



Sydney2030/Green/Global/Connected

CITY OF SYDNEY  

# Innovate Reconciliation Action Plan 2015 – 2017

*city of villages*

  
**Reconciliation**  
ACTION PLAN  
INNOVATE RAP



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The City of Sydney Innovate Reconciliation Action Plan  
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Front cover: Dancers at NAIDOC in the City 2014. Photograph by Joseph Mayers.

## 01

# Acknowledgement

Aunty Millie Ingram welcomes people at NAIDOC in the City, 2014. Photograph by Joseph Mayers.



**The Council of the City of Sydney acknowledges Aboriginal and Torres Strait Islander<sup>1</sup> peoples as the traditional custodians of our land – Australia. The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.**

In 1788, the British established a convict outpost on the shores of Sydney Harbour. This had far reaching and devastating impacts on the Eora Nation, including the occupation and appropriation of their traditional lands.

Despite the destructive impact of this invasion, Aboriginal culture endured and is now globally recognised as one of the world's oldest living cultures.

Aboriginal peoples have shown, and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The Council of the City of Sydney recognises that, by acknowledging our shared past, we are laying the groundwork for a future which embraces all Australians, a future based on mutual respect and shared responsibility for our land.

*From Sustainable Sydney 2030 Community Strategic Plan.*

<sup>1</sup> The terms Aboriginal and/or Torres Strait Islander; Indigenous and First Nations are used in this document synonymously and refer to the descendants of the traditional lands and waters that comprise Australia.



## 02

# Message from the Lord Mayor

**The City of Sydney, on the traditional lands of the Gadigal people, is deeply committed to acknowledging, sharing and celebrating the living cultures of Australia's First Peoples.**

Our inaugural Reconciliation Action Plan outlines some of our progress so far and our desire to continue to work towards improving the relationship between Indigenous and non-Indigenous Australians.

When we spoke to the Sydney community in 2007 to develop our plan for the future, known as Sustainable Sydney 2030, one of the strongest responses was for greater recognition for Sydney's Aboriginal history and heritage as well as contemporary Aboriginal and Torres Strait Islander cultures.

This call from the community led to the Eora Journey. Meaning 'the peoples journey' in the Gadigal language, this work includes developing and delivering a visionary series of projects that demonstrate the City's commitment to the Aboriginal and Torres Strait Islander peoples of Sydney. This Reconciliation Action Plan supports and encompasses the Eora Journey projects.

In March 2015 we achieved a significant milestone in the Eora Journey with the inauguration of YININMADYEMI Thou didst let fall. This significant public artwork by Aboriginal artist Tony Albert honours Aboriginal and Torres Strait Islander men and women who served their country.

I believe the actions and goals in this plan will help the City embed reconciliation into the culture of the organisation.

I'd like to thank our Aboriginal and Torres Strait Islander Advisory Panel for their advice on this plan and many other initiatives undertaken by the City. We are also delighted to be working with Reconciliation Australia and other organisations that are part of the Reconciliation Action Plan community in Sydney.



I look forward to seeing how our inaugural Reconciliation Action Plan will transform our organisation and, in turn, benefit our community.

Lord Mayor Clover Moore

## 03

# Message from the CEO

## I am proud of the City's recent achievements working with Aboriginal and Torres Strait Islander communities in and around Sydney.

Redfern Community Centre opened in 2005 providing much-needed local services to Aboriginal and Torres Strait Islander communities. In 2006 the City established a formal relationship with the Metropolitan Local Aboriginal Land Council through our Principles of Cooperation agreement.

We have mapped 255 Aboriginal and Torres Strait Islander sites of significance. The Barani Barrabagu booklet and Barani website includes information on over 60 of these sites, enriching our understanding of Sydney.

In 2005 we adopted Aboriginal and Torres Strait Islander Protocols to guide our engagement with Aboriginal and Torres Strait Islander communities.

This Reconciliation Action Plan demonstrates the City's values and our purpose to lead, govern and serve for all our community. It supports our organisational journey to successfully implement the Eora Journey, to build a diverse and inclusive workplace and to celebrate the rich, complex and resilient cultures of our country.

We have adopted the Innovate model from Reconciliation Australia for our Reconciliation Action Plan. The Innovate approach is focused on working with our Aboriginal and Torres Strait Islander stakeholders to trial new approaches for building relationships, showing respect and improving opportunities for Aboriginal and Torres Strait Islander people. It also includes a focus on raising internal awareness about our organisation's commitment to reconciliation by providing opportunities for our staff to engage in reconciliation activities.

The City has an extensive history working with local Aboriginal and Torres Strait Islander communities and we have in place many elements required by the Innovate framework. We are excited about the opportunity to pilot new approaches.



I congratulate the members of the RAP Working Group for their work so far and for championing reconciliation. I urge all staff to learn more about Aboriginal and Torres Strait Islander cultures and the Eora Journey, share your ideas and get involved in building reconciliation.

A handwritten signature in black ink that reads "P. M. Barone".

Monica Barone  
Chief Executive Officer

## 04

## Our Business



Redfern Community Centre staff in front of Welcome to Redfern by Reko Rennie and local youth artists. Photograph by Joseph Mayers.

### **The City of Sydney is the local government authority responsible for the city centre and more than 30 suburbs within our boundaries.**

We provide services for approximately 200,000 residents and more than 21,000 businesses, as well as the daily influx of workers and visitors into the city. On any given day, the local population swells to more than 1.15 million with people commuting, doing business, shopping, playing, studying, or here to see the sights of Sydney.

Our area is home to 2,176 Aboriginal and Torres Strait Islander people (1.28% of the city's total population). As at 30 June 2014, the City had 31 Aboriginal and Torres Strait Islander employees (1.7% of our total workforce).

The City provides services to Aboriginal and Torres Strait Islander peoples who live, work and study in the City of Sydney. Redfern Community Centre opened in 2005 providing much-needed local services to Aboriginal and Torres Strait Islander communities.

In 2005 we adopted Aboriginal and Torres Strait Islander Protocols and the following year the City established a formal relationship with the Metropolitan Local Aboriginal Land Council through our Principles of Cooperation agreement.

Since 2008 the City of Sydney has had an Aboriginal and Torres Strait Islander Advisory Panel who provide expert advice on programs, projects and services of importance to Aboriginal and Torres Strait Islander communities.

### **The Eora Journey**





Uncle David Williams, Tony Albert, Lord Mayor Clover Moore, Pastor Ray Minniecon and Uncle Harry Allie at the opening of YININMADYEMI Thou didst let fall. Photograph by Joseph Mayers.

**The Eora Journey is part of our long-term strategic plan, Sustainable Sydney 2030. It is our commitment to achieving better recognition for Australia's First Peoples. It includes four elements: Recognition in the Public Domain; a significant event; an economic development plan; and a knowledge and cultural centre.**

Eora means 'the people' in the language of the Gadigal, so the Eora Journey is 'the people's journey'.

The Eora Journey is well underway. The first step was to map 255 sites of significance across the City of Sydney. Information on over 60 of these sites is available through the Barani Barrabagu booklet, Barani website and Culture Walks app, enriching our understanding of Sydney.

Three major public art projects out of a total of seven have been delivered as part of the Eora Journey: Recognition in the Public Domain. They are Welcome to Redfern - a community-based street art project by Reko Rennie and young local artists; Born in darkness before dawn, a temporary projection artwork on the Australian Museum by Nicole Foreshew; and YININMADYEMI Thou didst let fall by Tony Albert – honouring Aboriginal and Torres Strait Islander men and women who have served their country.

Each year, the City supports major community events including Yabun and Corroboree Sydney and hosts NAIDOC in the City in Hyde Park.

Research and extensive community consultation has been undertaken to inform the Eora Journey Economic Development Plan. An action of this RAP is adopting the plan and commencing its early actions.

**In May 2000, during National Reconciliation Week, 250,000 people marched across Sydney Harbour Bridge in an overwhelming endorsement of reconciliation.**



Walk for Reconciliation, 28 May 2000. Photograph by C. Moore Hardy.

### **Sydney's significant role in self-determination, rights and reconciliation**

**Our local government area has long been a gathering place for Aboriginal people from Sydney and across NSW, as well as Aboriginal and Torres Strait Islander peoples from around Australia.**

As Aboriginal and Torres Strait Islander people moved to Redfern and the inner city, which offered low-cost housing and work, the area became a beacon for activism and self-determination for Indigenous Australia. People came together to protest about civil rights and to build and nurture community networks.

Sydney was the home to the Aboriginal Australia Fellowship, the Federal Council for Aboriginal Advancement (later known as FCAATSI) and the Foundation for Aboriginal Affairs, all vital organisations in the nationwide struggle for rights for Indigenous peoples.

NAIDOC began as the Day of Mourning conference organised by activists from the Australian Aboriginal Progressive Association (AAPA) at the Australia Hall in 1938. It became an annual protest known as Aborigines Day. Today, it is a national week-long celebration we know as NAIDOC Week (National Aborigines and Islanders Day Observance Committee).

In 1964, Student Action for Aborigines, a group of Indigenous and non-Indigenous students at the University of Sydney set off on a bus tour, the Freedom Ride, of regional NSW to protest against racism towards Aboriginal people.



**Sydney Town Hall was the focus for Land Rights rallies, talks and fundraising concerts throughout the seventies and eighties.**

On 26 January 1988, 40,000 people marched from Redfern Park to a public rally at Hyde Park and then on to Sydney Harbour to mark the 200th anniversary of invasion. The annual Yabun festival has been celebrating the survival of Aboriginal and Torres Strait Islander cultures on 26 January since 2002, first at Redfern Park, and now at Victoria Park. It is one of the largest annual gatherings of Aboriginal and Torres Strait Islander people.

On 10 December 1992 former Australian Prime Minister Paul Keating delivered a speech at Redfern Park to launch the Year of the Indigenous Person. His 'Redfern Speech' focused on reconciliation and was the first time the Australian Government acknowledged the dispossession of Aboriginal and Torres Strait Islander peoples.

In May 2000, during National Reconciliation Week, 250,000 people marched across Sydney Harbour Bridge in an overwhelming endorsement of reconciliation.

Aboriginal-run organisations based in Sydney have led the way for other Aboriginal and Torres Strait Islander communities across the nation. The first Aboriginal Legal Service and Aboriginal Medical Service started in Redfern in the 1970s, along with the Aboriginal Housing Company and Murrawina childcare centre.

Tranby Aboriginal College in Glebe has provided an independent learning environment for Aboriginal and Torres Strait Islander people since 1957. The Black Theatre, Radio Redfern, Aboriginal Islander Dance Theatre and Boomalli artists cooperative led the way in Indigenous arts, and the first Aboriginal Rugby League Knockout match was held in Erskineville in 1970.



Glebe community members with the reconciliation rainbow mural.  
Photograph by Amanda James.

Today, Sydney's Aboriginal and Torres Strait Islander organisations and services continue to be models of excellence and places to connect with and celebrate Indigenous identities and cultures. These organisations include the National Centre of Indigenous Excellence, Gadigal Information Service and Koori Radio, the Eora Centre, Wyanga Aboriginal Aged Care and Bangarra Dance Company.

The City pays homage to the great legacy of these leaders, movements and organisations. The self-determination and strength of leadership that continues within Sydney's Aboriginal and Torres Strait Islander communities provides inspiration for this Reconciliation Action Plan.

## 05

# Our Vision for Reconciliation



Auntie Kath Farrawell reads to children at NAIDOC in the City. Photograph by Joseph Mayers.

## The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.

As a contemporary custodian of Sydney, the City of Sydney expresses deep respect for the traditional custodians and seeks to draw on the sophisticated, resilient and continuous culture of this place. The City acknowledges we all stand on sacred land.

Through the Eora Journey, the City recognises Aboriginal and Torres Strait Islander histories, cultures and communities, ensuring this fundamental part of our global city is celebrated by everyone. We invite all Australians to be part of this important narrative.

This Reconciliation Action Plan is a call to action for the people in our organisation to make a stand for reconciliation, guided by the City's values of collaboration, courage, innovation, integrity, quality and respect. It is a call to create a diverse and inclusive workplace, and to incorporate and celebrate Aboriginal and Torres Strait Islander cultures and knowledge in our daily work.

By using these actions to educate and challenge ourselves, we aim to transform our organisation and our communities. This plan seeks to make reconciliation everyone's business at the City.

## 06

## Our RAP

**On 12 May 2014 Councillors of the City of Sydney resolved to create a Reconciliation Action Plan that would complement and progress the work that the City does with Aboriginal and Torres Strait Islander communities.**

**We have adopted the Innovate model for our Reconciliation Action Plan. The Innovate approach is focused on working with our Aboriginal and Torres Strait Islander stakeholders to trial new approaches to building relationships, showing respect and improving opportunities for Aboriginal and Torres Strait Islander peoples. The City has many elements required by the Innovate framework already in place.**

Extensive consultation with employees across our organisation has been undertaken to develop the RAP. During this consultation, City employees demonstrated enthusiasm for the creation of our inaugural RAP and excitement for embedding reconciliation in the way we work.

The RAP is sponsored by the Director of City Life. RAP champions, including directors are already showing leadership by undertaking Acknowledgment of Country at internal and external meetings and actively raising the awareness of City employees about reconciliation.

In light of the broad nature of the work that the City undertakes and the breadth of our commitments, the City has a large RAP Working Group representing all divisions of the organisation. The RAP Working Group first formally met in February 2015. There are four Aboriginal employees on the RAP Working Group.





Members of the RAP Working Group with Aboriginal and Torres Strait Islander City employees at Sydney Town Hall. Photograph by Joseph Mayers.

**The City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel has reviewed the RAP and three representatives of the panel sit on the City's RAP Working Group. The RAP Working Group comprises:**

- Business Systems Officer, Venue Management
- City Cleansing Operations Manager
- City Historian
- Community Development Officer, Redfern Community Centre
- Community Engagement Coordinator (Eora Journey)
- Community Engagement Coordinator (Aboriginal and Torres Strait Islander Communities)
- Integrated Planning and Reporting Manager
- Learning and Organisational Development Advisor
- Manager Social Programs and Services
- Manager Strategic Community Consultation
- Procurement Officer, Chief Finance Office
- Project Coordinator – Organisational Capabilities
- Senior Media Officer
- Senior Solicitor, Legal and Governance
- Strategy Advisor (Social), Research, Strategy and Corporate Planning
- Strategy Advisor (Economic), Research, Strategy and Corporate Planning
- Special Programs Manager, City Design
- Senior Design Manager (Architecture), City Projects and Property
- Urban Design and Heritage Manager
- Three members of the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel.





Bush tucker and medicine tour in Sydney Park. Photograph by Quentin Jones.



# 07 Relationships



Members of the City's Aboriginal and Torres Strait Islander Advisory Panel. Photograph by Jamie Williams.

**Aboriginal and Torres Strait Islander peoples are a diverse and vibrant Sydney community that includes many language and community groups from all over Australia. The City of Sydney strives to support the City's Aboriginal and Torres Strait Islander residents, workers, students, visitors and organisations.**

While the City has a longstanding relationship with Aboriginal and Torres Strait Islander communities and organisations in our area, we are excited to find new ways to deepen our relationships. The City believes strong relationships are at the core of reconciliation and this is a journey we must travel and celebrate together.

## Current initiatives and achievements

The Metropolitan Local Aboriginal Land Council signed Principles of Cooperation with the City of Sydney in 2006 and we continue to work together on significant projects.

The City's Aboriginal and Torres Strait Islander Advisory Panel was established in 2008 and continues to provide expert advice on the City's work with Aboriginal and Torres Strait Islander communities. The panel is made up of Aboriginal and Torres Strait Islander people who live, work or study in the city. It has been instrumental in guiding the Eora Journey. In 2014, an evaluation was conducted with panel members to identify ways to strengthen the operation of the panel.

The City has supported National Reconciliation Week for many years. In 2014, this included flying Reconciliation Australia street banners, an event for members of the RAP community in Sydney, and community activities at Redfern Community Centre and in our libraries and other facilities.

The City is an active member of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) which includes the City of Sydney, Botany, Leichhardt, Randwick, Waverley and Woollahra Councils.

We are a long standing member of the Media Reconciliation Industry Network Group (Media RING) established in 2008 and our representative is currently the group's Chair.



Action	Responsibility	Timeline	Goals
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**Developing and delivering our Reconciliation Action Plan (RAP)** *Progress on ongoing items is reported annually to Reconciliation Australia*

<b>The RAP Working Group continues to support and monitor the RAP, including whether actions are being implemented and progress tracked and reported.</b>	Chair, RAP Working Group	<b>June 2016 June 2017</b>	Hold two meetings of the RAP Working Group annually to monitor and report on the implementation of the RAP.
		<b>October 2015</b>	Develop a RAP Working Group Terms of Reference.
		<b>June 2016</b>	Embed RAP actions and goals into business plans and work plans.
		<b>June 2017</b>	Increase employee knowledge of reconciliation and the City's Reconciliation Action Plan.

**Partnerships and advice**

<b>Continue to implement the City's Principles of Cooperation with the Metropolitan Local Aboriginal Land Council.</b>	Director City Life Manager Strategic Community Consultation	<b>December 2015</b>	Undertake an evaluation of how the Principles of Cooperation are being implemented across the organisation.
		<b>June 2016 June 2017</b>	Meet with the Metropolitan Local Aboriginal Land Council at least twice per year to discuss the implementation of the Principles of Cooperation.
<b>Strengthen the City's Aboriginal and Torres Strait Islander Advisory Panel.</b>	Director City Life Manager Strategic Community Consultation	<b>June 2016 June 2017</b>	<p>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.</p> <p>The Aboriginal and Torres Strait Islander Advisory Panel will meet at least six times per year in line with the Panel Terms of Reference.</p> <p>Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through</p> <ul style="list-style-type: none"> <li>– attendance at meetings;</li> <li>– participation in working groups;</li> <li>– demonstrated influence on a range of projects.</li> </ul>

Action	Responsibility	Timeline	Goals
<b>Partnerships and advice</b> <i>continued</i>			
<b>Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making process.</b>	Manager Strategic Community Consultation	<b>June 2016 June 2017</b>	<p>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.</p> <p>Demonstrate that the engagement of Aboriginal and Torres Strait Islander peoples has strengthened across an increasing number of projects and policies.</p> <p>Continue to build and update our database of Aboriginal and Torres Strait Islander peoples and organisations who have a relationship with the City.</p>
<b>Contribute to networks</b>			
<b>Contribute to and strengthen networks within the local government sector to promote reconciliation.</b>	Community Engagement Coordinator (Aboriginal and Torres Strait Islander communities) Councillor Delegate Manager Strategic Community Consultation	<b>June 2016 June 2017</b>	Attend all Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) meetings and collaborate on implementing the forum's action plan.
		<b>June 2016 June 2017</b>	Promote and share our RAP with councils including members of ERLGATSIF.
		<b>September 2015 September 2016</b>	Participate in the annual NSW Local Government Aboriginal Network conference.
		<b>May 2016</b>	Explore opportunities to support Reconciliation Australia's Narragunnawali program through ERLGATSIF's activities with local schools.
<b>Strengthen networks within the RAP community and promote collaboration and knowledge sharing on reconciliation.</b>	Director City Life Community Engagement Coordinator (Eora Journey)	<b>June 2016 June 2017</b>	Attend the Media RING quarterly meetings and contribute to the network.
		<b>June 2016</b>	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.
		<b>June 2016 June 2017</b>	Explore ways to collaborate with other Sydney-based RAP organisations to promote participation in NAIDOC in the City.

Action	Responsibility	Timeline	Goals
<b>Contribute to networks</b> <i>continued</i>			
<b>Investigate opportunities to support Recognise: the campaign to create constitutional recognition for Aboriginal and Torres Strait Islander peoples.</b>	Manager Strategic Community Consultation	<b>June 2016</b>	Meet with Recognise twice a year to pursue opportunities to raise awareness and support of the campaign.
<b>National Reconciliation Week</b>			
<b>Raise awareness of reconciliation by supporting National Reconciliation Week.</b>	Director City Life Community Engagement Coordinator (Aboriginal and Torres Strait Islander communities) Manager Grants and Sponsorship	<b>May 2016 May 2017</b>	Host at least two public events each year celebrating National Reconciliation Week.  Continue to contribute to the Pauline McLeod Awards for Reconciliation organised by ERLGATSIF.  Investigate opportunities to partner with an Aboriginal and/or Torres Strait Islander organisation to celebrate National Reconciliation Week.  Register all of the City's events during National Reconciliation Week on Reconciliation Australia's website to capture support and participation.  Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners.
<b>Increase knowledge of reconciliation among City employees by providing opportunities for employees to participate in National Reconciliation Week.</b>	Director Workforce and Information Services	<b>May 2016 May 2017</b>	Promote local National Reconciliation Week events to City of Sydney employees.  Organise at least one National Reconciliation Week activity targeted to City employees.







## 08

# Respect



Consulting depot staff on developing the City's RAP. Photograph by Joseph Mayers.

**We recognise that despite the destructive impacts of the invasion, Aboriginal and Torres Strait Islander cultures endured and are now globally recognised as the world's oldest living cultures.**

Today Sydney is the home of many Aboriginal and Torres Strait Islander peoples from many different nations around Australia and we work hard to

ensure that throughout everything that the City does, we pay respect to these communities.

Respect is one of the City's values. The City is committed to embedding respect for Aboriginal and Torres Strait Islander peoples, communities and cultures throughout our organisation.

We are committed to a workplace where our people are empowered to take a stand against racism and discrimination.

### Current initiatives and achievements

**The Eora Journey – Recognition in the Public Domain will deliver seven major artworks throughout the City showing respect to the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples in Sydney. To date, the City has delivered three works: Welcome to Redfern, a community-based street art project by Reko Rennie and young local artists; Born in darkness before dawn, a temporary projection artwork by Nicole Foreshew; and YININMADYEMI Thou didst let fall by Tony Albert, honouring Aboriginal and Torres Strait Islander men and women who served their country.**

One of the four pillars of the Eora Journey is an annual significant event celebrating Aboriginal and Torres Strait Islander cultures. Since 2012, the City has hosted NAIDOC in the City, a major celebration held in Sydney's Hyde Park. We also fly NAIDOC banners throughout the City.

As part of the City's Eora Journey, we have committed to investigate and advocate for a centre to promote cultural understanding among Sydneysiders and visitors. It will also provide opportunities for employment, tourism and the development of sustainable industry and enterprises.

The City has had Aboriginal and Torres Strait Islander Protocols that include an Acknowledgement of Country and Welcome to Country protocol since 2005. These were reviewed and updated in 2012.

Cultural awareness training delivered by an Indigenous training company has been available to all City employees since 2012. Employees are encouraged to participate in NAIDOC Week events as well as other important occasions throughout the year. In 2014, over 800 employees including all frontline staff were provided lapel pins featuring the Aboriginal and Torres Strait Islander flags to wear during NAIDOC Week.

The City's history team has mapped over 255 Aboriginal and Torres Strait Islander sites of significance within the local government area. The website, [sydneybarani.com.au](http://sydneybarani.com.au), the Barani Barrabugu booklet and the Sydney Culture Walks app provide the public with an opportunity to learn about these sites, their history and significance. These resources are in high demand by schools and other groups.

Culture is shared throughout the City's programs and services – our libraries and community centres, our services for children, young and older people, and our community events. The City has an extensive collection of more than 1,250 items published works on Aboriginal history in Waterloo Library known as the Koori Collection.



Action	Responsibility	Timeline	Goals
<b>Celebrating the living culture of Aboriginal and Torres Strait Islander peoples in Sydney</b>			
<b>Recognise Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney through the Eora Journey: Recognition in the Public Domain.</b>	City Design Director	<b>June 2016 June 2017</b>	<p>Select the artist (or artists) to create the City's next major Eora Journey artwork, Monument for the Eora (working title) through a public EOI process.</p> <p>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).</p>
<b>Promote cultural knowledge and understanding by establishing a local cultural centre.</b>	Manager Culture and Creativity	<b>June 2016 June 2017</b>	Investigate suitable sites, key stakeholders and management model options to support the development of a local cultural centre.
<b>Celebrate and share Aboriginal and Torres Strait Islander cultures through an annual significant event.</b>	Manager Culture and Creativity	<b>June 2016 June 2017</b>	<p>Continue to host NAIDOC in the City each year.</p> <p>Increase community participation in NAIDOC in the City.</p> <p>Continue to fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark the event.</p> <p>Continue to provide opportunities for Aboriginal and Torres Strait Islander businesses, performers and organisations as part of NAIDOC in the City.</p>
<b>Acknowledge Aboriginal and Torres Strait Islander cultures and histories through the naming of places within the City.</b>	Director City Life	<b>June 2016 June 2017</b>	Develop an approach to naming, with the assistance of the Aboriginal and Torres Strait Islander Advisory Panel and Metropolitan Local Aboriginal Land Council, that outlines ways to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.
<b>Increase knowledge within the broader community of the history, heritage, cultures and social values of the Aboriginal and Torres Strait Islander communities of Sydney.</b>	City Historian Manager Social Programs and Services Manager Creativity and Culture	<b>June 2016 June 2017</b>	<p>Continue to undertake historic research and promote the use of the Barani website, Barani Barrabugu booklets, Sydney Culture Walk Apps and City Archives.</p> <p>Continue to provide opportunities to share culture through our community programs and services.</p> <p>Promote the Koori Collection (currently at Waterloo Library) to ensure it is better utilised.</p> <p>Feature Aboriginal and Torres Strait Islander people in the City's promotional material generally.</p>

Action	Responsibility	Timeline	Goals
<b>Cultural protocols</b>			
<b>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.</b>	Manager Strategic Community Consultation	<b>June 2016 June 2017</b>	<p>Continue to invite traditional custodians and Elders to provide a Welcome to Country at significant City events.</p> <p>Support employees to conduct an Acknowledgement of Country at appropriate times including significant internal events.</p> <p>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.</p>
<b>Building respect and knowledge within our organisation</b>			
<b>Strengthen employee understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.</b>	Director Workforce and Information Services	<b>June 2016 June 2017</b>	<p>Implement a plan to strengthen the cultural capability of employees through:</p> <ul style="list-style-type: none"> <li>– cultural awareness training</li> <li>– cultural intelligence training</li> <li>– learning through experience</li> <li>– learning from others.</li> </ul> <p>The plan will address the unique history and context of Sydney's Aboriginal and Torres Strait Islander communities.</p> <p>The organisation's leaders become role models for all employees.</p> <p>Provide ongoing opportunities to deepen cultural knowledge.</p> <p>Provide managers of Aboriginal and Torres Strait Islander employees (including cadets and trainees) with cultural awareness training.</p> <p>Continue to provide information about the traditional custodians and the City's Reconciliation Action Plan to new starters as part of the City Introduction.</p> <p>Track and report the numbers of employees that participate in cultural learning.</p>
<b>Provide employees with the opportunity to participate in cultural and community activities or events during NAIDOC Week.</b>	Director Workforce Services	<b>June 2016 June 2017</b>	<p>Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.</p> <p>Organise staff activities to celebrate NAIDOC Week and encourage all employees to participate.</p>

## 09

# Opportunities



City staff at Circular Quay visitor kiosk. Photograph by Joseph Mayers.

**The City is passionate about exploring ways in which we can enhance the economic prosperity of Aboriginal and Torres Strait Islander people and organisations in and around the City.**

With our actions around employment and procurement, supported by our inaugural Eora Journey Economic Development Plan, we aim to see tangible outcomes in the next 18 months.

Through our sponsorship and grants for Aboriginal and Torres Strait Islander events like Yabun and Corroboree Sydney, we are supporting the ongoing celebration of culture and assisting in providing jobs and business opportunities.



### Current initiatives and achievements

As part of the Eora Journey, the City has committed to develop and implement an Economic Development Plan to promote economic prosperity for Aboriginal and Torres Strait Islander communities in Sydney. Extensive research and consultation for the Eora Journey Economic Development Plan has already been undertaken.

The City's Workforce Strategy 2015/2016 commits to developing and implementing the workforce actions identified in the Reconciliation Action Plan. The City's Aboriginal and Torres Strait Islander staff forum was established in 2013.

Since 2006, the City has partnered with the Aboriginal Employment Strategy to provide at least six traineeships per year for Aboriginal and Torres Strait Islander high school students.

The City is an inaugural member of Supply Nation (formerly AIMSC formed in 2009) and continues to procure services from Supply Nation-certified organisations. We also procure other services, like catering, speeches and Welcomes to Country from non-Supply Nation-certified Aboriginal and Torres Strait Islander people and businesses. The City has explored opportunities to support Aboriginal and Torres Strait Islander suppliers in understanding the processes necessary for suppliers to tender for City contracts.

The City provides community-based facilities, venues and a range of programs and services that respond to community needs and seek to improve social outcomes in areas such as community connectedness and social and physical health and wellbeing.

The City has been a long-time supporter of Yabun, a significant community event produced by Gadigal Information Service on 26 January each year. City sponsorship and support is in place to 2017. The City has also provided financial and in-kind support to Corroboree Sydney.

The City of Sydney provides a number of grant opportunities to organisations, groups and businesses across the City. In the past two years (1 July 2013 to 30 June 2015), the City has contributed \$640,000 in cash and value-in-kind support to Aboriginal and Torres Strait Islander organisations or projects with an Aboriginal and Torres Strait Islander focus through grants and sponsorship.



Action	Responsibility	Timeline	Goals
<b>Economic prosperity</b>			
<b>Promote economic prosperity for Aboriginal and Torres Strait Islander peoples in Sydney.</b>	Manager Research, Strategy and Corporate Planning	<b>June 2016</b>	<p>Adopt the Eora Journey Economic Development Plan.</p> <p>Commence at least two projects from the Economic Development Plan's early actions.</p>
<b>Employment, recruitment and professional development</b>			
<b>Increase the recruitment and retention of Aboriginal and Torres Strait Islander people within the City.</b>	Director Workforce and Information Services	<b>June 2016 June 2017</b>	<p>Develop and implement an Aboriginal and Torres Strait Islander employment strategy.</p> <p>Explore ways to improve data about employment of Aboriginal and Torres Strait Islander people at the City to inform future recruitment and retention.</p> <p>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.</p> <p>Investigate and increase pathways for Aboriginal and Torres Strait Islander peoples including training pathways, apprenticeships, internships, cadetships, graduate programs or work experience.</p> <p>Engage with existing Aboriginal and Torres Strait Islander staff to discuss employment and career development opportunities.</p> <p>Continue to support the City's Aboriginal and Torres Strait Islander staff forum.</p>
<b>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.</b>	Director Workforce and Information Services	<b>June 2016</b>	Review and amend recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander people applying for role at the City.
		<b>June 2016 June 2017</b>	<p>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.</p> <p>Include an Aboriginal and/or Torres Strait Islander person on interview panels for all identified roles.</p>

Action	Responsibility	Timeline	Goals
<b>Procurement</b>			
<b>Explore opportunities to increase supplier diversity.</b>	Manager Procurement	<b>June 2016</b>	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.
		<b>June 2016 June 2017</b>	Continue to use Supply Nation to identify Aboriginal and Torres Strait Islander organisations from whom we can procure goods and services.
<b>Provide opportunities for Aboriginal and Torres Strait Islander businesses to develop the knowledge and capabilities required to effectively tender for contracts.</b>	Manager Procurement	<b>June 2016 June 2017</b>	<p>Hold at least one workshop specifically for Indigenous businesses about how to tender for work at the City.</p> <p>Promote opportunities to Aboriginal and Torres Strait suppliers to tender for the City's supplier panels to increase representation on supplier panels.</p>
<b>Supporting community</b>			
<b>Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.</b>	Manager Social Programs and Services	<b>June 2016 June 2017</b>	<p>Provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces.</p> <p>Continue to deliver local services to Aboriginal and Torres Strait Islander community members.</p>
<b>Support major community-driven festivals like Yabun and Sydney Corroboree through sponsorship and in-kind support.</b>	Manager Culture and Creativity	<b>June 2016 June 2017</b>	<p>Provide in-kind support and sponsorship for Yabun and Corroboree Sydney as required.</p> <p>Leverage networks to raise the profile of Yabun and Corroboree Sydney.</p>
<b>Increase the effectiveness of the City's grant and sponsorship program for Torres Strait Islander groups, organisations and businesses.</b>	Manager Grants and Sponsorship	<b>June 2016 June 2017</b>	<p>Raise awareness within Aboriginal and Torres Strait Islander communities of the City's grant opportunities by advertising in Indigenous media and promoting through networks.</p> <p>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.</p>

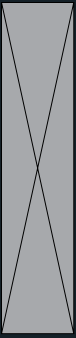
# 10 Reporting

**The City's RAP actions have been incorporated into business unit work plans. Implementing the RAP will take place in the day-to-day operations of the organisation.**

Employees will be given the opportunity to share their experiences and reflect on the success of the RAP through the evaluation process. This feedback will be part of the RAP reporting.

The City will publicly and clearly report on our progress, celebrating the achievements and honestly reflect on where we can do more.

Action	Responsibility	Timeline	Goals
<b>Economic development</b>			
Report achievements, challenges and things learnt to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	Chair, RAP Working Group	June 2016 June 2017	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia each year.
Participate in the Reconciliation Australia Barometer survey.	Director Workforce and Information Services	June 2017	Understand employee attitudes and knowledge about reconciliation.
Publicly report progress on the implementation of the Reconciliation Action Plan.	Business Planning and Performance Manager	December 2016 June 2016 December 2017 June 2017	Communicate progress to implement the RAP through six monthly reporting on an item in the City's Operational Plan.
Review the RAP and develop a new RAP for the City of Sydney.	Chair, RAP Working Group	June 2017	Review and update the City's RAP based on the achievements, challenges and things learnt during the implementation of the 2015/17 RAP.  Seek formal endorsement by Reconciliation Australia for the next RAP.



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