

NSW Treasury

Reconciliation Action Plan

July 2020 - July 2021



RECONCILIATION
ACTION PLAN

REFLECT



Lithgow countryside, NSW



REGENERATION

Josie Rose is a Gumbaynggirr woman who expresses her contemporary Gumbaynggirr cultural heritage through art. For *Regeneration* her chosen medium is acrylic paint on canvas and the design embodies both creative and cultural expression. The inspiration for her artworks comes from a deep place of spiritual connection to her family, community, culture and respect for Mother Earth. Gumbaynggirr Country is beautiful land with both freshwater and saltwater waterways which inspire her holistic connection to the Ancestors.

Josie Rose
Artist

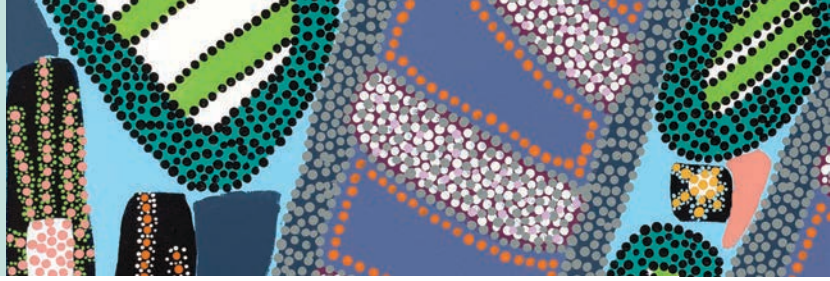


Acknowledgement

NSW Treasury acknowledges the Traditional Owners of the land on which we live and work. The oldest continuing cultures in human history.

We celebrate the continuing connection of Aboriginal and Torres Strait Islander peoples to Country, language and culture and their important contributions to our communities and economies.

Genuine and sustainable action towards reconciliation will require the ongoing commitment and dedication of our senior leaders, networks and staff, and this is the first step.



Our Business

As the State's principal economic and financial advisor, NSW Treasury takes a leading role in driving better outcomes for the people of NSW. As the leaders of NSW Procurement, Destination NSW, Trade, Tourism and Small Business, we have an opportunity to influence outcomes across the public sector and be a leader for other agencies.

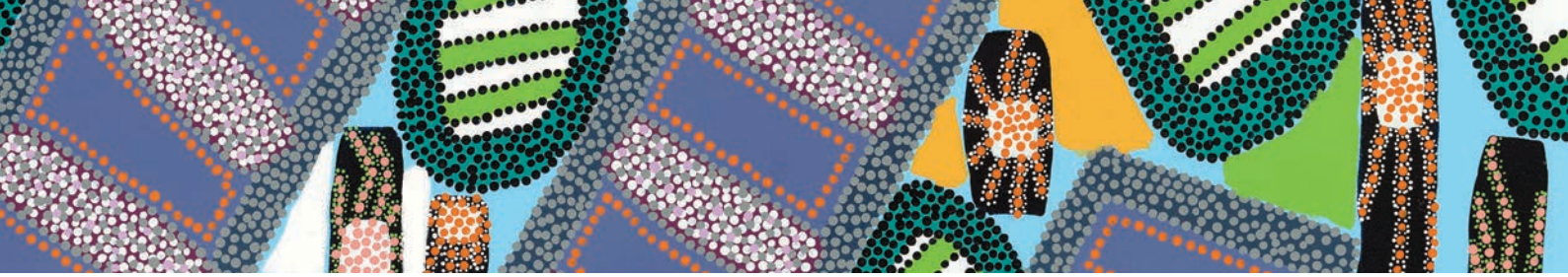
Treasury employs 975 people, five of whom are Aboriginal and Torres Strait Islander people. Treasury has a global reach. We have 29 offices in Australia and around the world. Our offices are in:

Abu Dhabi, UAE	London, UK	San Francisco, USA
Auckland, NZ	Los Angeles, USA	Seoul, South Korea
Beijing, China	Mumbai, India	Shanghai, China
Chengdu, China	Newcastle, NSW	Singapore
Dubbo, NSW	New York, USA	Sydney, NSW
Guangzhou, China	Nowra, NSW	Tamworth, NSW
Hong Kong, China	Orange, NSW	The Rocks, NSW
Jakarta, Indonesia	Ourimbah, NSW	Tokyo, Japan
Kuala Lumpur, Malaysia	Parramatta, NSW	Wollongbar, NSW
Liverpool, NSW	Port Macquarie, NSW	

It is Treasury's vision to be recognised as world-class amongst Treasuries globally. We want to be known for excellence in outcome-based performance budgeting, balance sheet optimisation, and macro and micro economic policy analysis and reform. These services will be delivered by a customer-centric, responsive and accountable workforce of highly talented people working in a flexible, high-performance and agile workplace.

Our goals are:

- to be a team of diverse, highly capable and engaged people, sought after for the quality of our advice
- to promote excellence in the way we manage the State's finances and balance sheet
- to deliver innovative and strategic policy, reform and delivery based on rigorous analytics.



Our Values

The NSW Public Sector values underpin our behaviours and culture.



EXCELLENCE IN SERVICE

Flexible, innovative and reliable, focused on customer needs.



ACCOUNTABILITY

Transparency and accountability for decisions and actions.



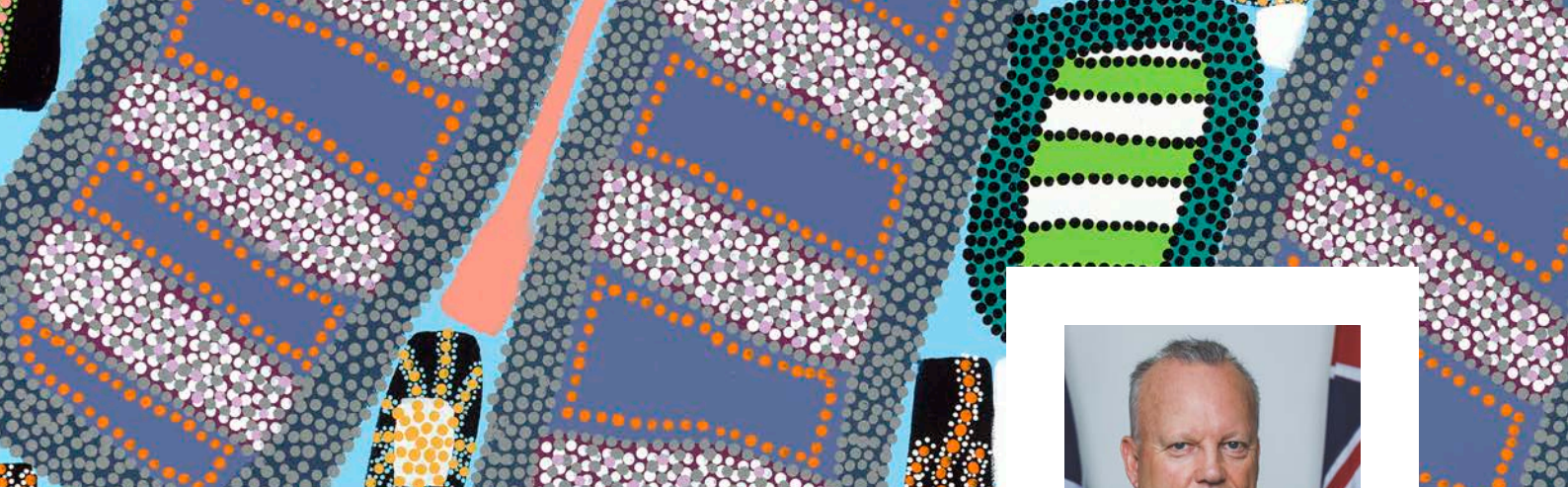
INTEGRITY

Honesty, consistency and impartiality.



TRUST

Relationships built on mutual respect and clear communication.



Message From The Secretary

Embedding Reconciliation into the work that we do – and the way that we work

I am pleased to present Treasury's first Reflect RAP. At NSW Treasury, it is our responsibility to ensure we represent the communities we serve, including the unique and integral contribution Aboriginal and Torres Strait Islander peoples make to the community and economy. We understand that building genuine and thoughtful partnerships, respect and opportunities with First Peoples is fundamental to improving outcomes and increasing productivity across the board.

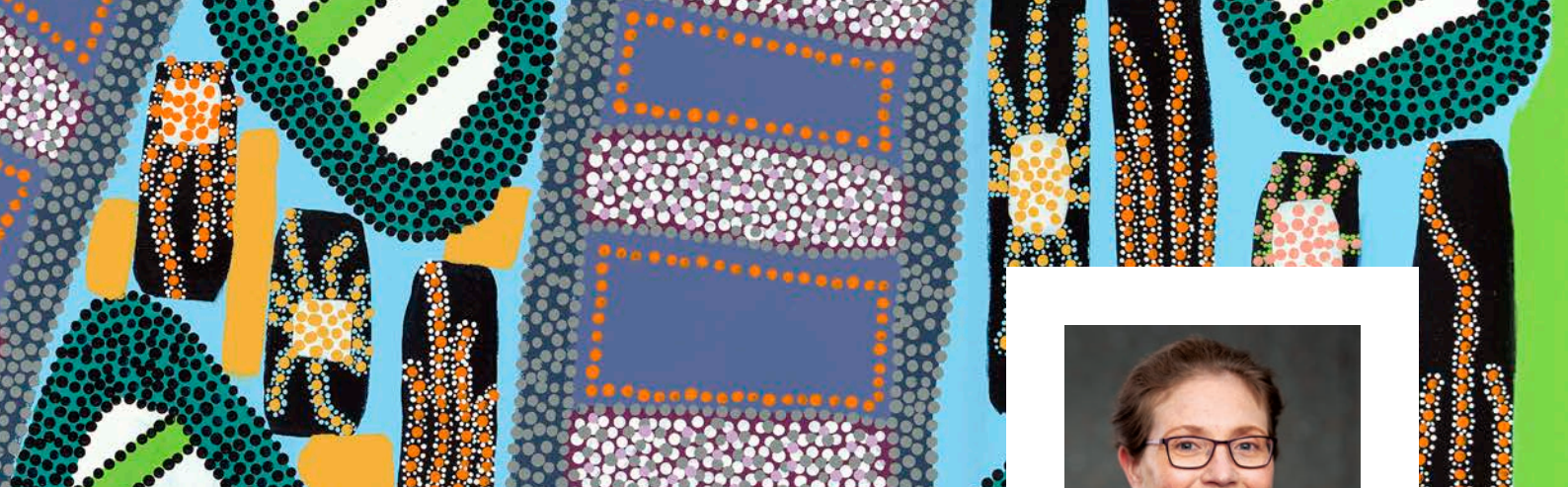
We also stand firmly committed to a diverse and inclusive workplace, where everyone can contribute their best and enhance the State's economic potential. The Premier has outlined three priority areas to building a world-class public service: Women, people with disabilities and Aboriginal and Torres Strait Islander peoples. Our RAP will go far towards building relationships with, and demonstrating respect for, First Peoples and helping us achieve the outcomes we seek around embedding diversity and inclusion into our business.

The NSW Treasury Reflect RAP has been developed through a collaborative process and highlights our values of excellence, accountability, integrity and trust. This plan includes practical actions that will drive NSW Treasury's contribution to reconciliation, both internally and in the communities in which we operate. Our commitment towards reconciliation over the next 12 months is detailed in the actions of this plan, and we will hold ourselves accountable for delivery.

I would also like to take this opportunity to recognise the immense contribution of our Reconciliation Action Plan Working Group. Without this team of dedicated and passionate volunteers the development of this plan would not have been possible.

I personally commit to this journey, and I commit NSW Treasury. We hope that by making an unwavering commitment, we can support a more inclusive, respectful and vibrant NSW.

Michael Pratt AM
Secretary



Message from the executive sponsor

This Reflect RAP is the first step, walking together on a journey towards reconciliation

Thank you for taking the time to read our Reflect RAP. It describes our work so far in developing our RAP and details our plans for the future – of which we have many. This document goes beyond words on a page: it represents hundreds of hours of hard work and dedication by our amazing team of volunteers. I thank and congratulate you for getting us this far.

Why a RAP? We want to create a sense of belonging for all at Treasury. We recognise the fundamental place First Nations peoples and cultures hold in our community. Walking together on a journey towards reconciliation will make Treasury a better place for our First Nations colleagues and all of us to work. It will also help us improve the quality of advice and the work that we do to make NSW a great place to live, work, and raise our families. This will achieve better outcomes for us all.

We intend to implement our RAP by first laying the foundations for success through our strong leadership support, backed by a long-term strategy outlining genuine, transformative and sustainable change.

Our journey to date has been informative and has provided opportunities for reflection. It has involved listening and building knowledge and awareness – including acknowledging what we do not know – and moving to embed Diversity and Inclusion into core Treasury business.

We still have a way to go. This document will give you a good sense of our journey so far, and it will provide a map for us as we continue to build on the successes, and learn from the false starts, of the past months.

I look forward to walking with you on the journey.

Joann Wilkie
Deputy Secretary

Our RAP Journey

As a central agency of the NSW Government, leading the economic strategy for the State's productivity and economic growth, for us reconciliation is about the significant contribution of Aboriginal and Torres Strait Islander peoples to our economy and society.

This first 'Reflect' Reconciliation Action Plan (RAP) is our public commitment to demonstrate leadership and commitment to our employees, customers, partners and the broader community to embrace actions of respect, trust and positive relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community. It includes our support of the national reconciliation movement through practical actions that will drive NSW Treasury's contribution to reconciliation both internally and in the communities in which we operate.

Our journey towards Reconciliation started in 2019. It has allowed us to challenge ourselves and our role in contributing to diversity and celebrating Aboriginal and Torres Strait Islander cultures. This RAP is the product of months of work by a dedicated and passionate team of people in NSW Treasury's Reconciliation Action Plan Working Group, who led internal workshops and engaged in a broad-based consultation process with the leadership team and over 230 Treasury staff to ensure everyone can make this journey their own. The plan was developed with close input from Reconciliation Australia (RA), immense contribution from Transport for NSW's Reconciliation Advisory Committee and shared learnings from State and Commonwealth government departments.

The key learnings in this process have been:

- Inspiring leadership is an important driver
- There is no such thing as too much engagement and consultation
- Strategy needs to be brought to life by concrete and bold actions
- Culture is fostered through information
- Solid and realistic steps ensure sustainability
- Monitoring and regular reporting on progress will hold us accountable for delivering on our commitments

Our Reflect RAP is designed to prepare Treasury for future RAPs and reconciliation initiatives, centred on the essential reconciliation principles outlined by RA:

- **RESPECT** – we will work towards understanding Aboriginal and Torres Strait Islander peoples, cultures, rights, lands, experiences and histories by providing regular and diverse cultural awareness opportunities and encouraging all employees to participate in cultural activities over the life of the RAP and beyond.
- **RELATIONSHIPS** – we will work to build strong and supportive relationships with Aboriginal and Torres Strait Islander peoples built on trust, respect and free of racism.
- **OPPORTUNITIES** – we will improve our recruitment strategies to ensure we retain and provide professional and personal learning and development opportunities for Aboriginal and Torres Strait Islander people.



Belmore waterfall Wildes Meadow, NSW

Key Reflect RAP deliverables include:

- Establish Treasury’s reconciliation vision and governance
- Scope and reflect on how Treasury can contribute to reconciliation
- Improve relationships with Aboriginal and Torres Strait Islander peoples and relevant stakeholders
- Build understanding of who, how, why and when to seek guidance and consultation
- Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
- Prepare business cases for future reconciliation initiatives, including an “Innovate” RAP

This Reflect RAP is an important first milestone for Treasury to connect and build trusted relationships with Aboriginal and Torres Strait Islander staff and stakeholders. We acknowledge that time and experience are essential in building a strong foundation for future ambitious and sustainable RAPs. We acknowledge the hard work of our Reconciliation Action Plan Working Group, comprising staff from across Treasury.

Executive Sponsor, Joann Wilkie, Deputy Secretary Economic Strategy and Productivity

- Riley Kelly
- Cassandra Wilkinson
- Eugenia Marembo
- Jackson Spek
- Jennifer Gaetz
- Jessie Johnson
- Jorida Zeneli
- Lennon White
- Luke Maguire
- Peter Nicholls

Our partnerships and current activities

NSW Treasury's commitment to reconciliation and building relationships with Aboriginal and Torres Strait Islander communities and partners

Aboriginal Executive Recruitment Strategy

NSW Treasury is committed to increasing diversity by 2025, which includes increasing the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles as part of the Aboriginal Executive Recruitment Strategy, an initiative aligned with the Premier's Priorities. In driving this initiative we consulted with more than 40 representatives, including Senior Aboriginal and Torres Strait Islander Leaders, executives in the public and private sectors, external Aboriginal and Torres Strait Islander recruitment agencies, and Diversity and Inclusion teams in other organisations. The objective of the consultation was to understand their perspectives regarding career opportunities in Treasury, including availability of culturally appropriate recruitment procedures and policies.

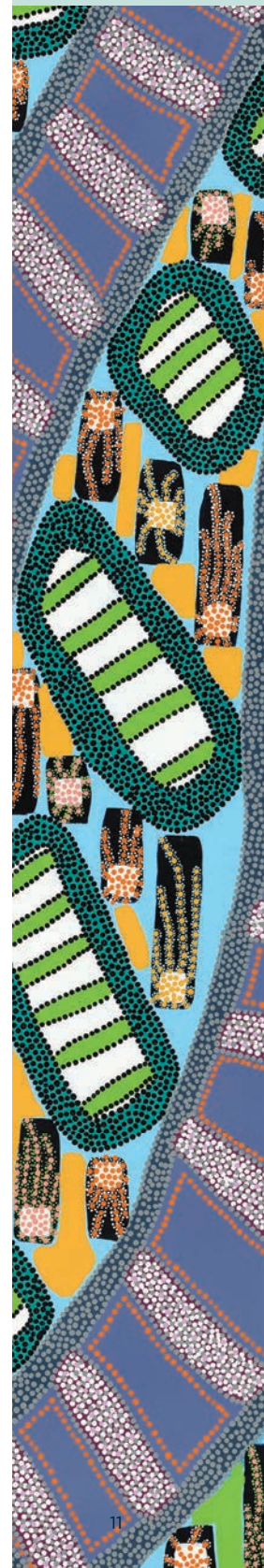
We held a Yarning Circle in November 2019 (co-hosted by Michael Pratt, Secretary, NSW Treasury and Brendan Thomas, CEO of Legal Aid NSW). This was an opportunity for the senior leadership team at NSW Treasury to listen and better understand how Treasury needs to change. Since the Yarning Circle, we have worked together with Aboriginal and Torres Strait Islander leaders in government to identify potential pain points, test possible solutions and approaches to improve the recruitment process and experience for Aboriginal and Torres Strait Islander talent. We are rethinking the end-to-end recruitment process and supporting touchpoints to better identify, engage, attract and communicate with Aboriginal and Torres Strait Islander talent in senior executive positions. The findings from this project will inform next steps in attracting and recruiting Aboriginal and Torres Strait Islander senior leaders and reform broader recruitment and retention activities within Treasury.

Diversity and Inclusion Network

The Treasury Diversity and Inclusion Network has supported development of the RAP and hosted key events to build mutual respect and belonging within Treasury. In 2018, the Diversity and Inclusion Network hosted the Race and Discrimination Commissioner on the campaign to end everyday racism and ways to meaningfully integrate that in the workplace. In 2019 we hosted a talk on 'Voice, Treaty, Truth' by the Tribal Warrior Aboriginal Corporation, which provides economic and social stability for Aboriginal communities through quality training for employment skills. The 2020 Diversity and Inclusion Strategy includes actions to build a successful and sustainable workforce and support cultural diversity to see that the rights, views, values and expectations of Aboriginal and Torres Strait Islander peoples are respected.

Jawun and Aboriginal Employment Development Program

Through partnership with Jawun, a not-for-profit organisation working with corporate and government clients to build skills and capability in Indigenous people and their organisations, our secondees supported projects in Aboriginal and Torres Strait Islander organisations. In line with the NSW Public Sector Aboriginal Employment Strategy, Treasury participated in the Aboriginal Employment Development Program (AEDP) organised by the Public Service Commission. This program provides on-the-job work experience whilst undertaking a Diploma of Leadership and Management through TAFE NSW. In February 2017 two employees commenced with NSW Treasury as part of the AEDP. In 2018, we welcomed two additional employees recruited through the AEDP and continued participation in the Jawun secondment program with two additional secondees.



Supporting Aboriginal and Torres Strait Islander communities

We are committed to support positive outcomes for Aboriginal and Torres Strait Islander communities. In 2017, we collaborated with Aboriginal Affairs to conceptualise, design and cost a package of response to Stolen Generation survivors. In 2018, Treasury's Centre for Program Evaluation (CPE) hosted the Aboriginal Economic Prosperity Outcomes Framework Workshop to foster discussion on enhancing Aboriginal economic development, including the development of an outcomes framework with partners from Aboriginal Affairs, Department of Premier and Cabinet, and Department of Industry.

Our Office of Social Impact Investment worked in partnership with DPC, Aboriginal Affairs NSW and other government agencies and codesigned together with Aboriginal Service providers and communities the Aboriginal Economic Development Bonds. As part of this work, we provided support to Aboriginal and Torres Strait Islander enterprises to navigate the Social Impact Bond. In December 2019 we announced a successful proponent for the next phase of the development opportunity.

NSW Procurement, in partnership with Aboriginal Affairs and the Deputy Ombudsman for Aboriginal Programs, hosted Agency and industry review workshops as part of the Aboriginal Procurement Policy (APP) and Aboriginal Participation in Construction policy (APIC) review in 2019. The engagement and survey feedback informed recommendations for policy improvements that impact Aboriginal and Torres Strait Islander-owned businesses. The

department released the final report in December 2019. NSW Procurement will aim to deliver on the review recommendations throughout 2020, which includes releasing a new Aboriginal Procurement Policy to cover all types of procurement. Treasury is currently developing a cluster Aboriginal Participation Strategy for procurement activities, which will help address many of the review recommendations and explore areas for improvement within Treasury to increase NSW Government engagement with Aboriginal businesses.

NSW Treasury and the Western Sydney Procurement Steering Committee supported the coordination of a targeted Indigenous Strategic Business Matching event providing over 40 Indigenous business operators the opportunity to engage with large businesses in Western Sydney and meet key stakeholders in the region. Jointly run by Yarpa NSW Indigenous Business and Employment Hub and Western Sydney Business Connection, the event provided introductions to major project proponents across Western Sydney such as Multiplex, Lendlease, Featherdale Wildlife Park, Campbelltown City Council and Sydney Zoo, providing Indigenous business with the opportunity to grow, generate employment opportunities and become a major part of the state's economy.



Grand canyon Blue Mountains, NSW

Celebration of NAIDOC Week

Each year, the joint Treasury and DPC Diversity and Inclusion Networks come together to celebrate NAIDOC Week through various events with staff and senior leaders.

In 2019 Treasury recognised NAIDOC Week with a Smoking Ceremony attended by staff and leaders from Treasury and DPC. Treasury also celebrated the permanent installation of the four flags of NSW, which includes the state, national, Aboriginal and Torres Strait Islander flags at the Martin Place office. Treasury also announced its commitment to develop a diverse and inclusive workplace and to foster strong relationships and opportunities with Aboriginal and Torres Strait Islander peoples. This includes the provision of cultural competency training for employees and to begin all Treasury official events, meetings, functions and other special occasions with a Welcome to Country ceremony and/or an Acknowledgement of Country. In addition, Treasury supported several other NAIDOC events, such as an artist showcase and cultural music and weaving workshops.

In 2018, the Aboriginal Engagement Unit partnered with the AEDP team to host a NAIDOC Week Celebration. Guests that attended the NAIDOC week event were invited to place their handprint on canvas and take part in the creation of the mural. In Aboriginal art, a hand is a symbol of belonging; “We belong to this place, we respect this place”. The mural is now proudly on display in Treasury’s Martin Place office.

Cultural awareness sessions

In 2019, Treasury held three Cultural Awareness training sessions provided by Industrial Relations NSW. The sessions focused on building people’s skills in partnering with Aboriginal and Torres Strait Islander peoples in ways that respect and support the diversity of Aboriginal and Torres Strait Islander cultures, and value the strengths in Aboriginal and Torres Strait Islander individuals, families and communities. Raising the level of cultural competency among our workforce will continue to be a focus at Treasury for 2020-2021.



Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2020	RAP Exec Sponsor
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2021	RAP Exec Sponsor
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Chief of Staff
	2.2 RAP Working Group members to participate in an external NRW event.	May 2021	RAP Exec Sponsor
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021	RAP Exec Sponsor
	2.4 Hold at least one internal NRW event each year	27 May - 3 June, 2021	RAP Exec Sponsor
3 Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff through our senior leaders and core internal and external channels.	November 2020	Chief of Staff
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2020	RAP Exec Sponsor
	3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2020	RAP Exec Sponsor
4 Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	June 2021	RAP Exec Sponsor
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2021	Chief People Officer
5 Raise internal awareness of the RAP and promote reconciliation in the workplace.	5.1 Create a Reconciliation Hub, where staff can access information, guidance and materials to support reconciliation activities	November 2020	Chief of People
	5.2 Reflect on the impact we have had as a government agency in the history and experiences of Aboriginal people in NSW as a part of our journey of healing	June 2021	RAP Exec Sponsor
	5.3 Join the Reconciliation Australia film club and hold facilitated screenings for staff	June 2021	RAP Exec Sponsor



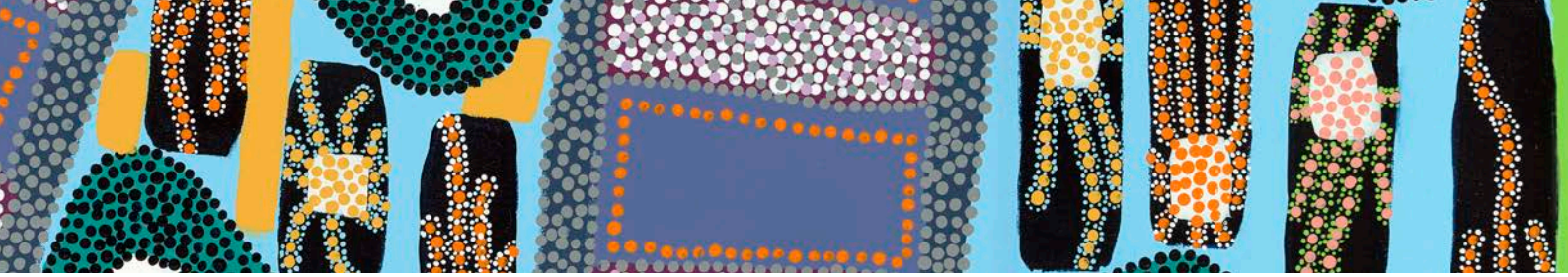
Respect

Action	Deliverable	Timeline	Responsibility
6 <i>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</i>	6.1 Implement training for all staff to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2020	Chief People Officer
	6.2 Conduct a review of cultural learning needs within our organisation.	June 2021	Chief People Officer
	6.3 Continue the Jawun secondment program	June 2021	Chief People Officer
7 <i>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols..</i>	7.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2020	RAP Exec Sponsor
	7.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2020	RAP Exec Sponsor
	7.3 Continue to invite Traditional Owners/ Custodians to provide a Welcome to Country at significant Treasury events each year	June 2021	Executive Sponsor
8 <i>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</i>	8.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	November 2020	RAP Exec Sponsor
	8.2 Continue to deliver at least one internal NAIDOC Week event each year, in consultation with Aboriginal and Torres Strait Islander stakeholders.	November 2020	RAP Exec Sponsor
	8.3 RAP Working Group to participate in an external NAIDOC Week event.	November 2020	RAP Exec Sponsor
	8.4 Promote other events, festivals and days of recognition through events throughout the year.	June 2021	Chief of Staff
9 <i>Create a work environment that celebrates and promotes Aboriginal and Torres Strait Islander Cultures</i>	9.1 Investigate options to visually embed Aboriginal and Torres Strait Islander cultures in our workplace.	December 2020	RAP Exec Sponsor
	9.1 Create Treasury RAP sub branding for use on templates, internal communications, signature blocks and other products.	December 2020	Chief of Staff



Opportunities

Action	Deliverable	Timeline	Responsibility
10 <i>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</i>	10.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2021	Chief People Officer
	10.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	Chief People Officer
	10.3 Implement actions from our recruitment review to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	December 2020	Chief People Officer
	10.4 Recruit two Director-level roles that focus on improving Aboriginal outcomes across NSW	September 2020	Chief People Officer
	10.5 Continue involvement in the Aboriginal Employment and Development Program	June 2021	Chief People Officer
	10.6 Continue involvement in the CareerTrackers internship program	June 2021	Chief People Officer
11 <i>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</i>	11.1 Contribute to the whole of government target of three per cent of the number of goods and services contracts awarded to Aboriginal and Torres Strait Islander businesses	July 2021	NSW Chief Procurement Officer
	11.2 Publish the Treasury Procurement Aboriginal Participation Strategy	September 2020	NSW Chief Procurement Officer
	11.3 Increase Aboriginal participation in NSW Government procurement activity, including inclusion in whole of government procurement arrangements, such as prequalification schemes, direct purchases and tender opportunities	July 2021	NSW Chief Procurement Officer
	11.4 Progress delivery of APP and APIC policy review recommendations	July 2021	NSW Chief Procurement Officer
	11.5 Continue to work with organisations representing Aboriginal and Torres Strait Islander businesses	July 2021	NSW Chief Procurement Officer
	11.6 Raise awareness of internal and sector procurement policies and communicate progress	July 2021	NSW Chief Procurement Officer
	11.7 Continue to remove internal barriers to procuring from Aboriginal and Torres Strait Islander businesses	July 2021	NSW Chief Procurement Officer



<p>12 <i>Integrate the premises of reconciliation and Aboriginal and Torres Strait Islander perspectives into Treasury's core business practices and ways of working.</i></p>	<p>12.1 Create a list of the various areas of Treasury that directly or indirectly have policy responsibility or an advice role on work items that affect outcomes for Aboriginal and Torres Strait Islander peoples.</p>	<p>March 2021</p>	<p>Chief People Officer</p>
	<p>12.2 Investigate opportunities within our business to improve processes and policies to allow for consideration of impacts on Aboriginal and Torres Strait Islander communities and culturally appropriate ways of working</p>	<p>June 2021</p>	<p>Chief People Officer</p>
	<p>12.3 Investigate opportunities to recognise and showcase individuals and teams within Treasury who have contributed to improved outcomes for Aboriginal and Torres Strait Islander people</p>	<p>June 2021</p>	<p>Chief People Officer</p>



Governance

Action	Deliverable	Timeline	Responsibility
13 <i>Maintain an effective RAP Working Group (RWG) to drive governance of the RAP, governance of the RAP</i>	13.1 Maintain a RWG to govern RAP implementation.	September 2020	RAP Exec Sponsor
	13.2 Draft a Terms of Reference for the RWG.	October 2020	RAP Exec Sponsor
	13.3 Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2020	RAP Exec Sponsor
14 <i>Provide appropriate support for effective implementation of RAP commitments. Reconciliation Week (NRW).</i>	14.1 Define resource needs for RAP implementation.	October 2020	RAP Exec Sponsor
	14.2 Engage senior leaders in the delivery of RAP commitments.	June 2021	Chief People Officer
	14.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2020	RAP Exec Sponsor
15 <i>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally, celebrating NAIDOC Week.</i>	15.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020	RAP Exec Sponsor
	15.2 Communicate RAP achievements, challenges and learnings internally and externally.	June 2021	RAP Exec Sponsor
	15.3 Investigate opportunities for the RAP to be included as a change priority within Treasury's Outcome and Business Plan.	December 2020	Chief of Staff
16 <i>Continue our reconciliation journey by developing our next RAP.</i>	16.1 Submit Treasury's next RAP to Reconciliation Australia for endorsement.	March 2021	RAP Exec Sponsor

Contact details

Name: Andrew Hubrechtsen-Yung
Position: Director, Organisational Development
Email: humanresources@treasury.nsw.gov.au





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