



Sydney2030/Green/Global/Connected



Innovate Reconciliation Action Plan Final Report 2018

city of villages

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Introduction



Members of the City's RAP working group and Reconciliation Australia | Photograph by Katherine Griffiths

The City's first Reconciliation Action Plan (RAP) was adopted in June 2015.

A RAP is the strategic framework developed by Reconciliation Australia for organisations to document and progress the aims of reconciliation within their sphere of influence.

The City has a longstanding commitment to the Aboriginal and Torres Strait Islander communities of Sydney and the process of reconciliation.

The RAP consolidated our commitment to the Eora Journey, our Aboriginal and Torres Strait Islander protocols, the Aboriginal and Torres Strait Islander advisory panel and the services we provide through places like Redfern Community Centre and our libraries.

This RAP has enhanced the way we work with Aboriginal and Torres Strait Islander communities. It has helped to develop and evolve systems that are respectful and promote opportunities. It also helps us capture those successes and celebrate our relationships with Aboriginal and Torres Strait Islander communities.

Implementing the RAP has increased our awareness of what it means to be a culturally proficient organisation. This is important in how we value the City's Aboriginal and Torres Strait Islander staff. It also relates to how we maintain the trust and respect of Aboriginal and Torres Strait Islander communities.

The RAP demonstrates practical actions toward reconciliation. By improving our work with Aboriginal and Torres Strait Islander people, the City can become a more innovative, courageous and respectful organisation.

While developing a new RAP we have reported on continuing RAP actions up to June 2018.

Highlights

The City's first RAP was an opportunity to understand our organisation better. It has proven an excellent vehicle for positive staff engagement, inspiring City staff to incorporate and embed reconciliation actions into their projects, programs and processes. This includes increasing awareness and understanding of Aboriginal and Torres Strait Islander cultures.

Our communities continue to remind us of the importance of truly meaningful and authentic expressions of living culture in the city. This report highlights the layers of culture and how we can embed this in our everyday work as well as through major events and projects.

Tangible outcomes include park signs featuring Aboriginal language, increased community engagement through grants programs, and the development of the City's Aboriginal and Torres Strait Islander workforce strategy.

Another important action was collecting comprehensive and accurate data on procurement, employment and grants. Better systems are now in place to track our performance, which is crucial for reporting and continuing actions under the RAP.

Relationships

- Over 300 people, mostly staff, attended the RAP launch in Redfern Park in 2016
- From 2015 to 2018 we partnered with 36 Aboriginal and Torres Strait Islander organisations
- The City's Aboriginal and Torres Strait Islander advisory panel meets six times per year to advise and influence significant projects.

Respect

- 93 staff completed Aboriginal and Torres Strait Islander cultural respect training since 2015
- The Koori Collection now features over 2,000 items and continues to grow
- Over 20,000 Barani Barrabugu booklets were distributed across three years
- In 2017, the City's weekly staff newsletter, Round the Square, featured 28 items about Aboriginal and Torres Strait Islander cultures, histories and the City's RAP.

Opportunities

- At June 2018 there are 40 staff who identify as being Aboriginal and/or Torres Strait Islander
- Grants and sponsorship awarded to Aboriginal and Torres Strait Islander recipients over the last three years was \$179,195 in 2015-16, \$267,999 in 2016-17 and \$239,124 in 2017-18.
- From 2015 to 2018 the total procurement spend was over \$1.6 million with Aboriginal and Torres Strait Islander businesses. In 2017-18, this included 133 contracts to 52 different suppliers.



Relationships

Delivering the RAP

The City launched its Innovate Reconciliation Action Plan (RAP) on Monday 23 May 2016 during National Reconciliation Week. Around 300 staff and community members attended the event in Redfern Park. We heard from community leaders and shared food cooked in earth ovens.

The City's intranet features a page dedicated to the RAP. This includes video of staff speaking at the launch about what reconciliation means at the City.

The RAP working group consists of staff from across the organisation and meets throughout the year as a whole and in small working groups. The terms of reference for the RAP working group were developed and adopted in 2016.

The RAP is promoted regularly to staff through projects, training, workshops and internal communications.

Partnerships and advice

The City's Aboriginal and Torres Strait Islander Advisory Panel has excellent attendance and retention. The panel meets six times per year along with extraordinary meetings and project working groups. The panel have demonstrated increased engagement and influence on projects including the Eora Journey economic development plan, public art, social sustainability, urban renewal projects and use of Aboriginal languages in signs and naming. The panel also discussed national issues such as constitutional recognition and Australia Day.

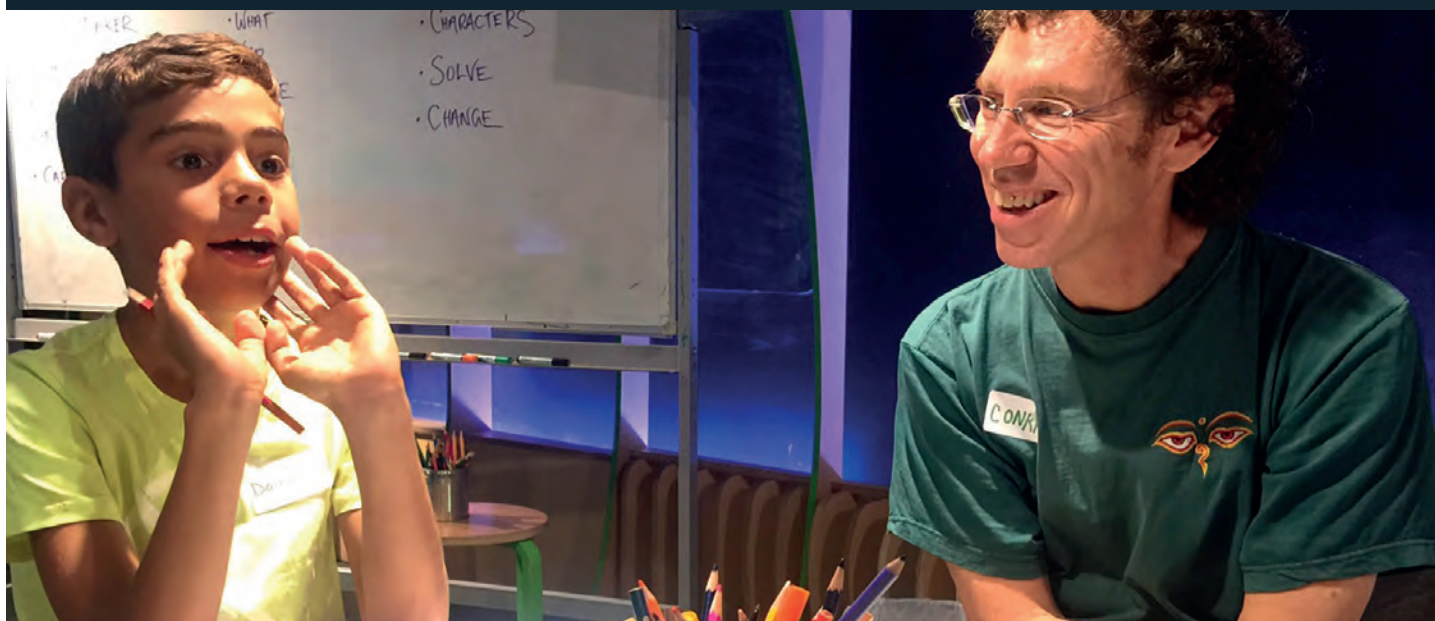
There has been strategic consultation with Aboriginal and Torres Strait Islander communities on many projects. The Eora Journey economic development plan consultations included a cross-sector round table meeting in April 2015. This brought together over 60 partners to discuss Aboriginal and Torres Strait Islander economic development priorities in the City.

The social sustainability consultation included discussion with school children on important Aboriginal places in their neighbourhood, and engagement with Aboriginal and Torres Strait Islander children on ideas for a more socially-just society.

Resilient Sydney facilitated community workshops that all included Aboriginal and Torres Strait Islander participants as well as specific workshops engaging Elders and leaders throughout metropolitan Sydney.

The City partners with Aboriginal and Torres Strait Islander organisations through our grants and sponsorship programs, and our community facilities.

Relationships



Social Sustainability consultations workshop at Sydney Story Factory | Photograph by Yvette Andrews

Partnerships with Aboriginal and Torres Strait Islander organisations.

Aboriginal Child, Family and Community Care State Secretariat	Aboriginal Housing Company
Aboriginal Legal Service	Aboriginal Medical Service Redfern
Aboriginal Rights Coalition	Babana Aboriginal Men's Group Incorporated
Bangarra Dance Theatre	Fighting in Solidarity Towards Treaty
First People's Disability Network Australia	Gadigal Information Service; including Yabun Festival and Koori Radio
Gamarada Indigenous Healing and Life Training	Grandmother's Against Removal
Indigenous Social Justice Association	Kinchela Boy's Home
La Perouse Local Aboriginal Land Council	Lillian Crombie Foundation
Metropolitan Local Aboriginal Land Council	Moogahlin Performing Arts
Mudgin Gal Aboriginal Women's Centre	NAISDA Dance College
National Centre of Indigenous Excellence	National Congress of Australia's First People
National Indigenous Television	Native Title Tribunal
NSW Indigenous Chamber of Commerce Incorporated	Redfern All Blacks Rugby League Football Club
Stolen Generations Council	Stop the Intervention Collective
Tranby National Indigenous Adult Education and Training	Tribal Warrior Aboriginal Corporation
UTS Aboriginal Women's Justice	Winda Film Festival
Wirringa Baiya Aboriginal Women's Legal Service	Wyanga Aboriginal Aged Care Program
Yaama Dhiyaan Hospitality Centre	Youth Aboriginal Resource Network



John Nicol performs at Redfern Community Centre | Photograph by Katherine Griffiths

Case study

Redfern Community Centre

The Redfern Community Centre, a focus for Aboriginal and Torres Strait Islander social and cultural activities in Sydney, is located in a refurbished former factory on Hugo Street in Redfern. It is surrounded by a landscaped park which is used for recreation and functions.

Since 2003, the centre has engaged and empowered the community – from aspiring models and actors with Lights Cameras Action casting agency, to musicians learning and performing through Studio RCC.

Today, the centre continues to be used by the community for meetings, wakes, birthdays and community gatherings. The centre also accommodates community programs focusing on empowerment, social justice and reconciliation.

Each year, the centre acknowledges national dates of significance throughout NAIDOC Week and National Reconciliation Week. The centre supports the annual Redfern Colored Digger's march to honour Aboriginal and Torres Strait Islander service men and women on Anzac Day. The centre also hosts the Deadly Funny comedy heats in the lead up to the Melbourne International Comedy Festival.

It has also held community screenings of Aboriginal and Torres Strait Islander film and television including John Pilger's *Utopia*, Rachel Perkins' *Freedom Ride*, and *Occupation: Native* by Trish Morton-Thomas.

The centre's children and youth services help to sustain connections with local families. These services are an essential support for parents to continue or return to work and study.

In front of the centre is the first artwork in the Eora Journey: Recognition in the Public Domain public art program. *Welcome to Redfern* by Kamilaroi artist Reko Rennie covers an entire terrace house on Caroline Street. It was created along with a dedicated group of young Aboriginal artists from the local area.



NAISDA dancers at 2017 NAIDOC in the City, Hyde Park | Photograph by Joseph Mayers

Contribute to networks

The City is a member of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) along with surrounding councils that include Inner West Council, Bayside Council, Randwick City Council, Waverley Council and Woollahra Municipal Council. Member Councils work together to support Aboriginal and Torres Strait Islander communities across the region.

This includes hosting:

- The annual Pauline McLeod Awards for Reconciliation, which celebrate youth and community contributions to reconciliation.
- Starting the Conversation – a community forum in 2016 to discuss the unethical trade in Indigenous art and artefacts in partnership with the Indigenous Art Code and Artists in The Black.
- The 2017 Boondi Boondi event on Bondi beach to mark the 50th anniversary of the 1967 referendum and the 25th anniversary of the Mabo decision.

City staff continue to participate in the annual Local Government Aboriginal Network Conference hosted in recent years by Port Macquarie, Narrandera and Albury. This is a chance to contribute to networks, learn from other councils and share knowledge within the local government sector.

We maintain our networks through the Media Reconciliation Industry Network Group, which promotes reconciliation in the Australian film, television and media sector.

City staff have presented and shared our experience on reconciliation at events and workshops with Taronga Zoo, Mirvac, Urbis, University of Sydney, UTS, Centre for Sustainability Leadership, Assetlink and the International Association of Public Participation.

In June 2018, a Lord Mayor minute was carried unanimously to support the Uluru Statement from the Heart and the recommendations of the Referendum Council's final report for an Aboriginal and Torres Strait Islander First Nations voice to the Commonwealth Parliament that is enshrined in the Constitution. The City of Sydney made a submission reflecting this resolution to the Commonwealth Parliament's Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander peoples.



Celebrating the 50th anniversary of the 1967 referendum at Town Hall, 2017 | Photograph by Katherine Griffiths

National Reconciliation Week

Each year, the City presents and supports activities that acknowledge and celebrate National Reconciliation Week.

In 2017, Sydney Town Hall hosted a community celebration for the 50th anniversary of the 1967 referendum. With the support of the City, this was delivered by Reconciliation Australia and Gadigal Information Service. Over 550 people attended to celebrate the 1967 referendum campaigners and acknowledge their achievements.

The City is a sponsor of the annual Commemoration Service for Aboriginal and Torres Strait Islander Veterans through a grant during National Reconciliation Week. In 2016 the event took place at *Yininmadyemi – Thou didst let fall*, an artwork by Tony Albert that honours Aboriginal and Torres Strait Islander service men and women in Hyde Park.

The City hosted staff and community screenings of the documentary *Vote Yes for Aborigines* during National Reconciliation Week in 2017. The documentary tells the story of campaigning in the lead up to the 1967 referendum and celebrates the people involved.

In 2018, the recently opened Alexandra Canal Depot hosted a National Reconciliation Week morning tea and smoking ceremony to promote reconciliation in the workplace.



Celebrating the 50th anniversary of the 1967 referendum at Town Hall, 2017.
Photograph by Katherine Griffiths.

Action	Goals	Outcomes
Developing and delivering our Reconciliation Action Plan (RAP)		
The RAP Working Group continues to support and monitor the RAP, including whether actions are being implemented and progress tracked and reported.	Hold two meetings of the RAP working group annually to monitor and report on the implementation of the RAP.	Achieved
	Develop a RAP working group terms of reference.	Achieved
	Embed RAP actions and goals into business plans and work plans.	Achieved
	Increase employee knowledge of reconciliation and the City's RAP.	Ongoing
Partnerships and advice		
Continue to implement the City's principles of cooperation with the Metropolitan Local Aboriginal Land Council.	Undertake an evaluation of how the principles of cooperation are being implemented across the organisation.	Ongoing
	Meet with the Metropolitan Local Aboriginal Land Council at least twice per year to discuss the implementation of the principles of cooperation.	Not achieved
Strengthen the City's Aboriginal and Torres Strait Islander Advisory Panel.	Continue to support the Aboriginal and Torres Strait Islander Advisory Panel to provide expert advice on matters of importance to local Aboriginal and Torres Strait Islander communities and play a central guiding role in the development and implementation of the Eora Journey.	Ongoing
	The Aboriginal and Torres Strait Islander Advisory Panel meet at least six times per year in line with the panel's terms of reference.	Achieved
	Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through <ul style="list-style-type: none"> attendance at meetings participation in working groups demonstrated influence on a range of projects. 	Achieved
Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making process.	Use inclusive engagement practices in line with the City's Community Engagement Principles to involve Aboriginal and Torres Strait Islander stakeholders and community members in consultation on City initiatives.	Ongoing
	Demonstrate that the engagement of Aboriginal and Torres Strait Islander peoples has strengthened across an increasing number of projects and policies.	Achieved
	Continue to build and update our database of Aboriginal and Torres Strait Islander peoples and organisations who have a relationship with the City.	Ongoing

Action	Goals	Outcomes
Contribute to networks		
Contribute to and strengthen networks within the local government sector to promote reconciliation.	Attend all Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) meetings and collaborate on implementing the forum's action plan.	Achieved
	Promote and share our RAP with councils including members of ERLGATSIF.	Ongoing
	Participate in the annual NSW Local Government Aboriginal Network conference.	Achieved
	Explore opportunities to support Reconciliation Australia's Narragunnawali program through ERLGATSIF's activities with local schools.	Ongoing
Strengthen networks within the RAP community and promote collaboration and knowledge sharing on reconciliation.	Attend the Media RING quarterly meetings and contribute to the network.	Achieved
	Hold meetings with at least two RAP organisations to discuss how we can collaborate in our efforts to increase reconciliation and learn from each other's experiences.	Achieved
	Explore ways to collaborate with other Sydney-based RAP organisations to promote participation in NAIDOC in the City.	Ongoing
Investigate opportunities to support Recognise: the campaign to create constitutional recognition for Aboriginal and Torres Strait Islander peoples.	Meet with Recognise representatives twice a year to pursue opportunities to raise awareness and support of the campaign.	Achieved
National Reconciliation Week		
Raise awareness of reconciliation by supporting National Reconciliation Week.	Host at least two public events each year celebrating National Reconciliation Week.	Achieved
	Continue to contribute to the Pauline McLeod Awards for Reconciliation organised by ERLGATSIF.	Achieved
	Investigate opportunities to partner with an Aboriginal and/or Torres Strait Islander organisation to celebrate National Reconciliation Week.	Achieved
	Register all of the City's events during National Reconciliation Week on Reconciliation Australia's website to capture support and participation.	Achieved
	Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners	Achieved
Increase knowledge of reconciliation among City employees by providing opportunities for employees to participate in National Reconciliation Week.	Promote local National Reconciliation Week events to City of Sydney employees.	Achieved
	Organise at least one National Reconciliation Week activity targeted to City employees.	Achieved



Respect

“The City developed a naming policy in consultation with community and stakeholders in 2017 that includes guidelines for using local Aboriginal language.”

Celebrating the living cultures of Aboriginal and Torres Strait Islander people in Sydney

The City's Eora Journey: Recognition in the Public Domain program celebrates the living cultures of Aboriginal and Torres Strait Islander communities in the city's public spaces. The program was launched with the house covered mural *Welcome to Redfern* in 2013 by Reko Rennie and local youth. Since then *born in darkness before dawn* by Nicole Foresheew was projected on the side of the Australian Museum. In 2015 the City launched *Yininmadyemi – Thou didst let fall*, by Tony Albert in Hyde Park.

In 2016, Council endorsed the artist for the 'Monument for the Eora' on the recommendation of an evaluation panel including members of the City's Aboriginal and Torres Strait Islander Advisory Panel. The City also advertised for Aboriginal and Torres Strait Islander artists for stage 2 of transforming the Redfern Terrace into a 'living museum,' and for a storytelling project for a future harbour walk project. These three Eora Journey public art projects will be developed further in 2018.

NAIDOC in the City is a significant Aboriginal and Torres Strait Islander event that celebrates cultures and heritage in Hyde Park. NAIDOC in the City offers an authentic and high quality showcase of Aboriginal and Torres Strait Islander arts, business, science and cuisine.

The City sponsored the 2018 National NAIDOC Awards Ceremony held in Sydney at the International Convention Centre. This annual event celebrates achievements of national significance by Aboriginal and Torres Strait Islander individuals and groups. City representatives attended and presented an award on the night.

The City flies street banners at significant times throughout the year including NAIDOC Week featuring an Aboriginal and/or Torres Strait Islander artwork. In 2018, D'harawal artist Shannon Foster created *Naba Gumal* (family and friends) which is a celebration of the Aboriginal and Torres Strait Islander people, culture and Country of War'ran (Sydney).

The Koori Collection was developed with library staff and in consultation with the community starting in 1992 at Waterloo library. Today it is a resource managed by the City's library unit that includes over 2,000 books, DVDs, CDs and newspapers celebrating the living cultures of Aboriginal and Torres Strait Islander peoples. The collection is housed in Waterloo and Glebe, and has featured as a pop-up at Redfern Community Centre, Yabun Festival, Sydney Writer's Festival and NAIDOC in the City.

Our libraries held storytime sessions featuring Aboriginal facilitators and introduced Acknowledgement of Country throughout all early years programming. Late Night Libraries collaborated with Cope Street Collective to deliver 'This Is Your Black Life' - a series of events at Glebe Library exploring themes of identity and culture through the lens of satire, comedy and empathy.

City staff at Glebe, Woolloomooloo and Redfern work with the community to deliver local NAIDOC Week events. Redfern Community Centre hosts a range of activities including a flag raising ceremony, community lunch, art exhibitions and children's disco. In 2017, Millers Point community centre and KGV Recreation Centre have also started to hold NAIDOC Week activities.



Uncle David Williams, artist Tony Albert, Lord Mayor Clover Moore, Pastor Ray Minniecon and Uncle Harry Allie pictured at the launch of the Yininmadyemi sculpture in Hyde Park | Photograph by Jamie Williams

Sydney New Year's Eve is our biggest event, reaching over 1 billion people across the globe. Since 2015 this has included a Welcome to Country program on the night featuring video projections on the pylons, fireworks effects and a smoking ceremony on the harbour.

The City developed a naming policy in consultation with community and stakeholders in 2017 that includes guidelines for using local Aboriginal languages.

The Barani website is an increasingly popular and reliable resource with over 240,000 views in the 2017-18 period. From 2015 to 2018, over 20,000 Barani Barrabugu booklets were distributed from community venues throughout the City.

The City partnered with National Indigenous Television and Gadigal Information Service to produce a one-hour highlight video of the 2017 Yabun Festival in Sydney. This was then broadcast on NITV to celebrate this major cultural event.

The City's social media channels have over 600,000 followers on Facebook, Twitter and Instagram combined. Aboriginal and Torres Strait Islander content is featured when promoting NAIDOC Week, National Reconciliation Week and cultural events in the city including the Yabun Festival. A video to promote 2017 NAIDOC in the City reached more than 63,000 people on Facebook and has been viewed over 19,000 times. A video about the artwork *Yininmadyemi – Thou didst let fall* coincided with Anzac Day in 2017, has reached 59,000 people and had 22,000 views.



NAIDOC in the City banners featuring *Naba Gumal* by Shannon Foster | Photograph by Katherine Griffiths

Case study

Acknowledging Country on park signage

Inspired by the RAP, staff from the Greening and Leisure unit proposed the idea of including recognition of the Gadigal, the traditional custodians, on new park signs.

The consultation with the City's Aboriginal and Torres Strait Islander advisory panel was a fascinating meeting involving Elders, community representatives and City staff who'd never had the opportunity to have an open conversation about issues such as connection to country, the invasion and taking of Aboriginal land and the use of Aboriginal languages.

The advisory panel proposed the words 'You are on Gadigal country,' but they also wanted language included in the message. They requested Gadigal words meaning 'hello' or 'welcome' to be prominently displayed on the signs.

Professor Jakelin Troy, Aboriginal linguist and Director of Aboriginal and Torres Strait Islander Research at the University of Sydney, was called on to provide expert advice. She felt the park's signs project would offer a wonderful opportunity to bring Aboriginal language into everyday use.

Professor Troy suggested the words 'bujari gamarruwa' (good day) for the signs. These words were agreed on by the advisory panel, endorsed by the Metropolitan Local Aboriginal Land Council and embraced by our staff and community.

Symbolically, the first signs were installed in Reconciliation Park in Redfern and unveiled in March 2016.

Local students, Elders, Metropolitan Local Aboriginal Land Council representatives and the Lord Mayor attended. The event featured a smoking ceremony, performances and a particularly moving moment when students, their parents, teachers, Elders and the local community were reunited with language and taught to say 'bujari gamarruwa'.

The acknowledgment and 'bujari gamarruwa' have also featured on street banners and at Newtown library.



NAIDOC Week staff celebration at Bay Street Depot in 2015 | Photograph by Yvette Andrews

Cultural protocols

The City's first Aboriginal and Torres Strait Islander protocols were adopted by Council in 2005. They have been reviewed and amended over the years and will be further reviewed again in 2018. The protocols guide us to work in a respectful and informed manner.

City staff continue to invite Gadigal Elders to deliver Welcome to Country at major events, meetings and workshops.

City of Sydney Council meetings begin with an Acknowledgement of Country.

In 2016, a two page summary of the Aboriginal and Torres Strait Islander protocols was developed for City staff.

City staff are encouraged to conduct an Acknowledgement of Country on relevant occasions.

Building respect and knowledge within our organisation

City Introductions, delivered to all new starters at the City, includes an acknowledgement of the Gadigal as the traditional custodians and information about the City's RAP and the Aboriginal and Torres Strait Islander protocols.

The City's Aboriginal and Torres Strait Islander cultural respect training has been delivered to 93 staff from 2015 to 2018. This is a full day of face-to-face training now delivered at Redfern Community Centre. Members of the RAP working group feature in this training to talk about the RAP and the Eora Journey.

Staff are encouraged to attend NAIDOC in the City, Yabun Festival and local Aboriginal and Torres Strait Islander events and activities throughout the year to engage with the community and take part in cultural activities. They are also encouraged to book their meetings at Redfern Community Centre where appropriate.

In 2017, the weekly staff newsletter, Round the Square, featured 28 items about Aboriginal and Torres Strait Islander cultures, histories and the City's RAP.

Aboriginal and Torres Strait Islander staff are encouraged to use their NAIDOC Day of leave. This is promoted at the Aboriginal and Torres Strait Islander staff network forum and through internal communications.

In 2015, City staff held a NAIDOC Week BBQ at Bay Street Depot that was attended by over 200 employees.

Action	Goals	Outcomes
Celebrating the living culture of Aboriginal and Torres Strait Islander peoples in Sydney		
Recognise Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney through the Eora Journey: Recognition in the Public Domain.	Select the artist (or artists) to create the City's next major Eora Journey artwork, <i>Monument for the Eora</i> (working title) through a public expression of interest process.	Achieved
	Track progress to implement the project plan to restore and repurpose the Redfern Terrace as a 'living museum', (the second stage of the Redfern Terrace project).	In progress
Promote cultural knowledge and understanding by establishing a local cultural centre.	Investigate suitable sites, key stakeholders and management model options to support the development of a local cultural centre.	In progress
Celebrate and share Aboriginal and Torres Strait Islander cultures through an annual significant event.	Continue to host NAIDOC in the City each year.	Achieved
	Increase community participation in NAIDOC in the City.	Achieved
	Continue to fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark the event.	Achieved
	Continue to provide opportunities for Aboriginal and Torres Strait Islander businesses, performers and organisations as part of NAIDOC in the City.	Ongoing
Acknowledge Aboriginal and Torres Strait Islander cultures and histories through the naming of places within the City.	Develop an approach to naming, with the assistance of the Aboriginal and Torres Strait Islander Advisory Panel and Metropolitan Local Aboriginal Land Council. This outlines ways to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.	Achieved
Increase knowledge within the broader community of the history, heritage, cultures and social values of the Aboriginal and Torres Strait Islander communities of Sydney.	Continue to undertake historic research and promote the use of the Barani website, Barani Barrabugu booklets, Sydney Culture Walk Apps and City Archives.	Ongoing
	Continue to provide opportunities to share culture through our community programs and services.	Ongoing
	Promote the Koori Collection (currently at Waterloo Library) to ensure it is better utilised.	Ongoing
	Feature Aboriginal and Torres Strait Islander people in the City's promotional material generally.	Ongoing

Action	Goals	Outcomes
Cultural protocols		
Show respect to traditional custodians by continuing to implement the City's Protocols for working with Aboriginal and Torres Strait Islander communities including Acknowledgement of Country and Welcome to Country protocols.	Continue to invite traditional custodians and Elders to provide a Welcome to Country at significant City events.	Achieved
	Support employees to conduct an Acknowledgement of Country at appropriate times including significant internal events.	Ongoing
	Implement a communications strategy to increase knowledge of the City's Aboriginal and Torres Strait Islander Protocols among employees and organisations that the City collaborates with.	Ongoing
Building respect and knowledge within our organisation		
Strengthen employee understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Implement a plan to strengthen the cultural capability of employees through: <ul style="list-style-type: none"> • cultural awareness training • cultural intelligence training • learning through experience • learning from others. The plan will address the unique history and context of Sydney's Aboriginal and Torres Strait Islander communities. The organisation's leaders become role models for all employees.	Ongoing
	Provide ongoing opportunities to deepen cultural knowledge.	Ongoing
	Provide managers of Aboriginal and Torres Strait Islander employees (including cadets and trainees) with cultural awareness training.	Ongoing
	Continue to provide information about the traditional custodians and the City's Reconciliation Action Plan to new starters as part of the City Introduction.	Ongoing
	Track and report the numbers of employees that participate in cultural learning.	Ongoing
Provide employees with the opportunity to participate in cultural and community activities or events during NAIDOC Week.	Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	Achieved
	Organise staff activities to celebrate NAIDOC Week and encourage all employees to participate.	Achieved

Opportunities



Shane Phillips of Tribal Warrior Aboriginal Corporation winner of Business Leader at the 2017 Sydney City Business Awards | Photograph by Katherine Griffiths

Economic prosperity

The Eora Journey Economic Development Plan was adopted by Council in November 2016. This followed extensive community engagement activities and consultation with the wider community and the City's Aboriginal and Torres Strait Islander advisory panel.

Since 2015, the City has supported Indigenous Business Month to hold their Sydney events in the city. These events help to celebrate leadership across the diverse Aboriginal and Torres Strait Islander business sector in Australia.

Employment, recruitment and professional development

The City of Sydney developed an Aboriginal and Torres Strait Islander workforce strategy. Through the strategy the City seeks to lead by example by enhancing opportunities within our organisation. The four main objectives of the strategy are:

- Make the City an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles.
- Recruit Aboriginal and Torres Strait Islander people and ensure jobseekers are able to access employment opportunities at the City.
- Build capability and opportunities of the City's Aboriginal and Torres Strait Islander staff and develop approaches that increase retention, promotions and mobility.
- Create a culturally aware and inclusive workplace where staff are respectful of Aboriginal and Torres Strait Islander cultures.

In 2017, the City introduced an equal employment opportunity form that allows staff to identify as Aboriginal and/or Torres Strait Islander. This can be completed on paper or online and will help the City better understand the diverse nature of our workforce.

On 30 June 2018 the City had 1,904 employees, 40 of whom identify as being Aboriginal and/or Torres Strait Islander people.

The Aboriginal and Torres Strait Islander staff network forum meets annually. This is an opportunity for staff to come together and share experiences of working at the City. In 2017, there was group discussion about what respect for Aboriginal and Torres Strait Islander people and communities looks like in the workplace. Staff also provided input for the development of the Aboriginal and Torres Strait Islander workforce strategy.

The City has an entry level talent development program that includes school-based traineeships. The talent development program includes click-through application processes for entry level roles and job application training for City employees.



Aboriginal and Torres Strait Islander business procurement workshop in 2016 | Photograph by Joseph Mayers

Procurement

The City is an inaugural member of Supply Nation. The Supply Nation directory is readily available and encouraged, as well as direct contact with procurement staff to support access to our Aboriginal and Torres Strait Islander supplier network.

In 2016, the City hosted a Business Procurement Workshop at the National Centre of Indigenous Excellence. This was a 2.5 hour hands-on workshop with 25 participants. This was an opportunity to learn more about government procurement processes, explore approaches, discuss best practice and share success stories. Participants valued the information, the networking opportunity and the support for Aboriginal and Torres Strait Islander procurement.

The City's supplier registration form was redesigned in 2017, to allow businesses to identify as Aboriginal and/or Torres Strait Islander at registration to improve our information about our suppliers.

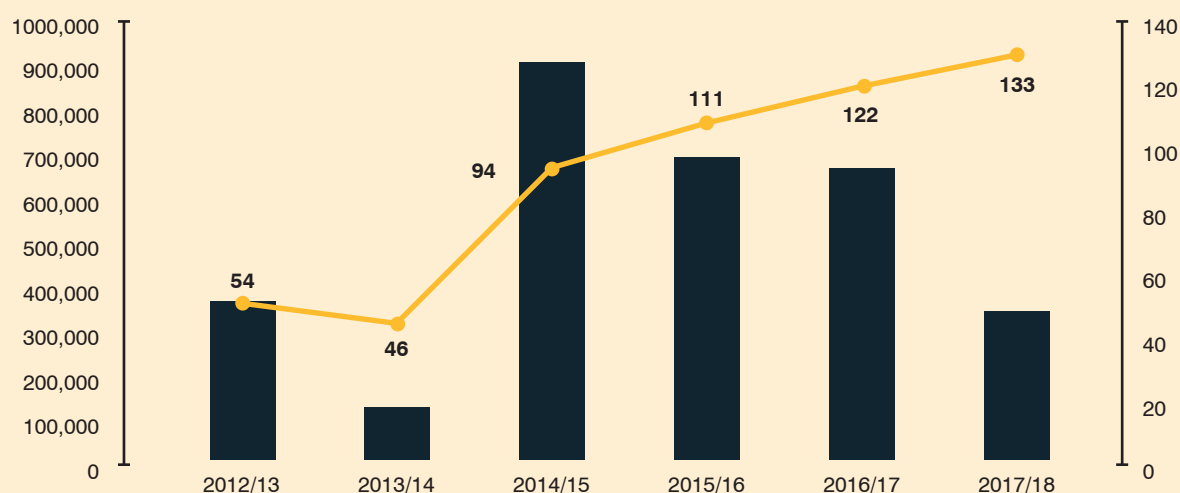
Procurement staff have developed a tender schedule to promote economic prosperity and participation for Aboriginal and Torres Strait Islander businesses. This asks tenderer's to highlight any employment, subcontracting, social benefits and outcomes involving Aboriginal and Torres Strait Islander peoples.

City staff developed an expenditure and reporting tool, allowing the City to accurately measure expenditure, and the number of contracts placed with Aboriginal and Torres Strait Islander businesses. This highlights our strengths and areas of development to increase and diversify our Aboriginal and Torres Strait Islander procurement. It also allows us to begin building databases of suppliers, and their supply categories, that can be shared with buyers across the organisation.

The City continues to grow its network of Aboriginal and Torres Strait Islander suppliers. In the 2015–16 period, the total spend was \$681,909 made up of 111 contracts. In the 2016–17 period, the total spend was \$657,130 made up of 122 contracts to 32 different suppliers, of which 25% were Supply Nation members. In the 2017-18 period, the total spend was \$375,619 made up of 133 contracts to 52 different suppliers.

While total expenditure varies year to year, the diversity and number of suppliers is increasing which establishes a strong foundation for growing spend in the future.

Expenditure & No. of Contracts by FY since 2012



Diversity of Aboriginal and Torres Strait Islander suppliers includes:

- cultural training
- catering
- artists / performance / music
- event management
- traineeship program
- ceremonial
- research
- photographic
- facilitation and community engagement

Supporting community

The City's social programs and services provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces.

Our after-school and occasional care services are an important connection with Aboriginal and Torres Strait Islander families. These services offer priority spaces on a needs basis that includes Aboriginal and Torres Strait Islander families. This service helps parents and carers to work and study. In 2017 we held a workshop with children's services staff to highlight opportunities for the RAP to be embedded in their work. The Alexandria Childcare Centre staff have led the way by introducing a special 'Acknowledgement of Country' ceremony to the children's day. This is just one example of staff embedding reconciliation in their work. A parent shared how important these actions are to our community:

"Today during dinner my son put his hand on his heart and on the floor thanking the land and the people," the parent said. "I was so eternally grateful to you and the staff at Alexandria day care for teaching children to respect our Indigenous peoples and the land."

"Thank you for teaching our young people to learn respect for people and culture. It sets a good foundation for life."

The City is working to better connect the Aboriginal and Torres Strait Islander community with our grants and sponsorship programs.

The City is a major sponsor of the Yabun Festival, organised by Gadigal Information Service. Yabun takes place in Victoria Park on 26 January and is now one of the biggest Aboriginal and Torres Strait Islander events in Australia. The City provides cash sponsorship along with additional support from marketing, media and venue staff expertise.

In 2016 the City sponsored the Indigenous Digital Excellence summit at the National Centre of Indigenous Excellence. This was a three-day summit that brought together Aboriginal and Torres Strait Islander digital practitioners, thought leaders and policy makers from around the country.

The City supported the Redfern All Blacks Rugby League Football Club to hold the annual NSW Aboriginal Rugby League Knockout in Sydney in 2016 and 2017. This is one of the biggest gatherings of Aboriginal and Torres Strait Islander peoples each year bringing together over 100 teams from throughout NSW.

The City's grants and sponsorship programs continue to support Aboriginal and Torres Strait Islander organisations and projects. Grants and sponsorship awarded to Aboriginal and Torres Strait Islander recipients over the last three years was \$179,195 in 2015-16, \$267,999 in 2016-17 and \$239,124 in 2017-18.



The 2016 Redfern All Blacks women's team, Alexandria Oval | Photograph by Katherine Griffiths

City of Sydney grant recipients

Aboriginal Child, Family and Community Care State Secretariat	Aboriginal Rights Coalition
Babana Aboriginal Men's Group Inc.	Bangarra Dance Theatre
Gadigal Information Service	Gamarada Indigenous Healing and Life Training
Grandmothers Against Removal	Indigenous Social Justice Association
Lilian Crombie Foundation	Moogahlin Performing Arts
NAISDA Dance College	National Centre of Indigenous Excellence
National Congress of Australia's First Peoples	NSW Indigenous Chamber of Commerce Incorporated
Redfern All Blacks Rugby League Club	Tranby National Indigenous Adult Education and Training
Tribal Warrior Association	Winda Film Festival

Action	Goals	Outcomes
Economic prosperity		
Promote economic prosperity for Aboriginal and Torres Strait Islander peoples in Sydney.	Adopt the Eora Journey Economic Development Plan.	Achieved
	Commence at least two projects from the Economic Development Plan's early actions.	In progress
Employment, recruitment and professional development		
Increase the recruitment and retention of Aboriginal and Torres Strait Islander people within the City.	Develop and implement an Aboriginal and Torres Strait Islander employment strategy.	In progress
	Explore ways to improve data about employment of Aboriginal and Torres Strait Islander people at the City to inform future recruitment and retention.	Achieved
	Create an Employee Value Proposition that demonstrates that diversity and inclusion, including for Aboriginal and Torres Strait Islander peoples, is integral to the employee experience at the City.	Ongoing
	Investigate and increase pathways for Aboriginal and Torres Strait Islander peoples including training pathways, apprenticeships, internships, cadetships, graduate programs or work experience.	Ongoing
	Engage with existing Aboriginal and Torres Strait Islander staff to discuss employment and career development opportunities.	Ongoing
	Continue to support the City's Aboriginal and Torres Strait Islander staff forum.	Ongoing
Develop inclusive recruitment processes and pilot different approaches to broaden the pool of Aboriginal and Torres Strait Islander people applying for roles at the City.	Review and amend recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander people applying for role at the City.	In progress
	Advertise job vacancies (including traineeships and internships) through networks such as Job Services Australia and job fairs, and within Aboriginal and Torres Strait Islander media outlets.	Achieved
	Include an Aboriginal and/or Torres Strait Islander person on interview panels for all identified roles.	Ongoing

Action	Goals	Outcomes
Procurement		
Explore opportunities to increase supplier diversity.	Review and amend procurement policies and procedures to ensure barriers to procuring products and services from more Aboriginal and Torres Strait Islander businesses are addressed.	Ongoing
	Continue to use Supply Nation to identify Aboriginal and Torres Strait Islander organisations from whom we can procure goods and services.	Achieved
Provide opportunities for Aboriginal and Torres Strait Islander businesses to develop the knowledge and capabilities required to effectively tender for contracts.	Hold at least one workshop specifically for Indigenous businesses about how to tender for work at the City.	Achieved
	Promote opportunities to Aboriginal and Torres Strait Islander suppliers to tender for the City's supplier panels to increase representation on supplier panels.	Ongoing
Supporting community		
Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.	Provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces.	Ongoing
	Continue to deliver local services to Aboriginal and Torres Strait Islander community members.	Ongoing
Support major community-driven festivals like Yabun and Sydney Corroboree through sponsorship and in-kind support.	Provide in-kind support and sponsorship for Yabun and Corroboree Sydney as required.	Achieved
	Leverage networks to raise the profile of Yabun and Corroboree Sydney.	Achieved
Increase the effectiveness of the City's grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.	Raise awareness within Aboriginal and Torres Strait Islander communities of the City's grant opportunities by advertising in Indigenous media and promoting through networks.	Ongoing
	Work with the interested members of the community to increase the number of grant applications from Aboriginal and Torres Strait Islander groups, organisations and businesses.	Ongoing

Reporting

Each year the City completes the RAP Impact Measurement Questionnaire and submits our responses to Reconciliation Australia. These contribute to the national picture of reconciliation along with over 300 other organisations with RAPs. This is critical in helping Reconciliation Australia to measure social change right across the nation.

The City's 2016 staff survey included a question that measured how well the organisation provides a workplace where Aboriginal and Torres Strait Islander peoples and communities are respected. This survey coincided with the timing of Reconciliation Australia's barometer survey.

In 2016, a RAP progress report was shared with City staff, councillors and the Aboriginal and Torres Strait Islander advisory panel.

In completing this final report, new and continuing actions will be carried over into the development of the City's next RAP. This will be presented to Reconciliation Australia for formal endorsement in 2018.

Action	Goals	Outcomes
Report achievements, challenges and things learnt to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia each year.	Achieved
Participate in the Reconciliation Australia Barometer survey.	Understand employee attitudes and knowledge about reconciliation.	Planned for 2018
Publicly report progress on the implementation of the Reconciliation Action Plan.	Communicate progress to implement the RAP through six monthly reporting on an item in the City's Operational Plan.	Ongoing
Review the RAP and develop a new RAP for the City of Sydney.	Review and update the City's RAP based on the achievements, challenges and things learnt during the implementation of the 2015/17 RAP.	In progress
	Seek formal endorsement by Reconciliation Australia for the next RAP.	In progress





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