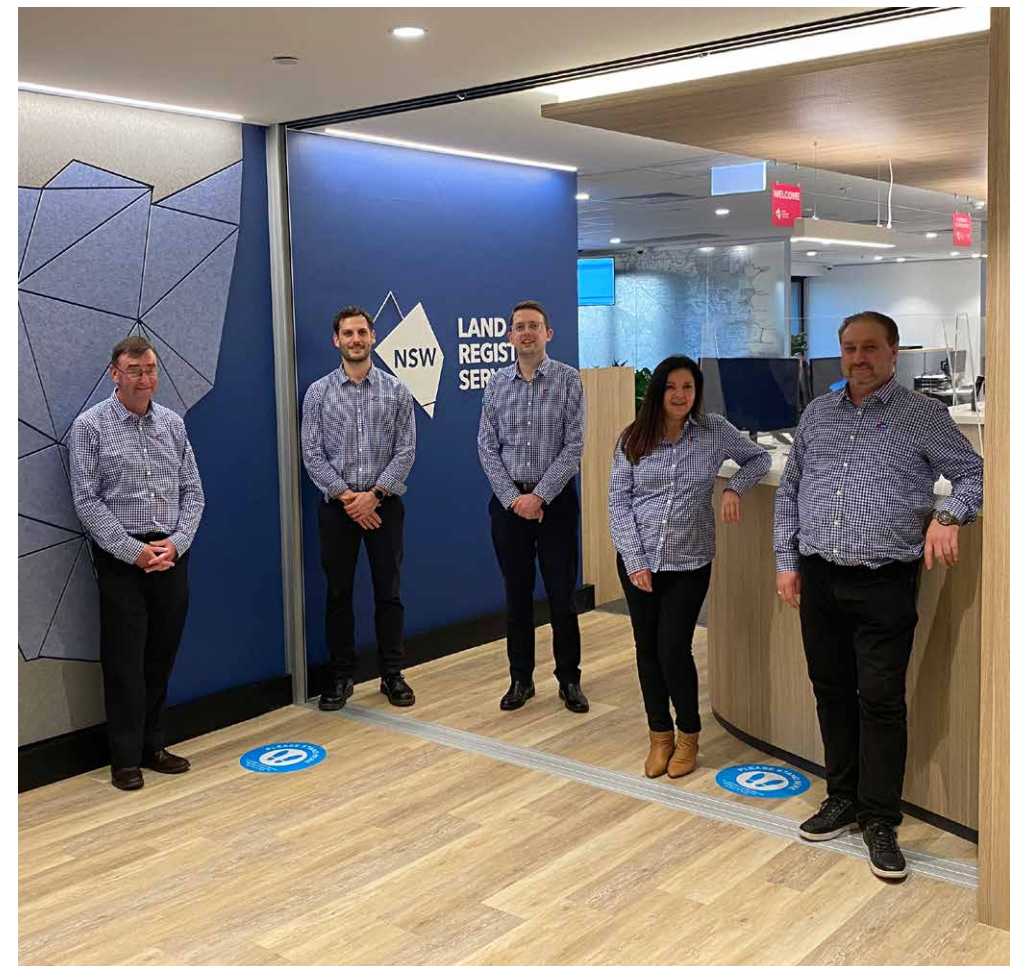
Building Momentum towards our Reconciliation Action Plan (cont.)

Additionally, we have an Equal Employment Opportunity (EEO) form that captures information during the recruitment stage. The questionnaire currently prompts individuals to self-identify as a First Nations person. This form will be optimised as we progress on this reconciliation journey to ensure it is culturally appropriate and capturing useful data to provide insight into successful or unsuccessful processes and how to progress.

NSW LRS also has an existing TAFE feeder program for trainee employees - recruiting young employees direct from TAFE and providing opportunities to begin their career. This is an initiative that we will look to implement and apply a First Nations lens across to help build the capacity of Aboriginal and Torres Strait Islander peoples to join the surveying profession, or else excel in roles throughout our organisation across a variety of business units.

During 2020, we partnered with not-for-profit organisation Homes for Homes to tackle the increasing problems of disadvantage and homelessness. Our organisation is uniquely placed to offer our expertise and services to effect positive change and raise awareness of homelessness and the issues currently present in our society regarding access to social and affordable housing. We will continue to contribute and bring awareness to these issues particularly from a First Nations standpoint as the issue is of great relevance to communities across NSW.

As we have progressed and become a more efficient, engaged and motivated group of people, we are now looking to fulfil our potential for First Nations engagement. We believe we have built the foundation to adequately implement the deliverables within this RAP and are well equipped with the right cohort of people to champion this initiative.





Bringing our Reflect RAP to Life

Bringing our Reflect RAP to Life

We are excited and encouraged that we have received support for this RAP from all our executive team.

We are strongly advocating for a grass roots approach from our teams when discussing diversity internally, engaging culturally and linguistically diverse (CALD) team members and leading discussions in collaboration with First Nations representatives and our RAP Governance Group (RAPGG).

We are looking for alternative perspectives to lead these exploration sessions to ensure we have a diverse pool of opinions. Ideally, we are looking to add new ways of thinking and avoid reverting to the comfortable or familiar. We are seeking to build the confidence of our team to progress reconciliation through thought provoking ideas and actions to become change agents in an environment full of potential. As we begin this journey of discovery, we will develop our deliverables, ideas and initiatives alongside our external First Nations consultant, ensuring consideration and representation of a First Nations voice.

Our internal RAPGG will champion the implementation of this RAP and will be sponsored by our Chief Executive Officer (CEO) Adam Bennett. The group has been selected with a strong consideration toward diversity and is comprised of representatives from various business units across the organisation. Our RAPGG members are as follows:

Anthony Craig	Advice Manager (Titling & Plan Services)
Benjamin Hatton (Chair)	Head of Environmental, Social & Governance (People & Change)
Brad Griffiths	Chief People Officer (People & Change)
Cubby Fox	Corporate Affairs Manager (Legal & Dispute Resolution)
Gordon Lee	Titling & Plans Officer (Titling & Plan Services)
Katie Ticehurst	Principal Lawyer (Legal & Dispute Resolution)
Kelly Tysoe	Regulatory Affairs Manager (Legal & Dispute Resolution)

Misty Pryor	IT Business Partner (Information & Communication Technology)
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Noma Gudu	Account Executive (Operations)
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Rochelle Davies	Folio Management Team Leader (Document Registration Services)
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The RAPGG has played an integral part in the development of this RAP. Individual and group input from across our various business units has been a regular occurrence. The RAPGG will continue to meet regularly and engage with First Nations businesses and peoples to ensure the implementation is delivered in a culturally appropriate manner. The RAPGG will look for cultural guidance from an external RAP working group with Aboriginal representation to openly discuss matters relating to land and property ownership, seeking to provide insight into potential areas of opportunity for intervention and support for First Nations peoples.

One of the key initiatives within this RAP will be the intention to engage with Traditional Land Owners across NSW. We will work to build awareness and include accessible information on the various Traditional Owners across the state, and seek to learn more about the cultural place names pre-colonisation. We see this as a significant opportunity for NSW LRS to have meaningful impact in our reconciliation journey, and ultimately incorporate Traditional Place Names into land and property information for NSW citizens.

We are very interested in creating strategic alliances with Aboriginal Land Councils, some of the largest landowners in the state. There is a real opportunity to partner and discuss how we can help progress initiatives or processes that may have been limited prior to the digitalisation of services at NSW LRS. We will be seeking cultural insights and education along the way to build our own cultural capacity and capability.

Bringing our Reflect RAP to Life (cont.)

Alongside our focussed reconciliation initiatives, we will also conduct formal cultural awareness training with our staff at NSW LRS. Although this is a new venture for our organisation, and we understand there is a lifetime of knowledge to acquire, we will be looking to take away points of action from these sessions that help with our intended engagement with First Nations peoples, communities and businesses.

We are looking to improve skills in the use of culturally appropriate language and to be effective in our baseline knowledge and engagement with First Nations peoples. The use of training will also help identify and understand the reasoning behind the various policies and procedures we will be looking to implement across the business and provide our staff with the opportunity to question and better understand what it means to be on this reconciliation journey.

Initiatives such as Acknowledgement of Country will become a regular part of our meetings and introductions, and we will also introduce Welcome to Country ceremonies at relevant events across the calendar year. We will work to be more curious about our personal cultural backgrounds as individuals to help acknowledge our own cultural values and how these may align with First Nations peoples. This will allow us to better understand where we may need to pivot and shift to engage more effectively with Aboriginal and Torres Strait Islander peoples.

We are pleased and determined to be commencing this journey and are confident we have the resources, infrastructure and personnel to adequately fulfil the requirements within this RAP and beyond.



Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	October 2022	Corporate Affairs Manager and Indigenous Consultant
	1.2 Research and implement best practice that supports partnerships with Aboriginal and Torres Strait Islander peoples	November 2022	Corporate Affairs Manager and Indigenous Consultant
2 Build relationships through celebrating National Reconciliation Week	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials	May 2023	RAP Governance Group Chair
	2.2 Have RAP Governance Group members participate in external National Reconciliation Week events	May 27 th – 3 rd June 2023	Chief People Officer
	2.3 Encourage staff to attend at least one National Reconciliation Week event	May 27 th – 3 rd June 2023	RAP Governance Group Chair
3 Promote our RAP and reconciliation through our sphere of influence	3.1 Educate all staff on our reconciliation commitment and responsibilities within our RAP	June 2022	Chief Executive Officer
	3.2 Communicate our commitment to reconciliation to all staff	June 2022	Chief Executive Officer
	3.3 Identify and connect with other RAP organisations to collaborate on our journey	February 2023	Chief Executive Officer and Head of ESG
	3.4 Amend Human Resources on-boarding documents to include reference to our RAP	January 2023	Chief People Officer
	3.5 Identify external stakeholders that our organisation can engage with on our reconciliation journey	September 2022	Corporate Affairs Manager
4 Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs	January 2023	Chief People Officer
	4.2 Research best practice and policies in areas of race relations and anti-discrimination	February 2023	Chief People Officer

Respect



Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning training and identify training needs required within the organisation	August 2022	Chief People Officer
	1.2 Organise the delivery of workshops for internal cultural awareness	April 2023	Head of ESG
	1.3 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2023	Chief People Officer, Head of ESG
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	June 2022	Chief Executive Officer
	2.2 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	July 2022	Chief People Officer, Corporate Affairs Manager
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other dates of significance	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week	4 th - 11 th July 2022	Chief Executive Officer and RAP Governance Group
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	4 th - 11 th July 2022	Chief Executive Officer and RAP Governance Group
	3.3 RAP Governance Group to participate in external NAIDOC Week events	4 th - 11 th July 2022	RAP Governance Group Chair
	3.4 Identify and recognise additional Aboriginal and Torres Strait Islander dates of significance among our staff	July 2022	Chief Executive Officer

Opportunities



Action	Deliverables	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	September 2022	Chief People Officer
	1.2 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	October 2022	Chief People Officer
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Investigate Supply Nation membership	May 2023	Chief Financial Officer
	2.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	April 2023	Chief Financial Officer and Head of ESG

Governance



Action	Deliverables	Timeline	Responsibility
1 Establish and maintain an effective RAP Governance Group (RAPGG) to drive governance of the RAP	1.1 Maintain RAP Governance Group (RAPGG) to govern and implement RAP	January 2023	Chief People Officer and Head of ESG
	1.2 Establish Aboriginal and Torres Strait Islander representation on the RWG	June 2022	Head of ESG
	1.3 Draft a terms of reference document for the RWG	July 2022	Head of ESG
2 Provide appropriate support for effective implementation of RAP commitments	2.1 Identify and define resource needs for RAP implementation	June 2022	Head of ESG
	2.2 Engage senior leaders in the delivery of RAP commitments	July 2022	RAP Governance Group Chair
	2.3 Define appropriate systems and capability to track, measure and report on RAP commitments	August 2022	Head of ESG
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1 Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence	June annually	Head of ESG
	3.2 Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire	1 August annually	Head of ESG
	3.3 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	Sep' 30th annually	Head of ESG
4 Continue our reconciliation journey by developing our next RAP	4.1 Review RAP based on achievements, challenges and lessons learned	April 2023	RAP Governance Group Chair
	4.2 Register via Reconciliation Australia's website to begin developing our next RAP	March 2023	Head of ESG



For any Queries:

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